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**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY  
LIVING)**

**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2022**

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**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
**(A Company Limited by Guarantee)**

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**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2022**

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<b>Trustees</b>	Mr C Howarth, Trustee Mr P Holmes, Trustee Mrs J L Wycherley, Trustee Mrs J Carolan, Trustee (resigned 7 February 2022) Mr I Fairbrother, Trustee Mr P Tabernham, Trustee Mr R Gore, Trustee Mrs K Robinson, Trustee Mrs E Wilder, Trustee (appointed 21 April 2021) Mrs L Gaborova, Trustee (appointed 28 March 2022)
<b>Company registered number</b>	02595601
<b>Charity registered number</b>	1003023
<b>Registered office</b>	G104 C/O Beyond Profit G104 Arena Approach Horwich <del>Bolton</del> BL6 6LB
<b>Chief executive officer</b>	Phillip Sermon
<b>Independent auditor</b>	Crowe U.K. LLP 3rd floor The Lexicon Mount Street Manchester M2 5NT
<b>Senior Management Team</b>	Phil Sermon - Chief Executive Officer Sarah Gardner - Deputy Chief Executive Officer Deborah Furness - Project Manager Sarah Battersby - Quality and Safeguarding manager Elaine Cleary - Organisational Development Manager

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**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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The Trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2022.

The Trustees have adopted the provisions of 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 2019).

### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

#### **Status and Charity Number**

We Change Lives (WCL) is a Company Limited by Guarantee (Company number: 02595601) and a registered charity (Registered Charity number: 1003023). The company changed its name from Warrington Community Living on 26 September 2022.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2022 was seven (2021:8). The trustees are members of the charity, but this entitles them only to voting rights. The Board have no beneficial interest in the charity.

#### **Governing Document**

The governing document of We Change Lives (WCL) is the articles of association which were updated and approved on 24 January 2022.

The Trustees, who are also directors under company law, are appointed by two different methods. For all those in post prior to 24 January 2022 Trustees must retire after their first year in office but being eligible may offer themselves for re-election. Thereafter one third of the Trustees must retire by rotation, being those that have been in office the longest since their last appointment.

For Trustees appointed after 24 January 2022, they are appointed for a term of 3 years. After each 3 year term they shall retire from office but are eligible to be reappointed for a further 3 year term. A trustee who has served three terms of office may not be reappointed. However the term of office can be extended for a period of one additional year if the loss of core skills and experience would be detrimental to the charity, subject to 75% of the existing trustees agreeing.

#### **Organisational structure**

The board of Trustees administers the charity. The board meet once every two months to manage the charity's affairs, receiving management accounts and reports from the Chief Executive and the various heads of department...

The Board also has three sub-committees

- Finance, Audit and Risk
- Quality and Safeguarding
- Colleagues and Culture

The Colleagues and Culture sub-committee was established in August 2022.

The Chief Executive is appointed by the board to manage the day to day operations of the charity. To facilitate effective operations the Chief Executive has delegated authority, within terms of delegation approved by the directors, for operational matters such as care and employment. Financial decisions are governed by the Financial Regulations Policy 10/05, currently being reviewed, as approved by the board of Trustees.

#### **Recruitment and appointment of new trustees**

Trustees are recruited via an open recruitment method with Trustee roles being advertised on LinkedIn and other social media channels

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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The Trustees are appointed by the Board of Directors as stated in the articles of association. Trustees must retire after their first year in office but being eligible may offer themselves for re-election. Thereafter one third of the Trustees must retire by rotation, being those that have been in office the longest since their last appointment.

In accordance with the Articles of Association, at the Annual General Meeting the following Trustees retire and, being eligible, offer themselves for re-election:

The retirement of two Board members combined with a Trustee competency analysis means that the Board plan to undertake recruitment of new Trustees in the next year to sustain its numbers and to increase its competence in key areas relating to finance, IT, HR and the law.

**Organisational Management**

The board of trustees administers the charity. The board meet once every two months to manage the charity's affairs, receiving management accounts and reports from the Chief Executive and the various heads of department.

~~The Board also has three sub-committees~~

- Finance, Audit and Risk
- Quality and Safeguarding
- Colleagues and Culture

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**Induction and training of new trustees**

Newly appointed Trustees participate in an orientation programme based on the "Good Practice for Directors" standards for the Board, published by the Institute of Directors. The objective of the programme is to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the Committee and decision making processes, the business plan and recent financial performance of the charity. During their induction period they meet key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

**Public Benefit**

The objects and aims of We Change Lives are contained in the company's Memorandum of Association.

The Trustees confirm they have regard for the Public Benefit guidance issued by the Charity Commission as the Charities Act 2011 requires the Charity to demonstrate the Public Benefit of our aims.

The Charity's Purpose is to benefit the public by providing Residential and Nursing accommodation, care and support for adults who have learning disabilities and for people requiring support including those who have dementia. We also provide support for people who have learning disabilities to enable them to live as independently as possible within their own homes. The people who have used and benefited from our accommodation and support are from Warrington, Halton, St Helens, Stockport, Lancashire, Sefton, Bolton, Knowsley, Wigan, and Wakefield.

Circa 600 people have used those services during this period and our current funding limits the number of people that we can support. Demand for our services is met by giving priority to referrals from Local Authority Adult Social Care departments and local Primary Care Trusts and on some occasions, self, or family referrals.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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We Change Lives (WCL) attends and supports a range of local statutory and voluntary sector forums relating to older people, people with learning disabilities, and people with dementia.

