



# Annual Report and Accounts 2023 - 24

Charity no. 1053319 Company no. 03149116



'Before I came here my life wasn't great. Since I joined Lily&Lime things have got much better. I couldn't ask for a better place to be, it definitely helps my confidence. I can't wait to see what the future holds.'

**Daniel**





## Our Vision

A society where people with learning disabilities enjoy fulfilling lives of their own choosing.

## Our Mission

We support people with learning disabilities to fully develop their individual potential by providing opportunities, enhancing life skills, ensuring informed choice, and influencing society.

## Our Purpose

We aim to go beyond basic needs to help explore and achieve individuals' potential.

## Who We Are

- **We appreciate each person.** Everyone is different – we respect and celebrate this.
- **We're always learning.** We all have something to offer and more to learn.
- **We're always improving.** Striving to give our best and to have more impact.
- **We push for change.** We will challenge society to be fully inclusive.
- **We find the joy in everyday life.** We have the freedom to be ourselves and enjoy what we do.



# Chief Executive's Statement

Since April 2023, Minstead Trust has made good steps towards satisfying the ambitious requirements of its current five-year strategy.



The second year saw further work to strengthen the foundations of what we do and to prepare for an uncertain future, whilst continuing to take an ambitious and enthusiastic approach to opportunities that further our aims for people with learning disabilities. Above all, we have doubled down on our purpose – to go beyond the basic needs for which an individual may receive funding, to help explore and achieve individuals' potential.

The prior year saw the beginning of our first contract with Bournemouth, Christchurch and Poole (BCP) council. Having built a successful and ongoing relationship with Portsmouth City Council to the east, this was the first step of a plan to expand the Trust west of its New Forest origins. In addition to achieving great outcomes in that supported living service, we also succeeded in winning the contract to deliver a Carers Representation Service in the same area. Together with running both employability and wellbeing services in the area, we are just one step away from achieving every objective within our overarching goal to provide a full-service hub in the area.

We operate in a difficult sector and this year had its challenges. We closed our smallest social enterprise, Brickyard Café, housed in The Brickworks Museum, Bursledon. The lingering effects of the pandemic meant that footfall to the site was simply not high enough to sustainably continue to provide work experience and opportunities for people. We therefore took the difficult decision to close and focus our resources on more impactful endeavours.

Our burgeoning employability division is one of those areas. Almost entirely funded at present through means other than government funding, we have grown in little over a year to support 50 people, create seven jobs, 10 placements, and see 15 apprentices successfully complete their qualifications. We achieve this at an average cost of less than £2,000 per year – just 25% of the equivalent cost of keeping people in state education. It is one of several ways in which we go beyond what we are funded for by adult social care to empower people with learning disabilities to lead the lives they want.

We have also taken strong steps to understand and address the challenges facing the adult social care sector. A wide-ranging stakeholder consultation tested our hypotheses about the future against the views of local authorities,

partners, family carers, and funders. With the resulting insights, we developed a new theory of change focused on three pillars: System, Society, and Sector. We have rigorously debated and agreed the key objectives and measures that will form the basis of our activity in the coming year. We have also agreed a pay policy for the year 2024-25 that already exceeds the £12 per hour minimum wage for care workers included in the Labour Party's manifesto.

We are proud of our forward progress and excited to share some of it with you in the coming pages.

**Adam Dodd**

Minstead Trust Chief Executive



# Chair's Statement



As mentioned last year, I have focused on ensuring we have the skills, capability and resources to meet our growth targets and the opportunities and challenges these present.

I am pleased to present our achievements in this year's report which has been possible because of the support of such a capable and dynamic board and senior leadership team who work so well together in the pursuit of our ambition and purpose. We are also blessed to have such a dedicated workforce, volunteers and supporters who all share our ethos and vision for a society where people with learning disabilities enjoy fulfilling lives of their own choosing.

As we consider our future strategy and ambition, we are taking a systemic view of social care to push beyond the current realities of the funding landscape and incorporate areas that do not always get the attention they deserve.

As the parent of someone who is supported by Minstead Trust, I experience first-hand how, at its best, a mutually supportive and trust-based relationship can be integral to improved outcomes for individuals and reassurance to their family. Sadly, funding structures do not recognise the importance and value of this relationship nor the challenges it can present for all parties if not managed well. Our stakeholder consultation this

year, and taking on a Carers Representation Service, has underlined the significant value of this element to the social care system, and in the coming year we will explore partnerships with leading bodies to co-create a blueprint for strengthening and leveraging these valuable support structures.

Two years ago, we designated an infrastructure fund of £250,000 to bolster the quality of our delivery and our ability to achieve greater financial independence over time. I am delighted to report that we have met our ambitious target of returning to a breakeven position within two years whilst also expanding the breadth of our services. One of the most important, now and for the future, is our employability division. This takes people from the desire to work, through initial taster sessions to apprenticeships and on into paid employment.

We are also challenging accepted norms around pay for support workers. For too long, this crucial societal service has been undervalued by the fees government makes available to care providers like Minstead Trust. We are able to pay above the average through a combination of our social enterprises, which are growing quickly, and voluntary income. We are grateful to the tens of thousands of our social enterprise customers who, perhaps unknowingly, are helping us to improve pay conditions for our frontline workers.

We are so much more because of our supporters. We have benefitted significantly from pragmatic,

far-sighted grant funders who believe in our long-term strategic aims. We are grateful to all those who have helped us to improve the lives of the people we support despite the downwards pressure on real-terms social care budgets. And it is not just those who give money. Our wonderful volunteers extend what we can do and the impact we have. We are extremely grateful for their time, expertise, and engagement.

**Josephine Grunwell**

Minstead Trust Chair of Trustees





'I'm really enjoying it, I'm doing an apprenticeship, which I'm really enjoying, learning all the stuff around my apprenticeship. Now I've learnt loads and got the confidence to make the hot drinks.'

**Jacques**





# Our personal highlights

**Sean:**

'Best was watching Mayflower pantomime, also starting Park Run on Saturdays.'



**Debbie:**

'I really enjoy it when the uni students come in to volunteer and have done art sessions with us.'



**Jake:**

'My favourite bit was finally being offered a job.'

**Dave:**

'Best thing was starting preparations for the Hampton Court Flower Show.'



**Katy:**

'When I was told my mum was cancer free at the beginning of the year!'







# Award winning achievements

Every year, our annual awards celebrate some of the life-changing successes of the people we support.

Corey, Jacques and Luke selected the finalists from their nominated peers and a panel of judges chose the winners.

The award categories are based on the Trust's values and were presented by Cllr Neville Penman (Chair, New Forest District Council) and Mr John Dixon.



## Award winners



**We appreciate each person**

**Kevin** and **Elizabeth** for helping a housemate in difficult times.



**We are always learning**

**James** for learning cooking skills and cooking for himself once a week.



**We are always improving**

**Royce** for improving his skills as part of the Minstead Trust maintenance team.



**We push for change**

**Richard** for always talking about new ideas and being hopeful that the world can change in positive ways.



**We find the joy in everyday life**

**Rory** for bringing joy to everyone he meets with his big smiles, and **Edward** for the way he makes many situations happy and joyous for others through his jokes.



**The Romsey Rotary Award and the Jenna Dixon Award for Special Achievement**

**Daniel** for his contribution to the Lily & Lime café and **Jon** for winning a gold medal in the Special Olympics GB National Winter Games.

## 2023 Apprenticeship Graduates

In January we celebrated the success of eight supported apprenticeships, alongside the staff and managers who have not only mentored learners but continued to develop themselves. They have also developed their own careers, through continued professional development. It was a very special occasion.

In the UK, less than 5% of working age people with a learning disability who are known to local authorities have paid employment, despite over 60% wanting it.

We are proud to lead by example both in our own employment of people with learning disabilities through apprenticeships schemes, and in preparing many more for the workplace elsewhere. This is an area in which we go far beyond the basic needs for which people receive funded support, and for good reason: the benefits of employment in terms of increased independence, confidence, social interaction are significant and can last a lifetime.





## Support services

- 1. Carers Representation Service**  
Helping family carers have their voices heard in Bournemouth, Christchurch and Poole
- 2. Poole Supported Living**  
Shared houses with varying levels of support for tenants
- 3. Residential**  
24/7 support for nine people to live in a shared home
- 4. New Forest Day Opportunities**  
Workshops and activities to help people develop new skills

- 5. New Forest Supported Living**  
Shared houses with varying levels of support for tenants
- 6. Portsmouth Day Opportunities**  
Activity sessions and community visits to help people learn new skills
- 7. Portsmouth Supported Living**  
Shared houses with varying levels of support for tenants

### Employability

Work experience and training support 'along the south coast

## Social enterprises

- 8. Furzey Gardens**  
Public gardens, tea rooms and wedding venue
- 9. Minstead Lodge**  
Country house wedding and events venue
- 10. Real Jam & Chutney Company**  
Artisan products made by people with learning disabilities
- 11. Hanger Farm Arts Centre**  
Theatre, events and wedding venue
- 12. Lily&Lime cafés**  
Community cafés run by people with learning disabilities





# The year in numbers

**14,757**  
volunteer  
hours

11,727 in 2022-23



**1 residential  
care home**

No change  
since 2022-23

**2 day  
opportunities**

No change since 2022-23

**268**  
staff



264 in 2022-23



Supporting  
people to live in

**35 homes**

28 in 2022-23

**Over  
45,200**  
online  
supporters

38,500 in 2022-23



**Over  
35,000**

Furzey Gardens  
visitors

31,500 in 2022-23



**5 social enterprises  
across 6 venues**

5 venues in 2022-23

**139**  
volunteers

128 in 2022-23







## Per week







# Progress against our five-year strategy 2022-2027

This was the second year of our strategy under our unifying purpose: **We seek to go beyond support for basic needs to help explore and realise individuals' potential.**

The strategy recognises that social care is in some ways broken: that local authority finances do not allow for the levels of support that enable people to really make their own choices in life; that this support is only available to the 20% of people with learning disabilities in the UK who qualify through their care needs assessment.

A stakeholder engagement review conducted this year recognises that there is desperate need for organisations like Minstead Trust and its community of support to step up to the challenge of going above and beyond social care provision to increase inclusion in society. This should start with exploring what inclusion really means within the Trust itself, and seeking ways to address the gaps in support that people with learning disabilities and their families are facing.

This second year of our strategy continued the two-year focus on quality and building infrastructure, to grow Minstead Trust's ability to respond to the challenge. The strategy is ambitious, far-reaching, and underpinned by detailed operational plans and budgets.







**Five year strategy: 2022-2027**

# Exploring and nurturing potential

People with learning disabilities usually have their needs assessed by the local authority. But delivering excellent care in support of someone's assessed needs is only part of the story, and not everyone has an assessment.

