



# Swanswell Charitable Trust

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## Swanswell Charitable Trust

### Reference and administrative details

<b>Registered name:</b>	Swanswell Charitable Trust
<b>Also known as:</b>	Swanswell
<b>Registered company:</b>	03692925 (England and Wales)
<b>Registered charity:</b>	1074891 (England and Wales)
<b>Principal/Registered office:</b>	Thames Mews, Portsmouth Road Esher Surrey KT10 9AD
<b>Trustees:</b>	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:  Mr R Pertwee                      Chair Mr T Rutherford Mr A Furlong
<b>Auditor:</b>	haysmacintyre 10 Queen Street Place London EC4R 1AG
<b>Bankers:</b>	NatWest Bank 4 <sup>th</sup> Floor 1 St Philip Place Birmingham B3 2PP

# Swanswell Charitable Trust

## Report of the trustees

### Introduction

The trustees present their report and the audited financial statements for the year ended 31 March 2018.

Reference and administrative information set out on page 3 forms part of this report. The financial statements comply with current statutory requirements, the articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

In December 2016, Swanswell Charitable Trust became a wholly-owned subsidiary of Cranstoun, a company registered in England no. 03306337, charity number 1061582. The change of control was undertaken to enable Cranstoun and Swanswell to work more closely together as a group of companies with the ultimate aim of merging the organisations in the future. Steady progress towards this has been made in the transitional phase with central functions being combined during the year.

### Structure, management and governance

#### How we do it

The trustees meet periodically to set the Charity's strategy, monitor progress towards achievement of organisational goals, review operational performance and oversee the management of organisational risk.

The trustees have established the following subcommittees in order to increase the scrutiny of and to provide input to key strategic risk areas:

- Clinical Reference Group - to review and scrutinise Swanswell's activity and performance in the domains of clinical quality assurance and clinical excellence. This committee will be incorporated into a group clinical governance function during the 2018/19 financial year.
- Finance and Audit Committee - to review and scrutinise activity and performance in the domains of finance, audit and compliance. This committee has been incorporated into the Cranstoun Group Finance and Audit Committee.

The Executive of the organisation comprises:

- Medical Director – Dr Steve Brinksman
- Chief Finance Officer – Martin Holly (Cranstoun)
- Director of Operations – Peter Glass (Cranstoun)
- Director of HR & Governance – Kim Coles (Cranstoun)

The Executive manages the Charity on a day-to-day basis.

### Remuneration policy

Swanswell has 150 team members. Swanswell's remuneration policy is based on an ambition to recruit and retain skilled staff who are remunerated fairly but who are primarily motivated to work with us because of our vision. To that end we aim to pay staff at rates that are comparable to the median rate in the charity sector for similar jobs in the local employment market, subject to considerations of affordability for the organisation.

We ensure that we adhere to this policy by subscribing to and applying a job evaluation system and subscribing to sector pay surveys annually.

## Governance

Swanswell began its charitable activities in 1968 in Coventry and Warwickshire, delivering alcohol treatment services. It achieved charity status in 1969, and became incorporated as a company limited by guarantee in January 1999.

Swanswell is governed by its Articles of Association with the trustees being appointed by Cranstoun, the sole member. They oversee the Charity's performance ensuring that, through robust governance arrangements, it works to further its charitable objects in accordance with its policies and best practice. Trustees are recruited and inducted in line with policies and procedures, which have been written specifically for this purpose, including the assessment of fit and proper persons in line with CQC requirements.

### Statement of responsibilities of the trustees

The trustees (who are also Directors of Swanswell Charitable Trust for the purposes of company law) are responsible for preparing the Trustees' Annual 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 which give a true and fair view of the state of affairs of the Charitable Company and of the incoming resources and application of resources, including the income and expenditure, of the Charitable Company 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 in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards and statements of recommended practice 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 Company will continue in business

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Company 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 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 auditor is unaware.
- 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 auditor is aware of that information.

Cranstoun is the sole member of the Charity and guarantees 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 2018 was 1 (2017: 1). The Trustees are no longer members of the Charity and have no beneficial interest in the Charity.

# Swanswell Charitable Trust

## Objectives and activities

Swanswell's trustees are dedicated to leading a charity that achieves its charitable purpose and believe everyone should have the opportunity to live healthy, safe and happy lives. The objects of the charity are:

- to promote education and training, relieve sickness and old age, preserve and protect good-health and to provide facilities in the interest of social welfare for recreation and other leisure-time occupation with the object of improving the conditions of life of the public living or working in England and Wales).
- in particular but not exclusively to provide for those who are suffering from, or who have suffered from alcohol or drug abuse of any sort.
- to advance the education of such persons, their relatives and carers, persons working in the fields of alcohol and drug abuse mental health and the general public by the provision of advice, counselling and training.
- to assist persons suffering from disability of any form to achieve a full and settled way of life in the community within the Area of Benefit and where appropriate to assist such persons to obtain employment.