The Trustees' Report section (pages 2 - 8) sets out the aims and strategies of the charity and demonstrates how the aims and activities of the charity during the year were carried out for the Public Benefit

**Pay Policy for Senior Staff**

The Board of Directors, who are the charity's Trustees, along with the Senior Management Team comprise the key management personnel of the charity in charge of directing and controlling the charity. The Senior Management Team are delegated responsibility for the running and operating the charity on a day-to-day basis. All Trustees give of their time freely and no Trustee received remuneration in the year. The pay of the senior management team is reviewed annually by the Remuneration Committee.

**OBJECTIVES AND ACTIVITIES**

**Charitable Objectives**

We Change Lives (WCL)'s charitable objects are *"specifically restricted to the relief of adults from the disabilities resulting from old age, including mental health problems, and of people with learning disabilities, physical disabilities or mental problems by the provision of permanent homes and services calculated to relieve the needs of such persons (hereinafter called service users). Provided that in furthering this object the charity will seek to enable service users to lead an independent and fulfilling lifestyle by providing opportunities to exercise their rights and to enjoy the same range of options available to all valued members of society."*

**Supported Living**-where individuals with a learning, physical, associated mental health needs and dementia are supported in their own home/property to engage in a healthy and meaningful lifestyle, considering areas such as physical, intellectual, emotional, and social well-being through a variety of person-centred approaches.

**Children and Young People**-where young people with learning and or physical disability who wish to live their lives with the greatest self-sufficiency possible, developing social skills, confidence, and personal relationships to take their place as active valued citizens in the community. This service ceased in April 2022.

**Outreach**: Working to support people to develop their independence and resilience and to have increasing choice and control over their own lives.

**Mental Health Residential Nursing Care**-where individuals with complex mental health issues are supported with rehabilitation to reach and maintain optimum quality of life and achieve as much independence and enjoyment of their lives as possible.

**Older People Residential Care**-supporting older people and adults with various levels of learning, physical and associated mental health needs to engage in a healthy and meaningful lifestyle and be active members of their community in the safety of a shared living environment.

In achieving these objectives and aims, the Trustees have identified the following specific purposes and values:

**Organisational Purpose** - Supporting people to live their best life

**WCL Vision: Thriving Organisation, Enriching Lives**

- A provider of quality life enriching outstanding support
- A provider of support that is different for every individual within its care
- An Organic organisation that is current and adaptable (ability to move with the needs of the people it serves)
- A financially thriving organisation that is able to reinvest into development of current and new service

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Organisational Values:**

- Supporting rights, needs, choices and dreams.
- See the possibility to make a positive difference in all that we do
- Being financially responsible and economically sustainable
- Embrace new technology and innovations
- Appreciating every colleague's contribution

There have been no material changes in policy or objectives throughout the year. The strategy is to deliver our key services by providing great quality Care in Safe environments delivered by responsive well trained and well led teams of People. This is underwritten with a Commercial / Financial focus to ensure the services provide great value for people we support but also deliver a surplus to ensure the future viability of the charity.

**Measures to assess success include:**

- Care & Quality -CQC ratings (Outstanding, Good, Requires Improvement or Inadequate)-covers 5 key questions safe, effective, caring responsive and well led
- People- Vacancies, Staff turnover, Training.
- Commercial & Financial Risk - Income, Expenditure -Surplus, Cash Reserves etc.

**Achievement and performance**

We Change Lives (WCL) was conceived in 1989 and established as a charity in 1991. Its original purpose was to support people with learning disabilities moving out of long stay hospital accommodation and provide them with community focused services that would promote independence and a more inclusive lifestyle. This work continued and following a merger with Warrington Community Care was extended to include working with older people including increasingly those with dementia. In the last five years, we have extended this work further into supporting people with mental health issues and disabled children and young people and in that period, we have moved from supporting less than 100 people, to supporting over 600 people every year.

We Change Lives (WCL) continues to satisfactorily operate the following services that are registered and regulated by the Care Quality Commission (CQC):

Heathside - a residential home in Penketh for 37 older people and people with dementia, which is now also successfully working with older people with a learning disability

Heathside Mews - a residential home in Penketh for 25 older people and people with dementia

Lodge Lane - a residential nursing home in Bewsey for 20 people with mental health issues.

Westleigh House - a residential home in Stockton Heath for 20 people with mental health issues

Lucklaw - a residential home in Great Sankey for 4 people with profound and multiple learning and physical disabilities.

Twiss Green Lane -a residential home in Great Sankey for 4 people with profound and multiple learning disabilities.

Community Network - a flexible community-based service for people with physical and learning disabilities, older people and people with dementia which also works with children and young people with disabilities.

And the following service which are not required to be registered with CQC:

Community Mental Health and Wellbeing Team incorporating: - Supported Housing Network - a network of flats for 57 people offering low level support for enduring mental health issues

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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Complex Mental Health and Outreach Service - one to one support for people recovering from complex mental health needs

Park House - a three bedroomed alternative option to admission to psychiatric hospital.