## **We will:**

- **Recognise and nurture potential** by encouraging people to explore what they want from their lives
- **Enable people to have their own voice** and views and make them known
- Map the places and people in the community that **offer people opportunities to explore their potential**, and help connect them
- **Be creative and collaborative in providing new opportunities** where gaps exist
- **Support families to understand their rights** and what can be achieved
- **Help people at transitional points in their life**, including; leaving school, moving to their own home or getting older.



**We believe every person has potential, which can go far beyond the basic needs for which they receive support.**



**Five year strategy: 2022-2027**

# Educating and inspiring society

People with learning disabilities have a huge amount to offer the world. But usually their input and influence is undervalued and ignored.

## We will:

- **Build upon the existing work experience and employment opportunities** in our social enterprises by opening more outlets
- **Help to create more opportunities for work experience and employment** in society
- **Create Learning Disability Confident Employer award**
- **Engage fully in all opportunities to consult with and influence local and national government** on learning disabilities at all levels
- **Influence and coach companies, services and communities in how to hear the views and perspectives of people with learning disabilities,** and how to serve these citizens better
- **Lead the way on modelling how truly inclusive communities benefit the world.**

**We believe in reducing or removing barriers in society and showing how people with learning disabilities can participate fully in their communities.**







**Five year strategy: 2022-2027**

# Involving the people we support throughout our organisation

This improves our services and makes it more likely that the people we support will fulfil their potential.

## We will:

- Find the best ways to **involve people with learning disabilities** and **give them the opportunities and support to make the fullest possible contribution** to their services, our enterprises, and the way Minstead Trust develops
- Put communication, feedback and research mechanisms into everything we do, to **become a true learning organisation**
- **Enable people to express their own views** and ensure that their voices are heard
- **Create paid roles for people with learning disabilities** in all our departments.



**We believe  
that it is the right of  
people with learning  
disabilities to be involved  
in the creation and  
implementation of  
our services.**





Part one

# Strategic delivery during the year







**We are continuing the strengthening of the foundations of what we do, ready for significant growth in later years. In particular, we said we would:**

- Identify infrastructure improvements
- Create an 'always learning' culture
- Focus on greater meaningful involvement and influence of the people we support in each service and in organisational activity

### A focus on infrastructure

A digital transformation programme got underway this year, thanks to a generous grant. The appointment of digital and information specialists has enabled swift improvements, including the introduction this year of Microsoft 365, Teams and SharePoint, as well as adopting an online platform to map organisational strategy and objectives, and monitor progress against targets.

Additional specialist roles to improve our infrastructure have been identified, including a learning and development lead, and a risk and compliance manager role to progress in the coming year.

### A focus on learning

We are committed to supporting everyone to make informed choices, and receive the support they need, to live their lives the way they want to. This year we have started to put new measures in place that will enable us to review how well we are delivering on our commitment, and how we can improve.

### Do we know what people want?

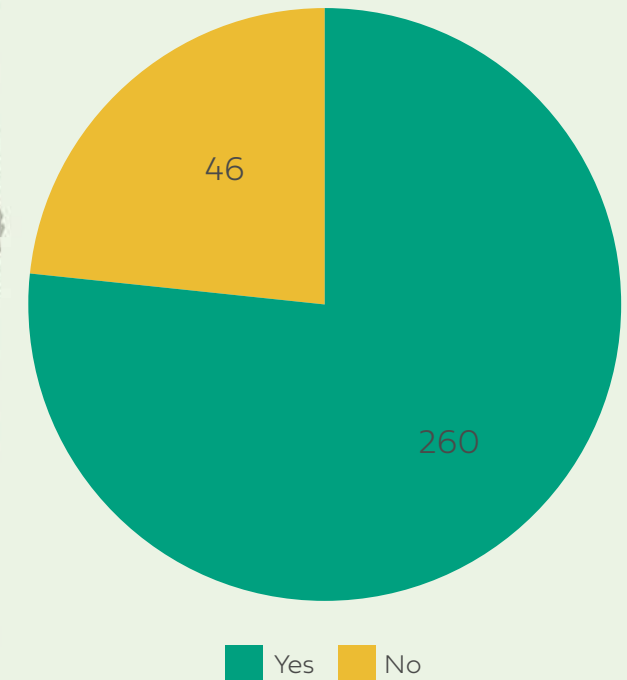
We conducted a simple survey across our care services staff, focused specifically on what we know about the aspirations of the people we support, and whether we are being successful in helping them live the lives they want.

Out of 306 responses, 85% suggested that they had a good idea of what the individual wanted.

### A sample of current aspirations shows the wide range they cover:

- Stay in employment
- Learn to ride a bike safely
- Lose weight
- Visit more places abroad and go to Japan
- Have more control of my money
- Move in with my boyfriend, get married and have a flat together

Do you feel you know what this individual wants from their life?





## Are we providing the right support?

We delivered Active Support training this year to 130 frontline staff, to focus their support work on encouraging engagement in daily tasks, and in steps towards achieving personal goals.

Active Support uses a range of gradual and graded support techniques to maximise the engagement and participation of people we support with routine tasks that develop skills and independence, ensuring every moment is an opportunity.

The survey showed that staff are feeling confident that in most cases they are supporting people towards their goals.

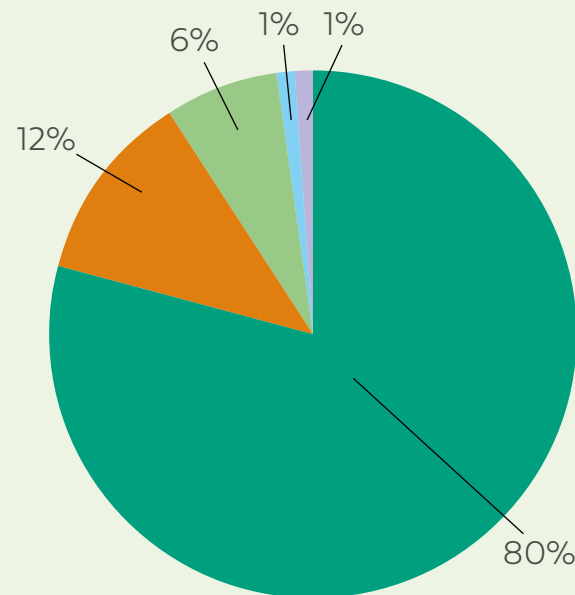
### A small sample of specific achievements by people we supported this year include:

- Completing an apprenticeship and transitioning to full time paid employment
- Travelling independently to town by bus and back on multiple occasions
- Competing in an international figure skating competition
- Learning to self-medicate

## Learning and next steps

Some of the people we supported found it difficult to communicate their ideas about their goals, and we will be working on ways to provide more tailored support for them.

## Are we supporting people to achieve the life they want, or signposting them resources that can?



- Yes, we are helping them achieve the life they want ourselves
- Yes, we are signposting them to other resources
- Kind of, we are trying but it's not working well at present
- Kind of, we have signposted them to other resources but it's not working out
- No, we don't think we are helping them achieve the life they want currently

Not everyone has fully considered what they want from life, or realised the options available to them. To address this, we are adapting a Personal Outcomes Measuring Scale to prompt support discussions about any areas not yet fulfilled: helping to identify what they want from life and the skills and experience they may need to get there.

Additionally, we go above and beyond with a voluntary funded service to offer more intensive life coaching support, where required, to explore wider life options, support to cope with change, and create a positive plan for the future.

## Reviewing our outcomes

This year has laid the foundations of identifying and measuring personal outcomes. This work will be taken further forward into developing a full organisational outcomes framework: linking strategic organisational outcomes to the individual progress that we are currently delighted to see and report in each service.

## A focus on involvement of the people we support:

One of our three key strategic pillars is around involving the people we support throughout our organisation.

The move of our residential care home provided a real opportunity to ensure that the residents were fully engaged and at the heart of decisions around the move.





## Case study

# Moving to a new home together

Until last year, the Trust's headquarters at Minstead Lodge had been home to up to nine of the people we support, offering them 24/7 support in a residential care setting.

In recent years, the residents began to tell us that the Lodge was not as well suited to their needs as they would like.

As a group, the residents expressed a wish for us to look for other places they could live.

So when an opportunity arose to acquire a former bed and breakfast in Lyndhurst, it was one we knew the residents would want to investigate.

We took time to present the new house to them, showing them the rooms, ensuite bedrooms, private garden and its location close to the centre of the village.

The residents and their families discussed the option and decided it would make a much-improved new home for them all.

Once the move was in progress, all residents were involved in choosing options for redecoration, planning their new rooms, and other necessary improvements.



They planned the move together, creating timelines for packing, deciding what to take and spreading everyone's move over a number of days.

At the time Ilesha said 'I'm a bit worried not everything is going to fit (in my room), but luckily we've got the staff to help us'.

Since they moved in, time has flown by. The transition has been one of adjustment, patience

and excitement. The house is a vibrant and more modern space, where the residents are thriving.

### Florrie's highlight of the year:

'Getting the house was my first highlight and the second was my keyworker helping me to learn to catch the bus. We can go into town and catch the bus without support. I like going places on my own, living here has made that easier.'





## Going above and beyond

Our purpose is to go beyond the basic needs for which people received funded support to explore and nurture individual potential.

This year we have looked at how we offer services, to find ways to extend support to reach more people or to be creative in what can be delivered.

## Support in the workplace: Lily & Lime cafés and Real Jam & Chutney Company

These are two of our five social enterprises offering a wide range of programmes that people can follow, including commissioned daytime services, supported volunteering opportunities and apprenticeships.

The teams include a full range of roles for support staff, kitchen professionals, volunteers with or without a learning disability all working together,



and offer progression pathways, for those who wish to further their careers within local businesses.

The team is able to be more flexible to individual needs when external pressures or mental health issues can push people off track.

These businesses are creating a more sustainable model of adult social care for people with learning disabilities and showing that inclusive workplaces are not just possible, but desirable.

We were excited to open a new Lily & Lime café this year within the Portsmouth Civic Offices called The View. This has created more opportunities for people with learning disabilities to experience the workplace. Each week 24 people with a learning disability are contributing to an amazing workplace culture, which shows customers how inclusive teams can work so positively together to create an outstanding customer experience.

After a full year of trading with Minstead Trust, Real Jam and Chutney Company has delivered just under 4,000 hours of training time and supported over 20 people to learn work and life skills in a workplace setting. People like Iesha, Henry and David are involved in the manufacturing process, building their confidence and being involved in business decisions.

Moving into a new professional kitchen, the company is looking at new initiatives to create more opportunities within the team for people with learning disabilities. We have 60 commercial customers, a new apprentice starting in autumn and a new brand launching.



## Pick and mix services in Portsmouth

We are extending the opportunities available in the city whilst also supporting people to access community resources. We find out what the individual would like to do with their life and then support people creatively to find ways to achieve that, often in partnership with other organisations and individuals.

In the last 12 months, we significantly grew our outreach support for people living independently in their own homes. This rose from one person with 22 hours support, to six people with 119 hours of support.