The trustees, with due regard to the public benefit guidance issued by the Charity Commission, consider Swanswell's activities to be of public benefit as they empower and support people to make positive changes and contribute positively to their local community and society.

## About us

Swanswell is part of the Cranstoun Group and has been making a difference since 1968, by combining our expertise with innovative approaches. As we turn 50, we reflect on the way that our work has changed over the last 50 years, however our values and belief in putting people at the heart of what we do has remained.

At Swanswell, we're good at what we do and are proud of the partnerships and relationships we have developed to deliver effective solutions. We have an enviable reputation for delivering what we promise and consistently achieve results at or above our targets.

## Activities

Our skilled and compassionate teams work with service users, families and communities, helping them to make positive changes.

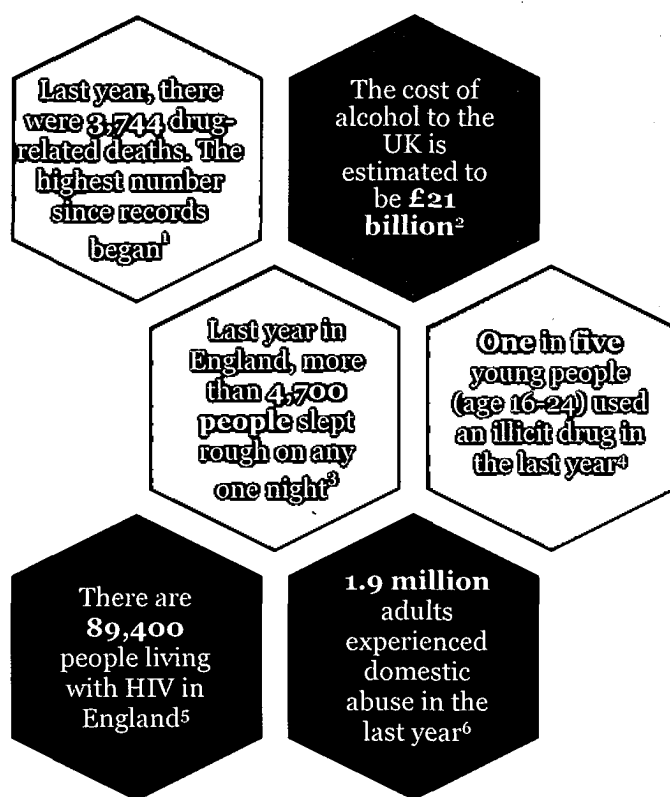
We offer a wide range of services across England to help people reach their full potential including:

- community-based outreach
- alcohol and drug treatment, detox and recovery support
- supporting people (single people, offender, mental health support, HIV/TB support, tenancy-related support)
- young people, families and carer support
- arrest intervention and referral service

In 2017/18, we operated services in Avon and Somerset, Birmingham, Coventry, Sandwell, West, Berkshire and Worcestershire.

In addition to the positive outcomes we achieve working with individual service users, we deliver wider social value for the communities in which our services operate. This includes the financial and non-financial impact that our programmes have as we seek to proactively enhance the wellbeing of individuals, communities and the environment.

Some of the issues we face



We are working hard to empower and support as many people as possible to make positive changes.

1. ONS. 2017. Deaths related to drug poisoning. [Online]. Available at: <https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/deaths/bulletins/deathsrelatedtodrugpoisoninginenglandandwales/2017registrations> [Accessed 26 July 2018].
2. GOV.UK. Alcohol: Applying all our Health. [Online]. Available at: <https://www.gov.uk/government/publications/alcohol-applying-all-our-health/alcohol-applying-all-our-health> [Accessed 26 July 2018].
3. Ministry for Housing. 2017. Rough Sleeping Statistics 2017, England. Dying on the Streets - St. Mungo's. [Online]. Available at: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/682001/Rough\\_Sleeping\\_Autumn\\_2017\\_Statistical\\_Release\\_-\\_revised.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/682001/Rough_Sleeping_Autumn_2017_Statistical_Release_-_revised.pdf) [Accessed 26 July 2018].
4. GOV.UK. Drug Misuse: Findings from the 2017/18 Crime Survey for England and Wales. [Online]. Available at: <https://www.gov.uk/government/statistics/drug-misuse-findings-from-the-2017-to-2018-csew> [Accessed 11 September 2018].
5. Terrence Higgins Trust. Current. HIV Statistics. [Online]. Available at: <https://www.tht.org.uk/hiv-and-sexual-health/about-hiv/hiv-statistics> [Accessed 26 July 2018].
6. ONS. 2017. Domestic Abuse in England and Wales. [Online]. Available at: <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/domesticabuseinenglandandwales/yearendingmarch2017> [Accessed 26 July 2018].