We are pleased to announce that in line with our measurements of success we have maintained the reported CQC ratings from 2021 across our service offerings with the following ratings as at 31 March 2022:

<b>Service</b>	<b>CQC Rating</b>
Community Network	Good
Heathside	Good
Heathside Mews	Good
Lodge Lane	Closed
Twiss Green Lane	Good
Lucklaw	Good
Westleigh House	Requires improvement

#### **Future Plans**

The appointment of a new CEO and internally promoted Deputy CEO last year to assist the organisation in the next stages of turnaround and transformation has been well received and their impact has been valuable even in the limited time they have had to date, particularly as with their focus on care, people, quality and safeguarding. The charity is excited by the next stage of its plans with the charity rebranding post year end from Warrington Community Living to We Change Lives (WCL). This change reflects the trustees plans to expand on its excellent reputation and provision of services to grow by investing in its staff, infrastructure and potential opportunities for new sites.

The work undertaken in the previous year to perform a deep dive review of the organisation continues as the charity continues to focus on financial self-stability to generate surpluses in order to provide surpluses that will allow the organisation to achieve its strategy for growth and enhanced facilities for residents and service users. This includes considering repurposing of existing property to provide new services that meet local authority standards as well as considering mergers and acquisitions of similar organisations if they fit from a care, safeguarding, cultural and commercial perspective.

#### **Internal Control**

The Trustees are ultimately responsible for the Trust's system of internal control and for reviewing its effectiveness. Such a system is designed to manage rather than eliminate the risk of failure to achieve the charity's business objectives and can provide only reasonable and not absolute assurance against material misstatement or loss.

Key procedures have been established, providing effective internal financial control. These include:

- Clearly defined lines of responsibility and delegation.
- Operation within approved financial regulations.
- Budget setting and approval.
- Regular review of performance and forecasts against the budget approved by the Board.
- Reporting to and review by the Trustees on a regular basis.



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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Risk Management & Principle risks and uncertainties**

The Board of Trustees assess risk annually with additional operational and financial risk assessment through delegation to the relevant committee and to the Finance, Audit & Risk Committee. It oversees its responsibility through its review of the effectiveness of the charity's Risk Framework. This framework is designed to support informed decision-making regarding the risks that affect the charity's performance and its ability to achieve its objectives. Management of risk is embedded into our day-to-day activities and well established processes and policies are in place to manage them. All our employees have a role in reducing risk through our internal control framework.

Risks are recorded in a risk register and are evaluated in terms of impact and likelihood. The register also provides for a consistent approach to identifying assessing and dealing with the risks facing the charity to ensure they do not exceed the level of risk the charity is willing to assume. The register is designed to manage, rather than eliminate, the risks to the charity's objectives and to provide reasonable, but not absolute mitigation of these risks. The Finance, Audit & Risk Committee bi-annually reviews the results of the risk reviews undertaken by management and approves an annual risk-based internal audit plan which covers the major risks identified.

Covid 19 remains a risk, particularly for elderly and vulnerable residents and at WCL we continue to follow national guidelines and best practices to mitigate the risks to both residents and staff

Other risks include care and safeguarding of residents and service users, which are mitigated with a dedicated Safeguarding Manager following the Health and Safety Executive (HSE) guidance, stressing the need for risk assessment to be proportionate and balanced as well as reflecting a common sense, integrated approach to health and safety. This protects our people by putting in place measures to control realistic risks, so far as reasonably practicable. .

**Going Concern and Reserves policy**

The Trustees have continued to monitor the effects of the Covid-19 pandemic both during the year and since the year end and have made changes to the charity's operations accordingly. Global political and economic outlooks have also been monitored. Under the terms of the charity's Reserves Policy and in forming a view on the charity's Going Concern, Trustees have noted:

- The charity has a risk management framework which is periodically reviewed and updated as risks are identified.
- The charity has adequate insurance cover in place to mitigate against a potential interruptions that may affect the charity.
- The other risks to the charity and the protective steps taken to mitigate against them.
- The charity's investments have proven resilient against the Covid-19 pandemic.
- The charity's housing income from residents is secure, voids are closely monitored and housing demand remains high and has done throughout the Covid-19 pandemic. The charity holds reserves at a level which is at or exceeds the Reserves Policy details of which are below.

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**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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In developing the charity's reserves policy the trustees have considered current obligations, commitments to staff and the development of the charity.

**Unrestricted funds**

£1million to be held in reserve for unplanned cash flow needs of which:

- £0.75million can be held in medium term investments (tied up to a maximum three years)
- £0.25million should be held for more immediate use

**Designated Funds**

The charity's designated funds continue to total in excess of £2million. This balance includes the following key designated balances:

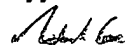
- Heathside £1,784,520
- Major repairs £98,059
- Radcliffe Meadows £167,919

For the period ending 31 March 2022 the Trust has net current assets of £1,963,809 with cash at bank totalling £2,189,574 allowing the charity to convert these to cash quickly and is in line with the charities reserve policy.

**Disclosure of Information to Auditor**

The Trustees have taken steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information. The Trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

**Approved by order of the members of the board of Trustees and signed on their behalf by:**



**Mr R Gore**

**Date:**

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**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on its behalf by:



**Mr R Gore**

Date: 22 December 2022

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**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**

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**Opinion**

We have audited the financial statements of We Change Lives (WCL) (Formerly Warrington Community Living) (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its 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 Charities Act 2011.

**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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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**

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

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**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING) (CONTINUED)**

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**Other information**

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. 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.