Meanwhile the day opportunities at Warren Avenue extended the variety of sessions on offer to meet different interests while reinforcing learned skills or challenging people to acquire new ones. We also provide psychological support, social





## Staff stories

### Felicity Wagman, Digital Improvement Specialist:

In my first few months at Minstead Trust I've been amazed at the diversity of work going on and I am really looking forward to helping where I can.

My background is predominately in the IT industry, and I've also served as Royal Naval officer for many years. I like to get into the details of how systems work and to make them do what we need, when we need it. I'm looking forward to meeting more people from the Trust and can hopefully support them in the amazing work they do.

engagement, physical exercise, internal inclusion, community inclusion, and support with choices/decision making. We help people to explore different types of housing/accommodation and support available within Portsmouth.

Together with options at Lily & Lime we now have a varied assortment of provision offered across the daytime in Portsmouth. We are working on a 'pick and mix' timetable across the venues we manage for individuals to have the choice of more opportunities, scope for learning and having fun.

### People and Culture – using our skills to provide additional support

We work with our colleagues across the Trust to ensure we attract the best talent. We want an environment where employees and volunteers feel safe, listened to and enjoy coming to work.

But we also use our skills to do far more: providing additional expert advice to the people we support. This means we go above and beyond our job description to build even further on the amazing work being delivered by our teams of support professionals and skilled volunteers.

### For people on our employability programmes we offer:

**CV writing;** once our Employability Mentors have skilfully uncovered the talents of each job seeker with a learning disability, we tailor each CV, alongside the individual, to highlight the skills and interests relevant to the job.

**Mock interviews:** we send an interview invite, conduct the interview in a realistic setting and ask questions aligned to the role the individual wants to apply for.

**Money savvy:** sometimes staff colleagues with a learning disability need a little extra help to understand their salary payments. Our payroll service can also spot early signs of someone experiencing problems with finances and offer some support discreetly.

**Involvement in recruitment:** people with learning disabilities participate in our key recruitment decisions, whether this is giving feedback on shortlisted candidates, attending recruitment roadshows or being part of interview panels. In 2024 we will go above and beyond to recruit for a paid role within the People & Culture team for someone with a learning disability to lead and steer the process.

**We are always learning:** recruiting alongside people with experience of being supported by the Trust provides a different kind of insight into what works well and not so well.





## Case study

### Following the dream - Josh

**We see our work as a full team effort, not limiting our support to specified services, but finding ways to tailor the support we offer depending on what each person really wants to achieve in their lives. At different points on Josh's journey, we were able to provide additional wrap-around support, as needed, above and beyond the specific service he was working in. This included wellbeing, employment and HR support.**

'When I was a teenager, before I joined Minstead, I enjoyed football but found it difficult meeting new people, partly because of my disability. I hadn't had a job after school.

Eventually I started at Furzey Gardens by doing some trial shifts eight years ago. I enjoyed using the till, making the coffees. Furzey is a nice place, I like the gardens. My family came and visited me quite a bit. They are pleased the Trust helped me quite a lot.

At the start I would hide round the back of the tea rooms and someone would have to bring me a drink before I felt ready to work. But gradually I built up my confidence bit by bit.

My family knew my confidence was low, but now I won't shut up! But that's a good thing, as you need confidence to be able to get a better job.

I have wanted to be a chef for a while and I started an apprenticeship at Minstead Lodge in 2022. I helped with the jam and chutney making, but also making hot lunches and sandwiches.

I've learnt a lot in this job, Chef Andy has been a good teacher. I've learnt basic skills, done my coursework and completed my 18-month apprenticeship with a 30 question exam. I got a distinction for that.

This year I went for a commis chef position at a local pub, working five days a week, did a trial shift and got the job.

I felt happy to get the job – I've wanted to be a chef since I was 13. I was pleased with myself, the future's looking good.'



'This year I went for a commis chef position at a local pub, working five days a week, did a trial shift and got the job.'





Part two

# Community supporters





## Volunteering

Our volunteers are a vital part of the work we do at Minstead Trust, and their impact extends far beyond the time everyone puts into helping our work for people with learning disabilities. They:

- bring varied life experience, different backgrounds, and help us to be more diverse and circumspect in our thinking;
- enhance staff morale by working alongside them and affirming the value of the work that staff are doing;
- through buddying up with people we support, introduce people to experiences they might not otherwise have, helping to build further aspiration;
- bring professional expertise we could never dream of being able to pay for, no matter how valuable to the cause, helping to shape and develop the organisation and its capabilities;

- spend more time outside the organisation than our staff, and so can bring in an outside perspective, challenging us to be better and to avoid complacency;
- are ambassadors – through word-of-mouth, volunteers help raise awareness, and help to find additional support that makes new things possible;
- extend (very considerably) what we can do, helping us to overcome the shortcomings of local authority funding by supporting us to build financially independent social enterprises that will secure our position to support individuals, create new opportunities, and influence society well into the future.

We are very grateful for the 139 volunteers who supported us during the year, contributing nearly 14,800 hours across the year – an incredible 26% increase over the previous year. They have contributed numerous positive outcomes between them, from supporting people to learn new crafts and skills, to devising the new digital strategy for the whole organisation.

## Board of Trustees

Our Board is populated entirely by volunteers who each give a significant amount of time, attention, and expertise to the organisation each year. As at the year end, the board was comprised of 13 trustees.

We welcomed four new trustees over the course of the year, including, Eleanor Clark, Dr David Naylor, and Nicola Pestell. With experience in management, bid writing, care provision,

academia, and marketing, these new additions bring a rich mix of skills and a fresh perspective that is invaluable as the Trust navigates the challenging waters of innovating in adult social care.

During the year we said goodbye to Graham Waters, who had served as a trustee and Deputy Chair of the Board of Trustees for many years. With experience spanning a wide range of industries and organisations, including the Care Quality Commission, Graham provided valuable insight, support and challenge over a long period of voluntary service. We are pleased to say that we still retain Graham as a volunteer, and he can often be found meeting and greeting visitors to Furzey Gardens. We also said goodbye to Ann Day who served for several years as the chair of the Finance and Facilities Committee. We are grateful to them both for their service.







## Volunteer stories

### Claire, Volunteer Cycling Buddy to Rhianne

'Knowing that I am a keen cyclist, I was kindly asked if I could help Rhianne to improve her cycling. Rhianne is a very competent rider, having ridden regularly with PEDALL, a New Forest based charity which promotes inclusive cycling, but she really wanted some support and company to encourage and enable her to ride independently.

Our first ride was a short one, from where she lives in Totton to Hanger Farm café – as no cycle ride is really complete without a cafe stop! The following week we ventured a little further into Totton and soon after that, Rhianne successfully cycled there by herself. Since then, she has not only ridden solo the three miles to Copythorne Community café, but our joint rides have become more challenging too.

I have hugely enjoyed our rides together, and it has given me great pleasure seeing Rhianne gain in confidence. I'm really proud of her, navigating her own way to places and no longer stopping on the uphill sections! It's wonderful that she can now travel independently to many local places and not have to rely on buses or taxis.'

#### Rhianne says:

'I have fun cycling with Claire. When we cycle together, we talk on the bike and she helps me to keep safe on the road all the time. She also helps me look behind for cars and traffic as well. I have fun with Claire.'







# Focus on Sam Agnew:

## One year into her Trustee role at Minstead Trust

'In 2021 I had been volunteering at Hanger Farm and was already impressed by what the venue brings to the local community, with many regulars as well as new visitors. Volunteering was an excellent way to find out more about Minstead Trust and when I heard Adam (CEO) speaking about the work of the wider Trust I knew I wanted to be more involved.

I have 14 years of experience in the charity sector with organisations supporting health and social care, particularly for older people. In that time I have led services operationally, as well as working strategically at director level.

I have now been a trustee since 2022 and have been constantly impressed by the ethos of everyone involved. It's easy to talk about a broken social care system but much harder to do something about it. At every level Minstead Trust recognises potential and celebrates individual contribution. Offering real work, safe places to live and care and support that really empowers and celebrates people.

I have been inspired by the variety of support, and the dedication of staff in finding ways to break down barriers so that the confidence and skills of individuals are broadened. I am on the social enterprise committee and find it incredible that we provide so many amazing opportunities through those activities for the people we support. This includes making the delicious products in the Real Jam & Chutney Company, growing and nurturing the gardens at Minstead Lodge, and making beautiful craft products to sell at Furzey Gardens.

Whether I'm talking to the people we support, or the staff that work there, being a trustee is a privilege and in some small way we're all of us making our community a much nicer place to be.'



'These opportunities don't just tick boxes they are often transformational for those involved and show that employment is a real possibility for people with a learning disability.'





# Funders

We are extremely grateful for the support from all our donors, including individuals, groups, companies and grant funders.

We would particularly like to thank the following supportive community funders: :

- **Romsey Methodist Church**
- **All Saints Church Minstead**
- **Chandlers Ford Methodist Church**
- **Cadnam Methodist Church**
- **Downton Baptist Church**
- **Westside Church Totton**
- **Our Lady of Mercy Lymington**
- **Freemasons from Hampshire and the Isle of Wight**
- **Rotary Groups of Bransgore, New Forest and Romsey**
- **Romsey Roundtable**
- **Totton and Eling Carnival**
- **A35 Classic Car Club Southampton**
- **Hale and Woodgreen Horticultural Society**

The following businesses have also offered invaluable support:

- **PIMCO Prime Real Estate**
- **Milestone Infrastructure**
- **The Christos Lazari Foundation**
- **Veolia**
- **Stewarts Garden Centres**
- **Netserve Ltd**
- **Snows Toyota Group**
- **Fire and Safety Team**
- **Brewer's Decorator Centres**
- **Cadbury Foundation**

## **The following individuals undertook sponsored challenges to raise funds for the Trust:**

Claire Aplin for her abseil challenge, Helen White for her swim challenge, Mary Birch for her crafts and Steve, Marc and Harry for their Great South Run.

Special mention must also go to Councillor and Chair of New Forest District Council - Neville Penman for selecting Minstead Trust as one of his Chair's charities.

Thank you to all the trusts and foundations that have supported us through the year and have enabled us deliver projects. This includes the conversion of our courtyard hay store into a new artisan weaving and textiles studio, expanding production facilities for the Real Jam & Chutney Company, and supporting the growth of our social enterprises as they build their profitability.

It is this committed community of support around Minstead Trust that allows us to continue to innovate: finding new ways to support the skills and aspirations of people with learning disabilities.



# Our key objectives for the financial year ending March 2024 were:

## 1. To move our care home residents to improved premises in the community

- Achieved. Our residents moved into their new accommodation in Lyndhurst in July 2023
- Outcome: eight people are living in a lovely new home with ready access to community resources

## 2. To carry out an extensive consultation of our stakeholders, leading to a new Theory of Change for how best to achieve our vision

- Achieved. We consulted a range of stakeholders, developed a Theory of Change and gathered feedback on the role Minstead Trust can play to achieve our vision.

- Outcome: we have a clear route forward, which endorses and builds on our current strategy.