# Swanswell Charitable Trust

## Strategic Report

### Introduction

This strategic report presents Swanswell's achievement and performance highlights for 2017/18.

### Vision, mission and values

The Cranstoun Group reviewed our vision, mission and values statements last year, which involved a consultation exercise with service users, staff and trustees. The revised statements incorporate the feedback received, and the values were endorsed by our Board of Trustees and came into effect in April 2018.

**Our Vision:** We believe everyone should have the opportunity to live **healthy, safe and happy** lives.

**Our Mission:** To **empower** and **support** people to make **positive** changes.

Our vision is the society we strive for and the reason we exist. Healthy was a key word that was identified. The words 'safe' and 'happy' were important to our service users, and were used to describe how our services make them feel.

Our mission describes how we achieve our vision and the society we strive for. The key words 'empower' and 'support' talk to our organisational ethos of working *with* the service user.

### Our Values:

Our values describe how we, as an organisation, behave and feel. In reviewing our values, we considered feedback from our staff, including an exercise carried out with our employee information and consultation forum, 'The Exchange'. Our re-drafted values across the Group are:

- **Ambition:** we are ambitious for our service users, our staff and the organisation. We strive to achieve service excellence
- **Compassion:** we act with care and compassion at all times
- **Innovation:** we encourage new ideas and respond intelligently to local needs
- **Integrity:** we act with integrity. We are honest, open and accountable
- **Inclusive:** we treat everyone fairly, with respect and dignity. We strive to reach out to all members of the community

The new vision, mission and values provide the Cranstoun Group with a clear purpose, which supports all areas of focus (substance misuse, young people and families, mental health, housing and domestic abuse).

### Our plan for the next three years

The Cranstoun Group's new three-year strategic plan (2018-2021) encompasses six strategic domains, which define the key areas where the Cranstoun Group will focus its development over the next three years:

1. Our People
2. Performance
3. Care Quality
4. Co-Production
5. Growth & Sustainability
6. Marketing & Communications

The Cranstoun Group seeks to transform its business over the next three years and position itself to achieve its business objectives through incorporating digital across the systems, products and processes across the organisations.



## Service users

Thousands of service users and their families were supported by Swanswell in 2017/18 to live healthy, safe and happy lives.



Service	Referrals
Swanswell Birmingham	1,662
Swanswell-Sandwell Alcohol	1,660
Swanswell West Berkshire	749
Swanswell Worcestershire	3,955
Swanswell Worcestershire Young People	244
Swanswell Worcestershire Family Team	271
<b>Swanswell total</b>	<b>8,541</b>

Service	Service users in structured treatment	Service users in tier 1-2 only	Service users across all tiers
Swanswell Birmingham		985	985
Swanswell-Sandwell Alcohol	592	821	1,413
Swanswell West Berkshire	421	214	635
Swanswell Worcestershire	2,176	462	2,638
Swanswell Worcestershire Young People	111	76	187
Swanswell Worcestershire Family Team		220	220
<b>Swanswell total</b>	<b>3,300</b>	<b>2,778</b>	<b>6,078</b>

## Swanswell Charitable Trust

### **Involving our service users**

While our statistics are important, people and their inspiring stories are at the heart of everything that we do.

We want people to have a positive experience with us and we have the following opportunities to give service users the chance to get involved:

- service user groups
- networking at events
- recovery presentations at GP surgeries, schools and community venues
- media interviews, so service users can tell their story
- volunteering opportunities

What our service users say...

*'I have been clean for multiple weeks because of Swanswell.'*

*'All of the staff and community at Swanswell have helped me back from the brink of a very dark place and without them I probably wouldn't still be here. Thank you!'*

work

well

together

### Our people

Cranstoun has been one of The Sunday Times 100 Best Not-for-Profit Organisations to Work for the last two years running, and attained the Investors in People Gold award for its people management. Swanswell is proud to be part of the Cranstoun Group.

#### Involving team members

Swanswell has well-established arrangements for managing, consulting and involving team members, and we believe that they are important for the success and development of the Charity.