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

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; 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 Trustees' Responsibilities Statement, 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING) (CONTINUED)**

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**Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 144 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 an Auditor's Report 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, Charities Act 2011 and employment tax legislation. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Directors and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management and completeness of income. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, specific tests on revenue recognition and cut off and reviewing accounting estimates for biases.

Our audit approach for income was to being our testing from source documentation such as rent registers and contracts with the council. Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards.

We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws 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 Auditor's Report.

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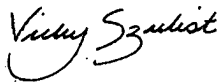
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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WE CHANGE LIVES (WCL) (FORMERLY  
WARRINGTON COMMUNITY LIVING) (CONTINUED)**

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**Use of our report**

This report is made solely to the charitable company's members, 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 company's members 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 charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**V Szulist (Senior Statutory Auditor)**  
**Crowe U.K. LLP**

Statutory Auditor

3rd floor

The Lexicon

Mount Street

Manchester

M2 5NT

Date: 22nd December 2022

Crowe U.K. LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2022**

		<b>Continuing operations 2022 £</b>	<b>Discontinued operations 2022 £</b>	<b>Total Unrestricted Funds 2022 £</b>	<b>Continuing operations (restated) 2021 £</b>	<b>Discontinued operations (restated) 2021 £</b>	<b>Total Unrestricted Funds 2021 £</b>
	<b>Note</b>						
<b>Income from:</b>							
Donations and legacies	4	71,738	-	71,738	140,371	-	140,371
Charitable activities	5	5,501,488	116,190	5,617,678	4,632,273	1,245,900	5,878,173
Investments	6	3,371	-	3,371	5,577	-	5,577
Other income	7	4,000	-	4,000	12,949	-	12,949
<b>Total income</b>		<b>5,580,597</b>	<b>116,190</b>	<b>5,696,787</b>	<b>4,791,170</b>	<b>1,245,900</b>	<b>6,037,070</b>
<b>Expenditure on:</b>							
Charitable activities		5,166,399	337,880	5,504,279	5,171,513	1,209,142	6,380,655
<b>Total expenditure</b>		<b>5,166,399</b>	<b>337,880</b>	<b>5,504,279</b>	<b>5,171,513</b>	<b>1,209,142</b>	<b>6,380,655</b>
<b>Net movement in funds before other recognised gains/(losses)</b>		<b>414,198</b>	<b>(221,690)</b>	<b>192,508</b>	<b>(380,343)</b>	<b>36,758</b>	<b>(343,585)</b>
<b>Other recognised gains/(losses):</b>							
(Losses)/gains on revaluation of fixed assets		(2,267)	-	(2,267)	28,474	-	28,474
<b>Net movement in funds</b>		<b>411,931</b>	<b>(221,690)</b>	<b>190,241</b>	<b>(351,869)</b>	<b>36,758</b>	<b>(315,111)</b>



**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
**(A Company Limited by Guarantee)**

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**(CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

Note	Continuing operations 2022 £	Discontinued operations 2022 £	Total Unrestricted Funds 2022 £	Continuing operations (restated) 2021 £	Discontinued operations (restated) 2021 £	Total Unrestricted Funds 2021 £
<b>Reconciliation of funds:</b>						
Total funds brought forward	4,281,071	-	4,281,071	4,596,182	-	4,596,182
Net movement in funds	411,931	(221,690)	190,241	(351,869)	36,758	(315,111)
<b>Total funds carried forward</b>	<b>4,693,002</b>	<b>(221,690)</b>	<b>4,471,312</b>	<b>4,244,313</b>	<b>36,758</b>	<b>4,281,071</b>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The prior year split of discontinued and continuing operations have been amended to reflect more accurate information on this split.

The notes on pages 18 to 40 form part of these financial statements.

**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 02595601**

**BALANCE SHEET**  
**AS AT 31 MARCH 2022**

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	16	2,194,931	2,206,860
Investments	17	343,512	344,016
		<u>2,538,443</u>	<u>2,550,876</u>
<b>Current assets</b>			
Debtors	18	427,430	673,496
Cash at bank and in hand		2,189,574	1,646,686
		<u>2,617,004</u>	<u>2,320,182</u>
Creditors: amounts falling due within one year	19	(653,196)	(589,987)
<b>Net current assets</b>		<u>1,963,808</u>	<u>1,730,195</u>
<b>Total assets less current liabilities</b>		<u>4,502,251</u>	<u>4,281,071</u>
Creditors: amounts falling due after more than one year	20	(30,939)	-
<b>Net assets excluding pension asset</b>		<u>4,471,312</u>	<u>4,281,071</u>
<b>Total net assets</b>		<u>4,471,312</u>	<u>4,281,071</u>
<b>Charity funds</b>			
Restricted funds	22	-	-
Unrestricted funds	22	4,471,312	4,281,071
<b>Total funds</b>		<u>4,471,312</u>	<u>4,281,071</u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Mr R Gore

Date: 22 December 2022

The notes on pages 18 to 40 form part of these financial statements.