## 3. To empower our staff continuously to improve our services and operations

- Ongoing: we emphasise a workplace culture in which people can question, challenge, and learn from mistakes. We have also introduced the PDSA cycle of continuous improvement, based on our value of Always Learning.
- Outcome: confidence to try new things, honesty in learning from experience, and identifying improvements in every role.



## 4. Grow the involvement of our volunteers through the creation of new volunteer roles at all levels of the Trust

- Achieved: volunteer numbers have returned to pre-pandemic levels, with new roles identified such as HR and Finance Admin, Jam & Chutney Makers and Social Enterprise Delivery Drivers. We have also recruited people with a learning disability to both new and established roles, such as welcome hosts at our public events and venues.
- Outcome: we are a truly inclusive organisation, able to open up new opportunities for the people we are supporting and our colleagues.

## 5. To decide upon and trial a way to better measure our effectiveness

- Ongoing: we undertook a snapshot survey as a baseline and are working on tailoring a personal outcomes scale measure.
- Outcome: We are confident that we have good knowledge of individuals' goals and that in most cases, we are working well towards them.

## 6. To select and trial a new way to measure our impact on society

- Still to do: this will be based on the work following the Theory of Change and Stakeholder review.

## 7. To implement a new pay review scheme that rewards expertise and experience in the care sector whilst helping to support high standards of care and support

- Achieved: new support worker grading structure introduced, requiring skills based evidence, mandatory training requirements and policies up to date.
- Outcome: improvement in training and policy compliance. Clearer career path to apply for more senior roles, anticipating this will lead to improved employee retention and engagement.





## 8. To carry out a strategic review on the future of Minstead Lodge, our flagship property

- Ongoing: we undertook a strategic options review and considered the criteria that future development will need to meet, in order to optimise the asset. We have asked all staff, volunteers and the people we support to submit their ideas for the future, so that everyone has a chance to participate in this important organisational conversation.
- Outcomes: clarity on the future of the site and a shared commitment across the services to making it happen.

## 9. To extend our services in Bournemouth, Christchurch and Poole

- Achieved: we were awarded the contract to run the learning Disability Carers Representation Service for BCP council. We are delivering employment support services in the areas.
- Outcome: a consolidated presence from which to build further support.

## 10. To extend our Lily & Lime services in Portsmouth

- Achieved: we successfully open a new outlet at The View in Portsmouth Civic Offices.
- Outcomes: an additional five people with learning disabilities have the opportunity to contribute to the workplace. Awareness of the potential of people with learning disabilities is higher amongst council staff.

# Our key objectives for the financial year ending March 2025

**Our purpose:** To go beyond basic needs to help explore and achieve individuals' potential

**Strategy pillar 1:** Explore and nurture potential

**Objective 1:** We understand what everyone we support wants from their lives

**Objective 2:** We are supporting everyone to achieve the life they want

**Strategy pillar 2:** Educate and Inspire Society

**Objective 3:** We will change societal views about people with learning disabilities through employment, work experience, exposure, and awareness building.

**Objective 4:** We will ensure that the views and experiences of people with learning disabilities are heard by those who have the power to change the world for the better, and make recommendations

**Strategy pillar 3:** Involve the people we support throughout our organisation

**Objective 5:** We are involving the people we support in the improvement of our services and embedding this approach

**Objective 6:** We will co-produce our services with the people we support



# Part two

## Financial review



**Minstead Trust consolidated accounts show a 18% increase in net income to £7.7m (2023: £6.5m) with a surplus of £40k (2023: deficit £215k). Charitable costs increased by 14%.**

Both Care Services and Social Enterprises contributed to the increased income. In Care Services the 17% increase in income was driven by Day Opportunities, expansion of Supported Living in Portsmouth and a complete year of Supported Living in Poole. There was growth across our social enterprises with the 32% increase income driven by a complete year of Real Jam & Chutney Company and growth of our Lily & Lime café brand in Portsmouth.

Our strategy continues to be to diversify our income streams and during the year we have raised funds to expand our successful Real Jam & Chutney Company.

During the year the difficult decision was made to close Brickyard Café as the social enterprise was loss making, due to site issues beyond our control. All staff who expressed an interest in redeployment were successfully offered alternative roles.

We continue to see a great deal of interest and support for our strategy by funders. Fundraised income increased by 10% to £735k due to generous grants (£307k received this year), as well as the community of supporters around each of our services and enterprises. The grants have enabled Minstead Trust provide support over and above the level funded by statutory contracts. This year the grants have enabled us to invest in our facilities, a new digital transformation team, our employability team (supporting people into employment) and our wellbeing work.





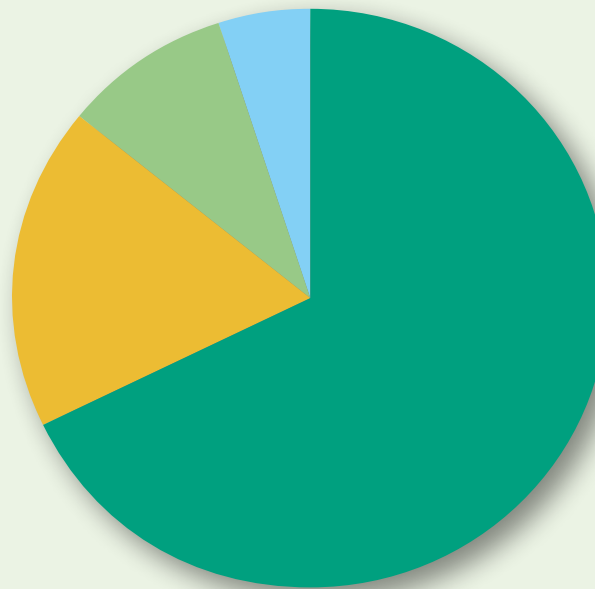
The majority of our increased expenditure relates to increased staffing to support our growth with a full-time equivalent increase of 10 people (staff costs increased by 14.5%). As noted above, Minstead Trust has invested in digital transformation by establishing a new team and it is anticipated that this investment will lead to significant efficiencies in ways of working.

We have continued to face significant challenges in recovering money owed by local authorities. Our trade debtors increased by 71% to £632k at 31 March 2024. In the latter part of the year Minstead Trust recruited a credit controller to focus on reducing our debtor days and we expect to see the full impact of this role in the year to 31 March 2025.

This year our cash balances fell by 13% to £1.4m due to the worsening debtors' position and the £174k investment in fixed assets. This included £64k in a new workroom for our New Forest Day Opportunities and £29k in our new Jam & Chutney production room.

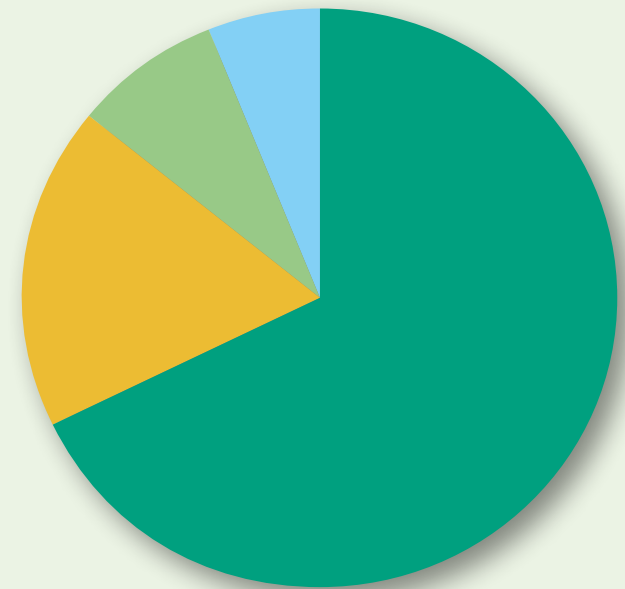
Despite 18% income growth year-on-year, we have been able to retain a good degree of diversification across our income streams, with just 68% of our income coming from local authority funded care and support fees for the second year in a row (down from 92% a decade ago).

## 2023-24 Income £7.67m



- Care and Support fees **68%**
- Social Enterprises **18%**
- Donations, grants and legacies **9%**
- Property and investments **5%**

## 2022-23 Income £6.49m



- Fees and Contributions **68%**
- Social Enterprises **18%**
- Donations, grants and legacies **8%**
- Property and investments **6%**



Part three

# Governance and management







## Our Governance Structure

Minstead Trust was established in 1986 and incorporated in 1996 as a charity and company limited by Guarantee and registered in England and Wales.

**Charity number 1053319**

**Company number 03149116**

## Charitable Objects and Public Benefit

### Our Charitable Objects are:

1. To support people with a disability, or otherwise excluded by their social or economic circumstances and members of their family and their carers by means of providing services, facilities, campaigning and support to enable them to lead more independent and fulfilling lives and become fully integrated in society.
2. To preserve, maintain and develop the historic gardens and buildings particularly at Furzey Gardens, Minstead for the enjoyment and benefit of the horticultural groups and the general public and in particular people who are otherwise excluded by their social or economic circumstances
3. To provide facilities for the better carrying out of the objects herein referred to without prejudice to the generality of this object to provide library, workshop, research, employment, training, recreational, spiritual and other residential and non-residential facilities as may be necessary to promote such objects.

### Charity Trustees have a duty to report on their charity's public benefit. They should demonstrate that:

1. There is an identified benefit or benefits
2. The benefit must be to the public or section of the public.

This report sets out the activities that Minstead Trust carried out to further its strategic aims and public benefit and charitable objects. The Trustees take note of the Charity Commission's advice on public benefit and confirm that our activities meet the requirement of Public Benefit of our charity.

## Board of Trustees

Our Trustees have ultimate responsibility for directing the work of our charity, ensuring that it is solvent, well run, and delivering against our charitable objects or the public benefit. The Trustees of Minstead Trust are Directors of Minstead Trust for the purpose of company law. No Trustee has any financial interest in the charity. No Trustee receives any remuneration for their services as a Trustee but may be reimbursed reasonable and necessary expenses.

The Board of Trustees appoint the Chief Executive who is accountable to the trustees for the day to day running of the charity, and for implementing the strategic business plan approved by Trustees. The Board set out the delegated responsibilities to the CEO on an annual basis.

The Trustees ordinarily serve up to three terms of three years. The Board met four times in the year

as well as an annual away day. All Trustees sit on at least one committee of the Board which convene several times a year depending on the specific Terms of Reference as set out in the Governing Document.

### The Committees during the year were:

- Governance
- Finance and Facilities
- Care and Support
- Social Enterprises
- People and Culture
- Development

The Board elects a Chair who ordinarily fulfills that role for a period of three years.

## Trustee Recruitment, Training and Induction

The Board seek to ensure a good mix of experience and expertise, including finance, HR, commercial, risk, senior management and direct experience of learning disabilities. During the year, four new trustees were recruited, and three retired. Two of the current 13 Trustees have family experience of learning disabilities.