**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
(A Company Limited by Guarantee)

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	2022 £	2021 £
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	25	596,837	(308,836)
<b>Cash flows from investing activities</b>			
Proceeds from the sale of tangible fixed assets		15,660	700
Purchase of tangible fixed assets		(52,700)	(34,747)
Purchase of investments		(1,762)	(6,369)
<b>Net cash used in investing activities</b>		(38,802)	(40,416)
<b>Cash flows from financing activities</b>			
Repayments of borrowing		(15,147)	(50,037)
<b>Net cash used in financing activities</b>		(15,147)	(50,037)
<b>Change in cash and cash equivalents in the year</b>		542,888	(399,289)
Cash and cash equivalents at the beginning of the year		1,646,686	2,045,975
<b>Cash and cash equivalents at the end of the year</b>	26	2,189,574	1,646,686

The notes on pages 18 to 40 form part of these financial statements

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**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**1. General information and basis of preparation**

The company changed its name from Warrington Community Living on 26 September 2022. to We Change Lives (WCL).

We Change Lives is a charitable company limited by guarantee incorporated in England and Wales.. The address of the registered office is G104 C/O Beyond Profit, Bolton Arena, Arena Approach, Horwich, Bolton, England, BL6 6LB.

Under the terms of the Memorandum and Articles of Association, each member, in the event of the charity being wound up whilst a member, and within one year after ceasing to be a member, undertakes to contribute to the assets of the charity, an amount not exceeding £10 for payment of the debts or liabilities of the charity. The address of the registered office is given in the Report of the Trustees. The nature of the charity's operation and principal activities are also detailed in the Report of the Trustees.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with the Charities SORP (FRS102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

**2. Accounting policies**

**2.1 Going concern**

WCL's activities and future plans are set out in the Trustees' Report.

WCL manages its activities with positive unrestricted bank balances.

The Trustees' forecasts and projections, taking account the impact of Covid-19 and of reasonably foreseeable changes in income and expenditure, show that WCL will be able to continue to operate on this basis.

The main focus for 2021/22 was the continued turnaround of the organisation and continue generating surpluses for the organisation to use for reinvestment in its people, property and future plans. Costs have been continually focused on and service lines reviewed to ensure that all elements of WCL are or will be generating surpluses.

The Trustees consider that the demand for the Charity's services will continue as housing schemes are currently nearly fully occupied and demand for good quality care provision will continue to be high. Based on the above the Trustees have a reasonable expectation that the charity has adequate resources to continue for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the report of the Trustees and financial statements.

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**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**2. Accounting policies (continued)**

**2.2 Income**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations and grants are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the Charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period.

Income from NHS contracts, government and other grants, whether 'capital' grants or 'revenue' grants, are 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.

Other income consists of resident monies and appointee's monies received for monitoring and advising on resident spends during the year.

Rental income is recognised in the period to which it relates.

Care income and cleaning income is in relation to Ryfields Village and is recognised upon delivery of the service. This location was closed in May 2021.

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**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**2. Accounting policies (continued)**

**2.3 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

Support costs comprise those costs which are incurred directly in support of expenditure on the objects of the Charity and include governance cost, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the Charity.

Support costs are allocated to each of the activities based on the percentage of Local Authority income to best allocate the costs to each attributable heading. More detail on the analysis and basis of allocation is given in note 6 to the financial statements.

**2.4 Taxation**

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**2.5 Tangible fixed assets and depreciation**

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

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**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**2. Accounting policies (continued)**

**2.5 Tangible fixed assets and depreciation (continued)**

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Freehold property	-	Straight line between 18 - 50 years
Long-term leasehold property	-	2% On cost
Motor vehicles	-	Straight line between 4 - 5 years
Fixtures and fittings	-	Straight line between 3 - 6 years
Improvements to property	-	5% on cost and Straight line over 5 years

The need for any impairment of a fixed asset write-down is considered if there is concern over the carrying value of an asset and is assessed by comparing that carrying value against the value in use or realisable value of the asset when appropriate.

In the 1990s, the charity received a grant of £327,975 to acquire two properties. The grant was subject to legal charges stating that should the properties be subject to a change in use or disposal then the donor would be entitled to the open market value of the properties. Given the legal charges placed on the properties, the grant income was netted off the purchase price of the properties at the time and has not been recognised in the accounts. The grant recognised the full purchase price of the properties.

**2.6 Investments**

Investments are a form of basic financial instruments and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

**2.7 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.8 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

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**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**2. Accounting policies (continued)**

**2.9 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

**2.10 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.11 Finance leases and hire purchase**

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Charity. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of Financial Activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

**2.12 Leases**

Assets acquired under finance leases are capitalised and depreciated over the shorter of the lease term and the expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net of future finance charges, are included in creditors.

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.



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**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**2. Accounting policies (continued)**

**2.13 Pensions**

The charity formerly participated in a multi employer defined benefit scheme in respect of certain of its employees and has made fixed additional payments in the year to 31 March 2020 to fully exit the scheme. In the prior year the charity's net obligation in respect of the defined benefit pension scheme was recognised in the balance sheet at the present value of the future benefits that employees have earned in return for their service in the current and previous periods less the fair value of the plan assets, together with adjustments for the past service costs not yet recognised. The defined benefit obligation was calculated by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation was determined by discounting the estimated future cash outflows using the interest rates of high quality corporate bonds that have terms to maturity approximating to the terms of the related pension liability. Actuarial gains and losses are accounted for as unrealised gains and losses within the Statement of Financial Activities.

The charity also operates defined contribution pension schemes for certain other employees. Contributions payable to the defined contribution pension schemes are charged as an expense within the Statement of Financial Activities in the period to which they relate.

**2.14 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

**3. Critical accounting estimates and areas of judgment**

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

Depreciation - The Trustees have calculated depreciation based on the estimated life of the individual asset and any residual value it might have.

Property values and impairment - The carrying value of property in the accounts is based on historic cost and Trustees have assessed the estimated market value is at least equal to the carrying value of the properties with no impairment.

Allocation of costs - The allocation of expenditure between direct and support activities involves an element of judgement and estimate, particularly in respect of shared costs.

**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**4. Income from donations and legacies**

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donations	13,578	13,578	2,566
Grants	58,160	58,160	137,805
	<u>71,738</u>	<u>71,738</u>	<u>140,371</u>
<i>Total 2021</i>	<u>140,371</u>	<u>140,371</u>	

**5. Income from charitable activities**

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Social Services funding	4,633,975	4,633,975	5,321,902
Self funded residents	640,472	640,472	308,117
Care income	180	180	109,027
Cleaning and laundry income	-	-	22,699
Rental income	343,051	343,051	116,428
	<u>5,617,678</u>	<u>5,617,678</u>	<u>5,878,173</u>
<i>Total 2021</i>	<u>5,878,173</u>	<u>5,878,173</u>	

**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**6. Investment income**

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Deposit account income	3,371	3,371	5,577
<i>Total 2021</i>	<i>5,577</i>	<i>5,577</i>	

**7. Other incoming resources**

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Other income	4,000	4,000	12,949
<i>Total 2021</i>	<i>12,949</i>	<i>12,949</i>	

**8. Income by charitable activities**

Activity	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Homes for older people	1,770,249	1,770,249	1,315,680
Nursing home	116,192	116,192	830,794
Residential network including Westleigh House	1,488,875	1,488,875	1,374,352
Community network	2,022,957	2,022,957	1,704,614
Ryfields Village	-	-	418,455
COVID grant funding	202,005	202,005	387,419
Central	6,370	6,370	5,756
	<u>5,606,648</u>	<u>5,606,648</u>	<u>6,037,070</u>

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**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**9. Expenditure on charitable activities**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Direct costs	<b>4,639,965</b>	<b>5,588,603</b>
Support costs	<b>663,486</b>	<b>682,952</b>
Governance costs	<b>200,828</b>	<b>109,100</b>
	<b><u>5,504,279</u></b>	<b><u>6,380,655</u></b>

**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**10. Direct costs**

	2022 £	2021 £
Wages and salaries	3,370,039	4,219,568
Social security	215,815	220,998
Pensions	72,482	103,944
Rent and rates	262,980	104,428
Light and heat	60,494	90,547
Insurance	58,832	54,010
Telephone	18,231	28,347
Postage and stationery	7,371	35,216
Sundry expenses	2,893	3,963
Food and provisions	135,949	144,392
Medical and clinical costs	6,129	81,727
Transport costs	2,072	8,453
Recruitment expenses	9,333	29,212
Training costs	2,195	2,361
Repairs and Renewals	196,633	271,290
Cleaning	47,448	29,559
Registration costs	15,614	17,822
Travelling	6,603	12,046
Computer costs	5,669	10,326
Private health	1,145	2,465
Bad debts	(20,848)	1,552
Legal and professional fees	38,887	10,951
Payroll fees	11,661	-
Depreciation	110,864	105,076
Mortgage interest	-	350
Advocacy fees	2,431	-
Profit on sale of asset	(957)	-
	<u>4,639,965</u>	<u>5,588,603</u>

**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**11. Support costs**

	2022 £	2021 £
Wages	395,832	458,278
National insurance	34,514	43,699
Pension cost	26,596	30,462
Rent and rates	33,674	24,084
Light and heat	1,625	-
Insurance	19,691	18,004
Telephone	6,637	8,444
Postage and stationery	4,363	2,607
Sundry expenses	12,342	3,485
Food and provisions	22	-
Repairs and renewals	21,529	1,577
Recruitment	59,319	22,819
Training costs	4,051	4,821
Computer costs	32,544	37,078
Cleaning	1,439	1,632
Registration costs	46	-
Travelling	2,859	1,016
Payroll fees	1,886	18,600
Depreciation	2,827	3,307
Bank charges	1,690	3,232
Profit on sale of asset	-	(193)
	<u>663,486</u>	<u>682,952</u>

**12. Governance costs**

	2022 £	2021 £
Legal and professional fees	157,390	82,175
Auditors' remuneration	27,450	8,100
Auditors' remuneration for non-audit work	8,990	7,200
Pension administration fees	6,998	10,500
Advocacy fees	-	1,125
	<u>200,828</u>	<u>109,100</u>

**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**13. Net income (expenditure) is stated after charging / (crediting):**

	2022 £	2021 £
Auditors' remuneration	27,450	8,100
Auditors' remuneration for non-audit work	8,990	7,200
Depreciation - owned assets	113,691	108,383
Surplus on disposal of fixed assets	(957)	(507)
	<u>149,174</u>	<u>123,176</u>

**14. Staff costs**

	2022 £	2021 £
Wages and salaries	3,765,871	4,677,846
Social security costs	250,329	264,697
Contribution to defined contribution pension schemes	99,078	134,406
	<u>4,115,278</u>	<u>5,076,949</u>

The average number of persons employed by the Charity during the year was as follows:

	2022 No.	2021 No.
Homes for older people	54	71
Nursing home	-	32
Residential network inc Westleigh House	29	57
Community network	75	67
Head office	14	15
Ryfields Village	-	20
	<u>172</u>	<u>262</u>

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**WE CHANGE LIVES (WCL) (FORMERLY WARRINGTON COMMUNITY LIVING)**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
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**14. Staff costs (continued)**

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

	<b>2022</b>	<b>2021</b>
	<b>No.</b>	<b>No.</b>
In the band £60,001 - £70,000	-	1
In the band £80,001 - £90,000	1	-

The key management personnel of the charity comprise the Senior Management Team and the Company Secretary. The total remuneration paid in respect of the charity's key management personnel was £415,074 (2021: £551,928).