New positions are advertised, following a skills assessment by the Board. The recruitment process is overseen by the Governance Committee and aims to involve some of the people we support.

All Trustees receive induction training by the Senior Leadership Team and complete the NCVO Trustee Induction Training as well as Safeguarding Training. All Trustees are subject to our Safer Recruitment Policy for staff and volunteers. Safeguarding Training is refreshed every three years.



## Risk Management

The Board is ultimately responsible for risk management. Our risk philosophy helps to ensure we can achieve our purpose by:

- Creating a culture that supports sound decision making throughout the organisation;
- Ensuring diversity of thought and lived experience is reflected in the design of our tools, processes, and frameworks; and
- Maintaining sufficient agility to respond to change as required.

The Board undertakes a fundamental risk review annually. Each risk is assigned a likelihood and estimated impact which together give the risk an

overall rating. The highest rated strategic risks are reviewed at each Board meeting and the Committees review and manage the risks related to their remit outside of the Board meetings. The Board confirms that this process was followed throughout the year, and that control systems exist to manage identified risks. Members of the Senior Leadership Team (SLT) compile and maintain operational risk registers that provide more granular detail of overarching areas of risks, again with likelihood and estimate impact calculations applied to indicate the severity of risk in each case. Risk mitigations and controls are specified. The key risks that the Board have identified and actively monitor and control with risk mitigation and a responsible manager for each risk include:

Risk	Impact on strategic or operational objectives
Changes in government policy and/or inconsistent policy application	Misalignment of our strategy and impacting upon services and finances
Forced closure or reduction in services	Catastrophic loss of income and/or reputational damage impacting the Trust's operations
Reputation/Poor public perception of charity sector and/or Minstead Trust	Reduction in support and goodwill
Strategy is not sufficiently future focused, flexible and/or diverse	Failure to meet the current trend or future needs of our beneficiaries, leading to a decline in use of our services and ineffective use of money
Inadequate or inaccurate reserves, cash-flow and/or investment management	Limited ability to delivery strategy which impacts the charity's sustainability

The Board reviewed the organisational Risk Register during the period and deemed it fit for purpose, following a substantial refresh in the prior year.



## Staff stories

### Sini Lucas, Learning Disability Family Carers Representation Coordinator (Bournemouth, Christchurch and Poole).

'I joined Minstead Trust in June 2023 when this contract moved to Minstead Trust, having done the same role for two years with Dorset Advocacy.

I had many years of previous experience of working in adult social care in various roles and services from support worker to area manager.

My role now, as Carers Representation Coordinator, is to work with Learning Disability Family Carers to enable their voices and experience to be heard in BCP Adult Social Care and Health Services, planning, monitoring and service development.

I very much enjoy my role. I am a firm believer that listening to, and truly understanding, families, ultimately supports people with learning disabilities to have better lives.'





## Decision Making and Management of the Charity

Having agreed the annual budget, which is linked to the five-year strategy, the Board delegate the policy implementation and day-to-day management to the Chief Executive. The detail is set out in the Delegation of Powers included within the Trust's Governing Rules. Strategic objectives and actions tracked through quarterly progress reports monitored through committees, alongside financial reporting to the Board.

**The Chief Executive was supported during the year by a senior leadership team comprised of:**

- **Director of Development**
- **Director of Care and Support**
- **Regional Director of Care (Portsmouth)**
- **Director of Finance**
- **Director of People & Culture**
- **Director of Social Enterprises**

## Fundraising Practices

Minstead Trust takes a diversified approach to fundraising, generating voluntary income from individual donors, including donations to Furzey Gardens, fundraising events, corporate supporters, trusts, and FTE foundations. Our fundraising team consists of 2.6 staff including a project officer and is overseen by the Director of Development. The Trust does not employ any professional fundraising organisations.

We are registered with the Fundraising Regulator and work to the Fundraising Code of Conduct.

## Pay and Remuneration Policy

Our pay philosophy is to support recruitment and retention of excellent staff by implementing sustainable and appropriate pay and benefits packages. We believe that all contracted roles should attract a minimum of the Real Living Wage whenever possible, and we work to generate income from our social enterprises to supplement the pay levels that local authority contracts will afford.

Staff remuneration is reviewed on an annual basis, based on job evaluation, comparable market benchmarking and the charity's financial parameters. Frontline roles are regularly benchmarked against other similar organisations in the area with a view to be at or close to the top of the list of best payers.



Other roles are assigned to a particular grade, and each grade is banded around a midpoint set at the level of the independently determined average market rate for that role in our location and sector. We meet equal pay requirements by differentiating within a salary band only on the basis of qualifications, skills, and/or performance.

Our main objective as a responsible employer is to work towards paying in line with the recommendation of the Real Living Wage Foundation and each year have focused any pay increases on those members of our team who are least well paid. In addition, we focus our benefits package on financial resilience, including discount cards, physical and mental health schemes, cycle to work schemes, enhanced sick pay, maternity pay and death-in-service insurance. We continue to keep these benefits under review, surveying our staff to ask what is important to them.

The pay review process is presented to the People and Culture Committee, who in turn present this to the Finance Committee and is then agreed by the Board based on recommendations made by the Chief Executive on behalf of the Senior Management Team. The People and Culture Committee also review the recommendations of the CEO for Senior Leadership Team pay, and recommend that CEO's pay, both of which are subject to agreement by the Board of Trustees.



## Reserves Policy

The Board reviews the reserves policy annually in all cases or more frequently as required in light of changing circumstances.

The total funds of the charity at the end of the reporting period are £6.4m. Of this amount, £168k is restricted and are therefore not available for the general purposes of the charity. The charity has the following designated funds:

- £5.1m has been designated, representing the value of the tangible fixed assets (mainly properties) necessary for the day-to-day operations of the Trust.
- In 2022 £250k was designated for core cost infrastructure development over the two years to 31 March 2024 and this has now all been spent.
- During the year the Trustees agreed to designate £50k for possible emergency facilities costs at Minstead Lodge, £50k to cover the costs of our recent property condition surveys and £69k towards paying our excellent support workers an enhanced rate for being promoted to grade 2 level.

The trustees have adopted a risk-based approach to calculating necessary cash holdings. At the year end, this figure was £1.2m. This figure is calculated on the basis of our key strategic risks and the reliability of our income sources, with a view to meeting the following needs:

- To provide sufficient working capital to cover delays between spending and receiving contractual and other income



- To provide a cushion to deal with unexpected expenditure, particularly in facility costs
- To enable a managed exit from services if contracts or funding were withdrawn

The cash holdings as at the year-end were £1.4m, of which £500k is held in a highly liquid investment vehicle. The free reserves of the charity at the end of the reporting period stand at £953k which is 15% below the calculated reserves figure. However, as the free reserves calculation includes liabilities related to long-term mortgages, the Board is comfortable that cash holdings represent a better means of managing financial risk, and that our current reserves are adequate.

## Investment Policy

The Board has the power to invest charitable funds. Investment decisions are taken collectively by the Board, but trustees receive recommendations from the Finance and Facilities Committee. The performance of investments is monitored by the Board quarterly based on reports from the Finance Director.

In general, the Board has agreed a medium risk profile in line with the aim of the policy to generate a return on the excess of inflation over the long term, whilst generating an annual income to support the ongoing activities of the Trust. Capital growth will be used to support project development as and when required by the Strategic Plan.

The Board has adopted an ethical investment strategy informed by guidelines published by the Church of England's Ethical Investment Advisory Group.

Throughout the period, however, the Board has maintained a sum slightly greater than £500,000 in a Charity Fund with CCLA. This fund trades daily and is therefore highly liquid.

## Honorary Offices

Minstead Trust benefits from a Patron and Ambassador. Professor Joy Carter CBE DL, Former Vice Chancellor of the University of Winchester and Deputy Lord Lieutenant for Hampshire has been patron of Minstead Trust since 2016.

Our Ambassador, Reverend Tim Selwood, founded Minstead Trust and was Chair of Trustees until 2016 and a Trustee until 2018. He is supported by several Learning Disability Ambassadors who promote the work of the Trust to the community.

We thank our Patron and Ambassadors for their ongoing support and involvement in Minstead Trust.





# Part four

# Consolidated Statements

For the year ending  
31 March 2024





# Key volunteers, staff and advisors

**Patron:** Professor Joy Carter, CBE, DL **Ambassador:** Rev. Tim Selwood

## Trustees

The Directors of the charitable company are its Trustees for the purposes of Charity Law and throughout this report are collectively referred to as Trustees or the Board.

### The Directors during the year under review, including changes since the year end are:

Mrs Jo Grunwell, Chair of Trustees

Mr Ian Clark

Mrs Elizabeth Selby

The Hon Lady McDonald

Mr Martin Callaghan

Mrs Ann Day (resigned November 2023)

Mr Edward Casanova (appointed July 2023)

Mrs Gael Sellwood

Mrs Samantha Agnew

Mr Oliver Trumble (appointed July 2022)

Mrs Elanor Clark (appointed February 2024)

Mr David Naylor (appointed February 2024)

Mrs Nicola Pastell (appointed February 2024)

Mrs Jane Bliss (appointed February 2024) (resigned April 2024)

## Senior Management Team

**Chief Executive:** ..... Adam Dodd, ACMA, CGMA, IRMCert, MSc LLB (Hons)

**Director of Finance:** ..... Jeanette Adamson FCCA (resigned October 2023)  
Rachel McIlroy FCA (appointed January 2024)

**Director of Care and Support:** ..... Travis Musselwhite

**Director of Development:** ..... Dawn Wood MA (Oxon)

**Director of Human Resources:** ..... Heidi Oldrey MCIPD

**Director of Social Enterprises:** ..... Jay Powell

**Regional Director of Care:** ..... Lisa Lee BA (Hons)

**Company Secretary:** ..... Mrs Wendy Newton

### Registered Office

Minstead Lodge  
Seaman's Lane, Minstead,  
Hampshire, SO43 7FT

### Auditors

Ward Goodman Audit Services Ltd  
4 Cedar Park, Cobham Road,  
Ferndown Industrial Estate  
Wimborne, Dorset, BH21 7SF

### Bankers

Lloyds Bank Plc  
39 High Street, Lymington,  
Hampshire, SO41 9ZF





# Statement of the Trustees' Responsibilities

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable group and of the incoming resources and application of resource, including the income and expenditure, of the charitable company for that period.

## **In preparing those financial statements, the Trustees are required to:**

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the

charitable group and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable group and company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## **In so far as the Trustees are aware:**

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

## **Auditors**

The auditors, Ward Goodman Audit Services Ltd, will be proposed for re-appointment at the forthcoming Annual General Meeting.

This trustee's report under the Charities Act 2011 and in accordance to the Special Provisions of Part 15 of the Companies Act 2006 was approved by the board of Trustees on 18/9/24 And is signed and authorised on its behalf by:

**Josephine Grunwell**  
Chair of Trustees



# Report of the Independent Auditors to the Trustees of Minstead Trust

## Opinion

We have audited the consolidated financial statements of Minstead Trust (the 'charitable parent company' and its trading subsidiary, together 'the group') for the year ended 31 March 2024 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets and the consolidated statement of cashflows and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

### In our opinion the financial statements:

- give a true and fair view of the state of the charitable group's and the parent charitable company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the group and the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

**We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:**

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group

and parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

The trustees and directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.