**15. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, expenses totalling £NIL were reimbursed or paid directly to the Trustees, (2021 - £268 to the Trustees).



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**16. Tangible fixed assets**

	Freehold property £	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Improvements to property £	Total £
<b>Cost or valuation</b>						
At 1 April 2021	3,960,603	210,000	37,884	606,592	78,294	4,893,373
Additions	-	-	-	112,106	4,359	116,465
Disposals	-	-	(37,884)	(4,251)	-	(42,135)
At 31 March 2022	3,960,603	210,000	-	714,447	82,653	4,967,703
<b>Depreciation</b>						
At 1 April 2021	2,008,281	59,151	25,477	554,478	39,126	2,686,513
Charge for the year	71,328	4,200	834	33,273	4,056	113,691
On disposals	-	-	(26,311)	(1,121)	-	(27,432)
At 31 March 2022	2,079,609	63,351	-	586,630	43,182	2,772,772
<b>Net book value</b>						
At 31 March 2022	1,880,994	146,649	-	127,817	39,471	2,194,931
At 31 March 2021	1,952,322	150,849	12,407	52,114	39,168	2,206,860

The cost of freehold property above is net of a grant to the value of £327,975 from the Health Authority dating back to the 1990s in relation to two properties. Whilst the charity is legal owner of the properties, there is a charge providing that in the event of a change in use or disposal of the properties, the Health Authority is to receive the open market value of the properties. The grant represents the total cost of the properties.

A grant was received to fund the purchase of another of the charity's freehold properties, 10a Lodge Lane, Warrington. A condition of the grant was that if the building were sold or no longer used as a nursing home for clients with mental health disorder, the grant would be repayable. The amount repayable would be 25.5% of the market value of the property at the date of sale less the costs of sale. There is no intention to sell or change the use of the property.

All fixed assets, including freehold property are for the use in direct furtherance of the charity's objects.

The net book value of assets includes £47,179 (2021:£Nil) held under a hire purchase agreement. Depreciation of £4,290 (2021:£Nil) was charged in the year on these.

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**17. Fixed asset investments**

	Investments in subsidiary companies £	Listed investments £	Total £
<b>Cost or valuation</b>			
At 1 April 2021	-	344,016	344,016
Additions	1	1,762	1,763
Revaluations	-	(2,267)	(2,267)
At 31 March 2022	1	343,511	343,512
<b>Net book value</b>			
At 31 March 2022	1	343,511	343,512
At 31 March 2021	-	344,016	344,016

There were no investment assets held outside the UK.

The historical cost of investments at 31 March 2022 amounted to £278,297 (2021 - £278,297).

**Principal subsidiaries**

The following was a subsidiary undertaking of the Charity:

Name	Registered office or principal place of business	Principal activity	Class of Holding shares
Warrington Community Living Service Company Ltd	G104 C/O Beyond Profit, Bolton Arena, Arena Approach, Horwich, Bolton, England, BL6 6LB	Dormant	Ordinary 100%

The financial results of the subsidiary for the year were:

Name	Net assets £
Warrington Community Living Service Company Ltd	1

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**18. Debtors**

	2022 £	2021 £
<b>Due within one year</b>		
Trade debtors	233,334	410,528
Other debtors	506	-
Called up share capital not paid	(1)	-
Prepayments and accrued income	193,591	262,968
	<u>427,430</u>	<u>673,496</u>

**19. Creditors: Amounts falling due within one year**

	2022 £	2021 £
Trade creditors	320,036	290,709
Other taxation and social security	49,284	58,953
Obligations under finance lease and hire purchase contracts	17,679	-
Other creditors	47,829	50,042
Accruals and deferred income	218,368	190,283
	<u>653,196</u>	<u>589,987</u>

Obligations under finance lease and hire purchase contracts are secured by the underlying assets to which they relate.

**20. Creditors: Amounts falling due after more than one year**

	2022 £	2021 £
Net obligations under finance lease and hire purchase contracts	<u>30,939</u>	<u>-</u>

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**21. Financial instruments**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
<b>Financial assets</b>		
Financial assets measured at cost through income and expenditure	<b>2,379,061</b>	2,056,214
Financial assets measured at fair value	<b>343,511</b>	344,016
	<u><b>2,722,572</b></u>	<u><b>2,400,230</b></u>
	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
<b>Financial liabilities</b>		
Financial liabilities measured at cost through income and expenditure	<b>590,499</b>	531,034
	<u><b>590,499</b></u>	<u><b>531,034</b></u>

Financial assets measured at costs through income and expenditure comprise trade and other debtors and cash

Financial instruments measured at fair value through income and expenditure comprise investments

Financial liabilities measured at cost through income and expenditure comprise trade and other creditors and accruals

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**22. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2021 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2022 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Designated Funds - all funds	2,068,213	-	(17,715)	-	2,050,498
<b>General funds</b>					
General funds	2,147,139	5,696,787	(5,486,564)	-	2,357,362
Revaluation reserve	65,719	-	-	(2,267)	63,452
	2,212,858	5,696,787	(5,486,564)	(2,267)	2,420,814
<b>Total unrestricted funds</b>	<b>4,281,071</b>	<b>5,696,787</b>	<b>(5,504,279)</b>	<b>(2,267)</b>	<b>4,471,312</b>

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**22. Statement of funds (continued)**

**Statement of funds - prior year**

	Balance at 1 April 2020 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2021 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Designated Funds - all funds	2,139,315	-	(71,102)	-	2,068,213
<b>General funds</b>					
General funds	2,419,622	6,037,070	(6,309,553)	-	2,147,139
Revaluation reserve	37,245	-	-	28,474	65,719
	<u>2,456,867</u>	<u>6,037,070</u>	<u>(6,309,553)</u>	<u>28,474</u>	<u>2,212,858</u>
<b>Total unrestricted funds</b>	<u>4,596,182</u>	<u>6,037,070</u>	<u>(6,380,655)</u>	<u>28,474</u>	<u>4,281,071</u>

Designated funds have been set aside for significant refurbishments and renovation works.

**23. Summary of funds**

**Summary of funds - current year**

	Balance at 1 April 2021 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2022 £
Designated funds	2,068,213	-	(17,715)	-	2,050,498
General funds	2,212,858	5,696,787	(5,486,564)	(2,267)	2,420,814
	<u>4,281,071</u>	<u>5,696,787</u>	<u>(5,504,279)</u>	<u>(2,267)</u>	<u>4,471,312</u>

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**23. Summary of funds (continued)**

**Summary of funds - prior year**

	<i>Balance at 1 April 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 March 2021 £</i>
Designated funds	2,139,315	-	(71,102)	-	2,068,213
General funds	2,456,867	6,037,070	(6,309,553)	28,474	2,212,858
	<u>4,596,182</u>	<u>6,037,070</u>	<u>(6,380,655)</u>	<u>28,474</u>	<u>4,281,071</u>

Designated funds have been set aside for significant refurbishment and renovation works

**24. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Tangible fixed assets	2,194,931	2,194,931
Fixed asset investments	343,511	343,511
Current assets	2,572,652	2,572,652
Creditors due within one year	(608,843)	(608,843)
Creditors due in more than one year	(30,939)	(30,939)
<b>Total</b>	<u>4,471,312</u>	<u>4,471,312</u>

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**NOTES TO THE FINANCIAL STATEMENTS  
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**24. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior year**

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Tangible fixed assets	2,206,860	2,206,860
Fixed asset investments	344,016	344,016
Current assets	2,320,182	2,320,182
Creditors due within one year	(589,987)	(589,987)
<b>Total</b>	<b>4,281,071</b>	<b>4,281,071</b>

**25. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>2022 £</b>	<b>2021 £</b>
Net income/expenditure for the year (as per Statement of Financial Activities)	<b>192,508</b>	<b>(343,585)</b>
<b>Adjustments for:</b>		
Depreciation charges	113,691	108,383
Profit on the sale of fixed assets	(957)	(193)
Decrease in debtors	290,418	216,337
Increase/(decrease) in creditors	1,177	(289,778)
<b>Net cash provided by/(used in) operating activities</b>	<b>596,837</b>	<b>(308,836)</b>

**26. Analysis of cash and cash equivalents**

	<b>2022 £</b>	<b>2021 £</b>
Cash in hand	2,189,574	1,646,686
<b>Total cash and cash equivalents</b>	<b>2,189,574</b>	<b>1,646,686</b>



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**27. Analysis of changes in net debt**

	At 1 April 2021 £	Cash flows £	New finance leases £	At 31 March 2022 £
Cash at bank and in hand	1,646,686	542,888	-	2,189,574
Finance leases	-	15,147	(63,765)	(48,618)
	<u>1,646,686</u>	<u>558,035</u>	<u>(63,765)</u>	<u>2,140,956</u>

**28. Employee benefit obligations**

The charity operates a defined contribution pension scheme.

The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £99,078 (2021 - £134,406). £20,207 (2021: £22,215) was payable to the fund at the balance sheet date and are included in creditors."

**29. Indemnity insurance**

The charity has made payments for insurance on behalf of the trustees and officers of the company to indemnify them against any obligations which may arise as a result of their actions in connection with the objects of the company. Payments amounts to £XXX (2021 - £2,851) and is charged in the Statement of Financial Activities.

**30. Funds held as custodian for others**

The charity acts as custodian of monies belonging to certain of its service users. These monies are held in bank accounts separate from the accounts of the charity. At 31 March 2022, the charity held £4,940 (2021 - £126,060) as custodian.

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**31. Operating lease commitments**

At 31 March 2022 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022 £	2021 £
<b>Land and buildings</b>		
Not later than 1 year	235,472	229,684
Later than 1 year and not later than 5 years	-	8,745
	<hr/> 235,472	<hr/> 238,429
<b>Other</b>		
Not later than 1 year	45,044	69,247
Later than 1 year and not later than 5 years	74,202	113,463
Later than 5 years	6,714	12,085
	<hr/> 125,960	<hr/> 194,795
	<hr/> <b>361,432</b>	<hr/> <b>433,224</b>

**32. Related party transactions**

The Charity has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the Charity at 31 March 2022.