## Staff stories

### Rachel McIlroy, Director of Finance:

I joined Minstead Trust as Director of Finance in January and have had a fantastic time learning about all the amazing ways the Trust supports people living with learning disabilities.

I am a qualified Chartered Accountant with over 17 years' experience working within the charitable sector; 9 of those years as Chief Financial Officer at The Brendoncare Foundation. I am passionate about using my finance skills (I love a spreadsheet!) to help and support people live their best lives.

### Matters on which we are required to report by exception

**We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:**

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements ; or
- the group and parent charitable company have not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

### Responsibilities of trustees

As explained more fully in the Statement of Trustees Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either

intend to liquidate the group and parent charitable company or to cease operations, or have no realistic alternative but to do so.

### Our responsibilities for the audit of the financial statements

WWe have been appointed as auditors under Sections 144 and 152 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

- We obtained an understanding of the legal and regulatory frameworks applicable to the charitable group and the sector in which they operate
- We obtained an understanding of how the charitable group are complying with those legal and regulatory frameworks by making enquires of management
- We assessed the susceptibility of the charitable group's financial statements to material misstatement, including how fraud might occur.



### Audit procedures performed by the engagement team included:

- 1 Identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud
- 2 Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process
- 3 Challenging assumptions and judgments made by management in its accounting estimates
- 4 Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations; and
- 5 Assessing the extent of compliance with the relevant law and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

### Use of our report

This report is made solely to the charitable group's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable group's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charitable group's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

#### **I M Rodd BSc FCA FCCA**

(Senior Statutory Auditor)

For and on behalf of Ward Goodman  
Audit Services Ltd

#### **Registered Auditor**

4 Cedar Park, Cobham Road, Ferndown Industrial  
Estate, Wimborne, Dorset, BH21 7SF

**Date:** 1/10/24





## Minstead Trust Consolidated Statement of Financial Activities for the Year Ended 31 March 2024

		Unrestricted funds	Restricted funds	2024 Total funds	2023 Total funds
	Notes	£	£	£	£
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	3	356,463	378,284	734,747	670,749
		-	-	-	-
<b>Charitable activities</b>					
Care and support fees	6	5,189,896	-	5,189,896	4,437,532
Charitable activity	6	491,436	-	491,436	329,547
Primary purpose trade	6	1,075,374	-	1,075,374	959,778
Subsidiary trading income		80,062	-	80,062	34,895
Other trading activities	4	63,236	-	63,236	50,911
Investment income	5	32,050	-	32,050	10,904
Other income		1,200	-	1,200	-
<b>Total</b>		<b>7,289,717</b>	<b>378,284</b>	<b>7,668,001</b>	<b>6,494,316</b>
<b>EXPENDITURE ON</b>					
Support other funding	7	16,760	-	16,760	29,181
Charitable activities					
Charitable activities	8	7,336,185	231,095	7,567,280	6,661,843
Trading subsidiary income		42,786	-	42,786	18,786
<b>Total</b>		<b>7,395,731</b>	<b>231,095</b>	<b>7,626,826</b>	<b>6,709,810</b>
<b>NET INCOME</b>		<b>(106,014)</b>	<b>147,189</b>	<b>41,175</b>	<b>(215,494)</b>
<b>Transfers between funds</b>	22	94,522	(94,522)	-	-
<b>Tax on activities</b>		(773)	-	(773)	-
<b>Net movement in funds</b>		<b>(12,265)</b>	<b>52,667</b>	<b>40,402</b>	<b>(215,494)</b>
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		<b>6,255,345</b>	<b>115,317</b>	<b>6,370,662</b>	<b>6,586,156</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>6,243,079</b>	<b>167,984</b>	<b>6,411,063</b>	<b>6,370,662</b>

All activities relate to continuing operations. The notes on pages 48 to 63 form part of these financial statements.



## Minstead Trust Consolidated Balance Sheet at 31 March 2024

	Notes	2024 £	2023 £
<b>FIXED ASSETS</b>			
Intangible assets	14	20,708	23,299
Tangible assets	15	5,404,517	5,402,050
		5,425,225	5,425,349
<b>CURRENT ASSETS</b>			
Stock	17	15,721	14,701
Debtors	18	767,061	565,803
Cash at bank and in hand		1,421,033	1,623,883
		2,203,815	2,204,387
<b>CREDITORS</b>			
Amounts falling due within one year	19	(487,404)	(467,204)
<b>NET CURRENT ASSETS</b>		1,716,411	1,737,183
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		7,141,636	7,162,532
<b>CREDITORS</b>			
Amounts falling due after more than one year	20	(730,573)	(791,870)
<b>NET ASSETS</b>		6,411,063	6,370,662
<b>FUNDS</b>			
Unrestricted funds	23	930,693	1,058,137
Designated funds	23	5,312,386	5,197,208
Restricted funds	23	167,984	115,317
<b>TOTAL FUNDS</b>		6,411,063	6,370,662

Company number: 03149116

Charity number: 1053319

These financial statements were approved by the Board of Trustees on 18/9/24 and were signed on its behalf by:

**Trustee - Ian Clark**

*I M Clark*

The notes on pages 48 to 63 form part of these financial statements.





## Minstead Trust Charity Balance Sheet at 31 March 2024

	Notes	2024 £	2023 £
<b>FIXED ASSETS</b>			
Tangible assets	15	5,365,954	5,359,189
Investments	16	30,100	30,100
		5,396,054	5,389,289
<b>CURRENT ASSETS</b>			
Stock	17	12,528	12,551
Debtors	18	840,007	622,926
Cash at bank and in hand		1,397,890	1,622,704
		2,250,425	2,258,181
<b>CREDITORS</b>			
Amounts falling due within one year	19	(485,444)	(467,078)
<b>NET CURRENT ASSETS</b>		1,764,981	1,791,103
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		7,161,035	7,180,392
<b>CREDITORS</b>			
Amounts falling due after more than one year	20	(730,573)	(791,870)
<b>NET ASSETS</b>		6,430,462	6,388,522
<b>FUNDS</b>			
Unrestricted funds	23	986,139	1,115,301
<b>Designated funds</b>	23	5,276,338	5,157,904
Restricted funds	23	167,985	115,317
<b>TOTAL FUNDS</b>		6,430,462	6,388,522

The notes on pages 48 to 63 form part of these financial statements.

These financial statements were approved by the Board of Trustees on 18/9/24 and were signed on its behalf by: **Trustee - Ian Clark**

*Ian Clark*



## Minstead Trust Consolidated Cashflow Statement for the Year Ended 31 March 2024

		2024	2023
	Notes	£	£
<b>Cash flows from operating activities:</b>			
Cash generated from operations	1	(2,014)	323,397
<b>Net cash provided by (used in) operating activities</b>		(2,014)	323,397
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets		(173,582)	(183,182)
Purchase of fixed asset investments		-	(30,000)
Sale of tangible fixed assets		1,200	-
Interest received		32,050	10,904
<b>Net cash provided by (used in) investing activities</b>		(140,332)	(202,278)
<b>Cash flows from financing activities:</b>			
Loan repayments in year		(102,514)	(102,834)
Interest on loans in year		42,010	44,897
<b>Net cash provided by (used in) financing activities</b>		(60,504)	(57,937)
<b>Change in cash and cash equivalents in the reporting period</b>		(202,850)	63,182
<b>Cash and cash equivalents at the beginning of the reporting period</b>		1,623,883	1,560,701
<b>Cash and cash equivalents at the end of the reporting period</b>		1,421,033	1,623,883

The notes on pages 48 to 63 form part of these financial statements





## Notes to the Consolidated Cash Flow Statement for the Year Ended 31 March 2024

### 1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	2023 £
<b>Net income for the reporting period (as per the statement of financial activities)</b>	40,402	(215,494)
<b>Adjustments for:</b>		
Depreciation charges	171,115	177,592
Amortisation charges	2,591	2,589
Profit on disposal of fixed assets	(1,200)	-
Interest received	(32,050)	(10,904)
Cashflows before movement in working capital	180,858	(46,217)
Decrease / (increase) in stock	(1,020)	1,924
Decrease / (increase) in debtors	(201,258)	247,763
Increase / (decrease) in creditors	19,406	119,927
<b>Net cash provided by (used in) operating activities</b>	(2,014)	323,397

### 2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.23 £	Cash flow £	At 31.3.24 £
<b>Net cash</b>			
Cash at bank and in hand	1,623,883	(202,850)	1,421,033
	1,623,883	(202,850)	1,421,033
<b>Debt</b>			
Debts falling due within 1 year	(61,204)	(793)	(61,997)
Debts falling due after 1 year	(791,870)	61,297	(730,573)
	(853,074)	60,504	(792,570)
<b>Total</b>	770,809	(142,346)	628,463

All activities relate to continuing operations. The notes on pages 48 to 63 form part of these financial statements



# Minstead Trust Notes to the Financial Statements

## For the Year Ended 31 March 2024

### 1. LEGAL FORM

Minstead Trust is a private company, Limited by Guarantee, registered in England and Wales. The company's registered number and registered address can be found on the Company Information Page.

### 2. ACCOUNTING POLICIES

#### Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

#### Basis of Consolidation

The group financial statements consolidate the financial statements of Minstead Trust and its wholly owned subsidiary The Real Jam & Chutney as if they formed a single entity. Intercompany transactions and balances have therefore been eliminated in full. The Real Jam & Chutney was acquired in October 2022. Goodwill is amortised on a 10 year straight line basis. The Group has taken advantage of section 408 of the Companies Act 2006 by not providing a separate statement of financial activities for the subsidiary. Net incoming resources attributable to the subsidiary are £1,052 (Net outgoings 2023: £26,150).

#### Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from Government and other grants, whether 'capital' grants or revenue grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

#### Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

#### Goodwill

Goodwill, being the amount paid in connection with the acquisition of The Real Jam & Chutney Company Limited in 2023, is being amortised evenly over its estimated useful life of ten years.

#### Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

- **Freehold property**  
1% on cost, 2% on cost and 10% on cost
- **Plant and machinery**  
between 7% and 10% reducing balance





- **Fixtures and fittings**  
10% on reducing balance
- **Motor vehicles**  
10% on cost
- **Computer equipment**  
between 10% and 20% on cost

## Stocks

Stocks are valued at the lower of cost or net realisable value.

## Taxation

The charity is exempt from corporation tax on its charitable activities.

Incoming resources and resources expended are shown exclusive of value added tax (VAT) where appropriate. However, where the VAT is irrecoverable it is included within the category of resources expended for which it was incurred.

## Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

## Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

## Investments

Investments included in the accounts are included at market value. Gains arising from the sale of quoted investments are disclosed in the SOFA as realised gains. Gains arising from changes to the market values of quoted investments are disclosed in the SOFA as unrealised gains.

## Debtors and prepayments

Debtors and prepayments are recognised at the transaction price where an entity has a present obligation resulting from a past event that will probably result in the transfer of funds from a third party to the charity and the amount due to settle the obligation can be measured or estimated reliably.

## Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their transaction price after allowing for any trade discounts due.

## Financial instruments

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the instrument.

All financial assets and liabilities are initially measured at transaction price, unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction with scheduled repayment dates, the financial asset or liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

## Significant judgements and estimates

In the application of the charity's accounting policies, which are described above, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. Gifted properties are considered to be an area of estimation uncertainty as a professional valuation is not obtained by Trustees.

## Charitable activities

"Costs of charitable activities comprises those costs incurred by the charity in the delivery of its activities including the primary purpose trading. It includes both costs that can be allocated directly to such activities and includes an apportionment of support costs. Support costs are allocated on a basis designed to reflect the use of the resource and allocated according to time spent on each category as set out in notes 8 and 9.



### 3. DONATIONS AND LEGACIES

	2024	2023
	£	£
Donations	427,749	390,687
Grants	306,998	280,062
	734,747	670,749

Grants received, included in the above, are as follows:

	2024	2023
	£	£
Grants for social care	159,788	66,621
Business grants	87,410	158,590
Government and Education Grants	-	15,456
Computers and plant	-	6,925
Building and Land Projects	-	16,470
Other Grants	59,800	16,000
	306,998	280,062

### 4. OTHER TRADING ACTIVITIES

	2024	2023
	£	£
Sponsorships	1,387	1,438
Sales	61,849	49,473
	63,236	50,911

### 5. INVESTMENT INCOME

	2024	2023
	£	£
Deposit account interest	32,050	10,904
	32,050	10,904





## 6. INCOME FROM CHARITABLE ACTIVITIES

		2024	2023
	Activity	£	£
Day services	Care and support fees	1,536,620	1,256,051
Residential	Care and support fees	807,235	803,513
Supported living	Care and support fees	2,846,041	2,377,968
Hanger Farm income	Charitable activity	491,436	329,547
Rental income	Primary purpose trade - rental income	350,350	363,288
Hospitality	Primary purpose trade - Food & hospitality training	458,589	363,831
Furzey Gardens	Primary purpose trade	266,435	232,659
		6,756,706	5,726,857

## 7. SUPPORT OTHER FUNDING

	2024	2023
	£	£
<b>Raising donations and legacies</b>		
Freelancers	9,898	21,758
Advertising	1,432	2,869
	11,330	24,627
<b>Other trading activities</b>	<b>£</b>	<b>£</b>
Commission	5,430	4,554
	5,430	4,554
Aggregate amounts	16,760	29,181

## 8. CHARITABLE ACTIVITIES COSTS

	Direct costs £	Support costs £	Governance costs £	Totals £
Charitable activities	7,487,016	70,764	9,500	7,567,280
Governance costs are made up of the Auditor Remuneration of £9,500.				

## 9. SUPPORT COSTS

	Finance £
Charitable activities	70,764



## 10. NET INCOME/(EXPENDITURE)

	2024	2023
<b>Net income/(expenditure) is stated after charging/(crediting):</b>	<b>£</b>	<b>£</b>
Depreciation - owned assets	171,115	177,592
Amortisation	2,589	2,589
Auditors remuneration	9,500	7,400
Auditors remuneration for non audit work	4,500	4,391

## 11. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

### Trustees' expenses

During the year the trustees of Minstead Trust were paid expenses of £nil (2023 - £nil) and provides Directors indemnity insurance £1,442 (2023 - £1,442). The Memorandum and Articles of Association preclude the payment of any remuneration.

## 12. STAFF COSTS

	2024	2023
	<b>£</b>	<b>£</b>
Wages and salaries	5,027,501	4,381,584
Social security costs	399,545	361,078
Other pension costs	106,405	89,272
	5,533,451	4,831,934

The average number of employees during the year was as follows:

	2024	2023
Employees	260	239

The full time equivalent was

	2024	2023
	165	155

The number of employees whose remuneration and employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024	2023
£60,001 - £70,000	4	-
£70,001 - £80,000	-	1
£90,001 - £100,000	1	-

The total remuneration and benefits for key management personnel in the year to 31 March 2024 amounted to £499,194 (2023: £458,295).





### 13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	379,756	290,993	670,749
<b>Charitable activities</b>			
Care and support fees	4,767,079	-	4,767,079
Primary purpose trade	959,778	-	959,778
Furzey Gardens trading income	34,895	-	34,895
Other trading activities	50,911	-	50,911
Investment income	10,904	-	10,904
<b>Total</b>	6,203,323	290,993	6,494,316
<b>EXPENDITURE ON</b>			
Support other funding	29,181	-	29,181
<b>Charitable activities</b>			
Charitable activities	6,404,167	257,676	6,661,843
Furzey Gardens trading expenditure	18,786	-	18,786
<b>Total</b>	6,452,134	257,676	6,709,810
<b>Net gains/(losses) on investments</b>	-	-	-
<b>NET INCOME</b>	(248,811)	33,317	(215,494)
<b>Transfers between funds</b>	120,437	(120,437)	-
<b>Net movement in funds</b>	(128,374)	(87,120)	(215,494)
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	6,383,719	202,437	6,586,156
<b>TOTAL FUNDS CARRIED FORWARD</b>	6,255,345	115,317	6,370,662



## 14. INTANGIBLE FIXED ASSETS

	Goodwill
<b>COST</b>	<b>£</b>
At 1 April 2023	25,886
Additions	-
At 31 March 2024	25,886
<b>AMORTISATION</b>	
At 1 April 2023	2,587
Charge for year	2,591
At 31 March 2024	5,178
<b>NET BOOK VALUE</b>	
At 31 March 2024	20,708
At 1 April 2023	23,299

## 15. TANGIBLE FIXED ASSETS - Minstead Trust and Subsidiary

	Freehold property	Long leasehold	Plant and machinery	Fixtures and fittings	Motor vehicles	Computer equipment	Totals
<b>COST</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
At 1 April 2023	5,310,943	47,503	182,179	225,878	259,574	334,361	6,360,438
Additions	90,810	15,241	23,944	29,909	-	13,678	173,582
Disposals	-	-	-	-	-	-	-
At 31 March 2024	5,401,753	62,744	206,123	255,787	259,574	348,039	6,534,020
<b>DEPRECIATION</b>							
At 1 April 2023	458,776	2,948	56,596	112,113	155,512	172,443	958,388
Charge for year	85,363	4,522	15,500	15,439	3,919	46,372	171,115
Eliminated on disposal	-	-	-	-	-	-	-
At 31 March 2024	544,139	7,470	72,096	127,552	159,431	218,815	1,129,503
<b>NET BOOK VALUE</b>							
<b>At 31 March 2024</b>	<b>4,857,614</b>	<b>55,274</b>	<b>134,027</b>	<b>128,235</b>	<b>100,143</b>	<b>129,224</b>	<b>5,404,517</b>
At 1 April 2023	4,852,167	44,555	125,583	113,765	104,062	161,918	5,402,050





## 15. TANGIBLE FIXED ASSETS - Minstead Trust

	Freehold property	Long leasehold	Plant and machinery	Fixtures and fittings	Motor vehicles	Computer equipment	Totals
<b>COST</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
At 1 April 2023	5,310,943	47,503	178,621	225,878	221,747	330,417	<b>6,315,109</b>
Additions	90,810	15,241	22,813	29,911	-	13,678	<b>172,453</b>
Disposals	-	-	-	-	-	-	-
At 31 March 2024	5,401,753	62,744	201,434	255,789	221,747	344,095	<b>6,487,562</b>
<b>DEPRECIATION</b>							
At 1 April 2023	458,776	2,948	56,595	112,111	153,355	172,133	<b>955,918</b>
Charge for year	85,363	4,522	14,460	15,441	216	45,688	<b>165,690</b>
Eliminated on disposal	-	-	-	-	-	-	-
At 31 March 2024	544,139	7,470	71,055	127,552	153,571	217,821	<b>1,121,608</b>
<b>NET BOOK VALUE</b>							
<b>At 31 March 2024</b>	<b>4,857,614</b>	<b>55,274</b>	<b>130,379</b>	<b>128,237</b>	<b>68,176</b>	<b>126,274</b>	<b>5,365,954</b>
At 1 April 2023	4,852,167	44,555	122,026	113,767	68,392	158,284	<b>5,359,191</b>

## 16. FIXED ASSET INVESTMENTS - Trust

	Unlisted investments	Totals
	<b>£</b>	<b>£</b>
<b>MARKET VALUE</b>		
At 1 April 2023	30,100	30,100
Additions	-	-
Disposals	-	-
Revaluations	-	-
At 31 March 2024	<b>30,100</b>	<b>30,100</b>
<b>NET BOOK VALUE</b>		
<b>At 31 March 2024</b>	<b>30,100</b>	<b>30,100</b>
At 1 April 2023	30,100	30,100



## 17. STOCKS

	Trust and subsidiary		Trust	
	2024	2023	2024	2023
	£	£	£	£
Finished Goods	15,721	14,701	12,528	12,551

## 18. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Trust and subsidiary		Trust	
	2024	2023	2024	2023
	£	£	£	£
Trade debtors	632,099	367,778	622,832	360,842
Amounts owed from group undertakings	-	-	82,930	65,292
Other debtors	13,042	46,057	12,325	45,158
VAT	-	34,999	-	34,665
Prepayments and accrued income	121,920	116,969	121,920	116,969
	767,061	565,803	840,007	622,926

## 19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Trust and subsidiary		Trust	
	2024	2023	2024	2023
	£	£	£	£
Bank loans (see note 21)	61,997	61,204	61,997	61,204
Trade creditors	147,440	112,160	145,483	112,160
Social security and other taxes	97,410	86,993	97,410	86,993
Other creditors	32,140	76,050	32,140	76,050
Deferred tax	-	126	-	-
Accrued expenses	140,831	130,671	140,828	130,671
VAT	7,586	-	7,586	-
	487,404	467,204	485,444	467,078



## 20. CREDITORS: AMOUNTS FALLING AFTER MORE THAN ONE YEAR

	Trust and subsidiary		Trust	
	2024	2023	2024	2023
	£	£	£	£
Bank loans (see note 21)	730,573	791,870	730,573	791,870

## 21. LOANS

	Trust and subsidiary		Trust	
	2024	2023	2024	2023
	£	£	£	£
An analysis of the maturity of loans is given below:				
Amounts falling due within one year on demand:				
Bank loans	61,997	61,204	61,997	61,204
Amounts falling due after more than one year:				
Bank loans - 1 -2 years	61,997	61,204	61,997	61,204
Bank loans - 2 - 5 years	668,576	730,666	668,576	730,666
	730,573	791,870	730,573	791,870

## 22. SECURED DEBTS

The following secured debts are included within creditors:

	Trust and subsidiary	
	2024	2023
	£	£
Bank loans	792,570	853,074

Each of the loans are secured against the properties they were borrowed for.





## 23. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	Trust and subsidiary	
	2024	2023
	£	£
Within one year	91,502	85,877
Between one and five years	104,685	172,165
	196,187	258,042

## 24. ANALYSIS OF NET ASSETS BETWEEN FUNDS (consolidated)

	Unrestricted	Designated	Restricted	2024 Total	2023 Total
	£	£	£	£	£
Fixed assets	261,131	5,143,386	-	5,404,517	5,402,050
Investments	20,708	-	-	20,708	23,299
Current assets	1,866,831	169,000	167,984	2,203,815	2,204,387
Current liabilities	(487,404)	-	-	(487,404)	(467,204)
Long term liabilities	(730,573)	-	-	(730,573)	(791,870)
Total assets / (liabilities)	930,693	5,312,386	167,984	6,411,063	6,370,662



## 24. MOVEMENT IN FUNDS - continued

Trust and subsidiary	At 1.4.23 £	Incoming resources £	Resources expended £	Transfers £	At 31.3.24 £
<b>Unrestricted funds</b>					
General fund	1,058,137	7,289,717	(7,396,504)	(55,162)	<b>896,187</b>
<b>Designated funds</b>					
Emergency lodge facilities	-	-	-	50,000	<b>50,000</b>
Essential assets	5,162,702	-	-	(19,316)	<b>5,143,386</b>
Infrastructure	34,506	-	(34,506)	-	-
Property surveys	-	-	-	50,000	<b>50,000</b>
Staff fund	-	-	-	69,000	<b>69,000</b>
	5,197,208	-	(34,506)	149,684	<b>5,312,386</b>
	6,255,345	7,289,717	(7,431,010)	94,522	<b>6,208,573</b>
<b>Restricted funds</b>					
Big Give - Wellbeing	43,431	37,927	(44,758)	-	<b>36,600</b>
Boot Room / Apple Tree	-	45,000	(14,058)	(30,942)	-
Community Group - Drop Ins	13,829	-	(30)	-	<b>13,799</b>
Digital Infrastructure	-	50,000	(16,624)	-	<b>33,376</b>
Haystore	-	111,000	(10,256)	(54,538)	<b>46,206</b>
Other restricted funds (<£10k)	23,190	30,141	(24,714)	(6,932)	<b>21,685</b>
Social Enterprises	-	25,000	(25,000)	-	-
Step Up To Work	34,867	36,722	(71,589)	-	-
TBG Spring Appeal	-	25,085	(6,657)	(2,110)	<b>16,318</b>
The Real Jam and Chutney Company	-	17,410	(17,410)	-	-
	115,317	378,284	(231,095)	(94,522)	<b>167,984</b>
<b>TOTAL FUNDS</b>	<b>6,370,662</b>	<b>7,668,001</b>	<b>(7,662,105)</b>	<b>-</b>	<b>6,376,557</b>



## 24. MOVEMENT IN FUNDS - continued

Trust	At 1.4.23 £	Incoming resources £	Resources expended £	Transfers £	At 31.3.24 £
<b>Unrestricted funds</b>					
General fund	1,115,301	7,176,955	(7,247,698)	(58,418)	<b>986,139</b>
<b>Designated funds</b>					
Emergency lodge facilities	-	-	-	50,000	<b>50,000</b>
Essential assets	5,123,398	-	-	(16,060)	<b>5,107,338</b>
Infrastructure	34,506	-	(34,506)	-	-
Property surveys	-	-	-	50,000	<b>50,000</b>
Staff fund	-	-	-	69,000	<b>69,000</b>
	5,157,904	-	(34,506)	152,940	<b>5,276,338</b>
	6,273,205	7,176,955	(7,282,204)	94,522	<b>6,262,477</b>
<b>Restricted funds</b>					
Big Give - Wellbeing	43,431	37,927	(44,758)	-	<b>36,600</b>
Boot Room / Apple Tree	-	45,000	(14,058)	(30,942)	-
Community Group - Drop Ins	13,829	-	(30)	-	<b>13,799</b>
Digital Infrastructure	-	50,000	(16,624)	-	<b>33,376</b>
Haystore	-	111,000	(10,256)	(54,538)	<b>46,206</b>
Other restricted funds (<£10k)	23,190	30,141	(24,714)	(6,932)	<b>21,685</b>
Social Enterprises	-	25,000	(25,000)	-	-
Step Up To Work	34,867	36,722	(71,589)	-	-
TBG Spring Appeal	-	25,085	(6,657)	(2,110)	<b>16,318</b>
The Real Jam and Chutney Company	-	17,410	(17,410)	-	-
	115,317	378,284	(231,095)	(94,522)	<b>167,985</b>
<b>TOTAL FUNDS</b>	<b>6,388,522</b>	<b>7,555,239</b>	<b>(7,513,299)</b>	<b>-</b>	<b>6,430,462</b>





## 24. MOVEMENT IN FUNDS - continued

### Comparatives:

Trust and subsidiary	At 1.4.22 £	Incoming resources £	Resources expended £	Transfers £	At 31.3.23 £
<b>Unrestricted funds</b>					
General fund	938,376	6,203,323	(6,452,134)	368,572	<b>1,058,137</b>
<b>Designated funds</b>					
Essential assets	5,195,343	-	-	(32,641)	<b>5,162,702</b>
Infrastructure	250,000	-	-	(215,494)	<b>34,506</b>
	5,445,343	-	-	(248,135)	<b>5,197,208</b>
	6,383,719	6,203,323	(6,452,134)	120,437	<b>6,255,345</b>
<b>Restricted funds</b>					
Big Give - Wellbeing	51,550	28,566	(36,685)	-	<b>43,431</b>
Community Group - Drop Ins	13,829	-	-	-	<b>13,829</b>
Furzey Bridge (Meadow)	25,069	-	(3,036)	(12,766)	<b>9,267</b>
Furzey Centenary Art Commission 2022	12,932	650	(7,528)	(6,054)	-
General Capital Expenditure	22,323	-	-	(22,323)	-
Other restricted funds (<£10k)	28,877	43,066	(15,602)	(42,418)	<b>13,923</b>
Social Enterprises	-	75,000	(75,000)	-	-
Step Up To Work	47,857	61,121	(74,111)	-	<b>34,867</b>
The Real Jam and Chutney Company	-	82,590	(45,714)	(36,876)	-
	202,437	290,993	(257,676)	(120,437)	<b>115,317</b>
<b>TOTAL FUNDS</b>	<b>6,586,156</b>	<b>6,494,316</b>	<b>(6,709,810)</b>	<b>-</b>	<b>6,370,662</b>



## 24. MOVEMENT IN FUNDS - continued

### Comparatives

Trust	At 1.4.22 £	Incoming resources £	Resources expended £	Transfers £	At 31.3.23 £
<b>Unrestricted funds</b>					
General fund	938,476	6,168,428	(6,399,479)	407,876	<b>1,115,301</b>
<b>Designated funds</b>					
Essential assets	5,195,343	-	-	(71,945)	<b>5,123,398</b>
Infrastructure	250,000	-	-	(215,494)	<b>34,506</b>
	5,445,343	-	-	(287,439)	<b>5,157,904</b>
	6,383,819	6,168,428	(6,399,479)	120,437	<b>6,273,205</b>
<b>Restricted funds</b>					
Big Give - Wellbeing	51,550	28,566	(36,685)	-	<b>43,431</b>
Community Group - Drop Ins	13,829	-	-	-	<b>13,829</b>
Furzey Bridge (Meadow)	25,069	-	(3,036)	(12,766)	<b>9,267</b>
Furzey Centenary Art Commission 2022	12,932	650	(7,528)	(6,054)	-
General Capital Expenditure	22,323	-	-	(22,323)	-
Other restricted funds (<£10k)	28,877	43,066	(15,602)	(42,418)	<b>13,923</b>
Social Enterprises	-	75,000	(75,000)	-	-
Step Up To Work	47,857	61,121	(74,111)	-	<b>34,867</b>
The Real Jam and Chutney Company	-	82,590	(45,714)	(36,876)	-
	202,437	290,993	(257,676)	(120,437)	<b>115,317</b>
<b>TOTAL FUNDS</b>	<b>6,586,256</b>	<b>6,459,421</b>	<b>(6,657,155)</b>	<b>-</b>	<b>6,388,522</b>



## 24. MOVEMENT IN FUNDS – Continued

### DESIGNATED FUNDS

#### Emergency lodge facilities

Designated for possible emergency facilities costs at Minstead Lodge.

#### Essential Assets Fund

The net book value (historical cost minus accumulated depreciation) of property, computer equipment and vehicles.

#### Infrastructure

Designated fund to support future infrastructure improvements.

#### Property surveys

Designated fund to cover the costs of recent property condition surveys.

#### Staff fund

Designated fund to support the development of the support staff team.

### RESTRICTED FUNDS

#### Big Give Wellbeing

To provide a wellbeing service for people we support as well as staff.

#### Boot Room / Apple Tree

To resite the Appletree café into a new facility to enable the charity to increase production in the Jam & Chutney social enterprise.

#### Community Group – Drop Ins

To support the opening of a number of community drop-in centres to support for those people in society who have not been successful in securing a more permanent provision from their local authority.

#### Digital Infrastructure

To cover a Digital Infrastructure Improvement Project including software and personnel costs.

#### Haystore

To fund the conversion of an old haystore area into the arts and crafts room for the New Forest Day Opportunities Team.

#### Social Enterprises

To cover the operating expenses of social enterprises, including marketing and central costs.

#### Step Up To Work

To support people to transition from learning basic skills of a job to becoming employable and even employed.

#### TBG Spring Appeal

To boost social enterprises and the crucial training opportunities they offer for people with learning disabilities.

#### The Real Jam & Chutney

To cover initial set up and the running costs of the Jam & Chutney social enterprise.

#### Furzey Bridge (Meadow)

To build a bridge at Furzey gardens to improve pathways and extend the gardens to the open meadow areas.

#### Furzey Centenary Art Commission 2022

To be spent on the Furzey Centenary Art Commission.

#### General Capital Expenditure

To finance purchases of large capital items in the support the of running the charity.

### TRANSFER IN FUNDS

Transfers have been made from restricted funds to general funds where a restriction has been fulfilled through the purchase of capitalised equipment in the year.

Transfers have been made from a restricted fund to recognise a pool of money which was incorrectly combined with another project.

### 25. RELATED PARTY TRANSACTIONS

During the year ended 31 March 2024, the trustees donated a total of £1,200 to the charity (2023: £624).

During the year ended 31 March 2024, the Senior Management team donated a total of £nil to the charity (2023: £355).

### 26. CAPITAL COMMITMENTS

At the balance sheet date, the group had made commitments of £19,588 for costs to the Haystore project.





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