#### Sickness absence

Swanswell's short term sickness absence was **1.45%**, well within our organisational target of 3.5%.

### Learning and development

We have continued to invest in learning and development across the Cranstoun Group.

- We developed our eLearning platform and expanded the range of courses available. Of our nine mandatory and eight optional modules, Swanswell staff completed **1,034** courses
- We delivered **132** classroom-based training sessions to Swanswell staff
- We supported **seven** employees from Swanswell to work towards a Level 3 qualification in either Health and Social Care or Business Administration
- We enrolled new managers on a Level 5 diploma in Leadership & Management
- We continued our commitment to supporting individuals towards professional qualifications e.g. HR, Project Management
- We offered one apprenticeship placement to gain valuable work experience

### Diversity

Swanswell is an equal opportunities employer. All of our team members, and all applicants for employment, are given equal opportunity in employment irrespective of their colour, race, nationality, ethnic or national origins, religion, sex, marital status, sexual orientation, disability or age. We are committed to preventing and discouraging discrimination, harassment and victimisation of any team member on any grounds.

### Looking to the future

- Staff wellbeing – we'll promote initiatives and create a 'wellbeing hub' on the intranet
- Pay and benefits – we'll review pay and benefits across the group to ensure we remain competitive in the marketplace and offer staff a valuable and attractive benefits structure
- Employee engagement – we'll develop our employee communication structures, review staff survey feedback and translate into improvement plans both locally and organisationally
- Volunteers and peer mentors – we'll develop our volunteer and peer mentor schemes (training and development, opportunities, recognition, career pathways, achieving organisational targets)

## Swanswell Charitable Trust

### Performance and quality

Here are some of Swanswell's services achievements and highlights from 2017/18.

#### Avon and Somerset Arrest Intervention Referral Service (AIRS)

Our contract to deliver the Avon and Somerset Arrest Intervention Referral Service (AIRS) expired on the 31 March 2018. This service aimed to reduce reoffending and break the cycle of addiction and crime in Avon and Somerset. During the contract, we had over **37,195** contacts with detainees.

In 2017/18, AIRS:

- had **12,715** meaningful contacts with offenders in cells
- completed **6,291** assessments
- **80%** completion rate for the Drug Education Programme
- received a runner up award from the Howard League for Penal Reform for the Drug Education Programme
- achieved **96.7%** satisfaction in their service user survey

get well

feel well

do well

be well

stay well

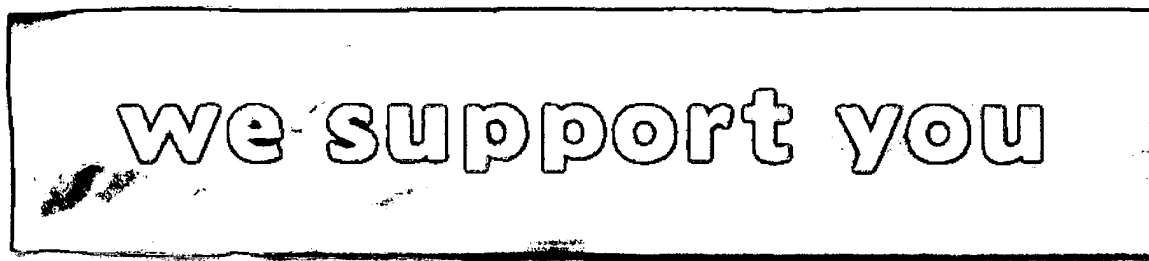
### Birmingham supporting people services

Swanswell delivers part of the supporting people service for offenders, single people and people requiring support with mental health issues in Birmingham. We also support people living with HIV and TB. These services offer practical help to service users for housing, budgeting, debt management, benefits, volunteering, training and to gain employment.

We support people to develop their skills enabling them to live an independent life.

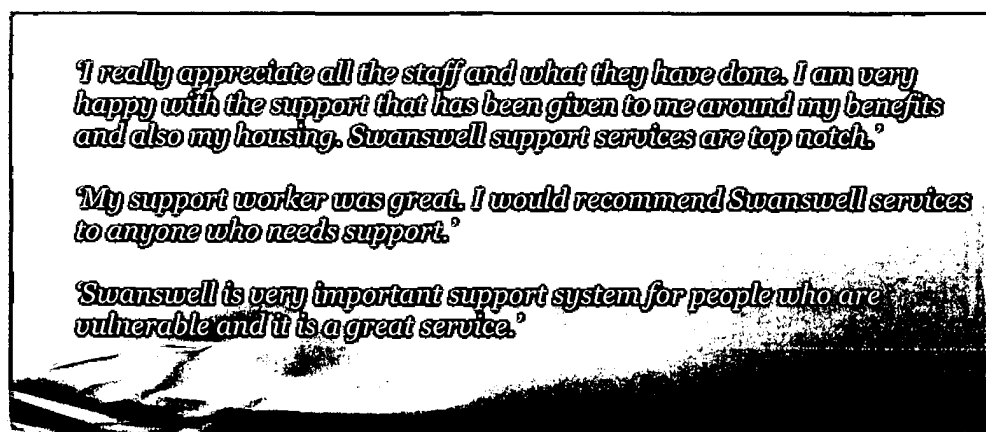
In 2017/18:

- we received **1,662 referrals**
- we exceeded our Payment by Outcome 'successful outcomes' target of 95% across all three supporting people services (mental health **98%**, offenders **100%** and single homeless **97%**)
- we reduced homelessness and the risk of eviction for **355** people, meeting our contract requirements
- we helped **34** people achieve employment or gain access to education
- we made **39** referrals to the criminal justice service



Other highlights:

- we developed a **marketing and service promotion strategy** to drive an increase in the number of service users accessing our services. This strategy included hosting 'housing clinics' at key community venues, delivering presentations to local providers and developing pathways with housing providers and housing associations
- our Assistant Service Manager had a **key speaker slot** at the **Recognising the Carer Conference** and presented how our HIV service supports carers of children and adults living with HIV
- we are part of a new **HIV peer mentoring model** in Birmingham called Project 100, which offers people living with HIV the opportunity to become peer mentors and deliver peer-led support across the area



## Swanswell Charitable Trust

### Coventry alcohol and drug tenancy-related support

Our contract to deliver the alcohol and drug tenancy-related support service in Coventry expired on the 1 November 2017. This service promoted independent living (finance, housing, benefits and education advice) for adults who were affected by substance misuse in Coventry. In 2017/18 we seen **279** clients, with **91%** of people completing a program of support.

### Sandwell alcohol service

During 2017/18, Swanswell delivered community-based alcohol treatment for adults in Sandwell. From February 2018, Cranstoun won the contract to deliver both alcohol and drug treatment in Sandwell. The new contract has an increased focus on self-help and prevention.

In 2017/18:

- we received **1,600** referrals
- **615** people left our alcohol service with **49.92%** having a successful outcome
- we made **47** referrals to the criminal justice service



West Berkshire alcohol and drug recovery service

Swanswell delivers support for people affected by problem alcohol and drug use in West Berkshire.

In 2017/18, we received **749** referrals and we supported **635** people.

- **10.35%** of opiate users successfully left treatment, which is almost double the national average of 6-7%
- **51%** of non-opiate users successfully left treatment, which is 14% above the national average and in the top quartile
- **46%** of alcohol and non –opiate users successfully left treatment, this is above the national average (35.5%) and in the top quartile
- **42%** of alcohol users successfully left treatment, which meets the national average

One of the biggest changes in our West Berkshire service has been the introduction of the Family Safeguarding Model. We now have two members of the team that work out of children services and do more outreach to bring treatment to families. This is a completely new way of working, and is only one of five active models in the country.

Other highlights:

- competed in the West Berkshire Crafty Craft event, and won the award for the Spirit of the Crafty Craft
- for Recovery Month our intrepid team took on the challenge of a 'recovery bike ride', which raised over **£700**
- our first ever student social worker completed a placement, which was so successful we have two more planned for this year
- growing our volunteer involvement programme, with five new volunteers
- **96.1%** of service users would recommend the West Berkshire service, with the top three words used to describe the service being safe, positive and hopeful

*'Thank you to everyone who works here, I really feel I can trust you all and feel comfortable opening up to you!!!'*

*'Clean from substance use; near completion from prescribing medication; feel positive about my future recovery.'*

*'I'm not homeless anymore and I'm rebuilding my life.'*



#### Worcestershire alcohol and drug recovery service

Swanswell delivers support for people affected by problem alcohol and drug use in Worcestershire. Since taking over the contract in April 2015, the Worcestershire service has continued to support service users to access and exit treatment successfully. As well as improving access to treatment through routes such as shared care or criminal justice pathways, we are increasing the number of service users each year who achieve better recovery outcomes through their individual care planned treatment journey.

When viewed against the Public Health Outcome Framework indicator 1.1 - *“Proportion of all in treatment, who successfully completed treatment and did not re-present within 6 months (PHOF 2.15 i/ii/iii)”*, within Worcestershire we have achieved the following when compared to national outcomes:

National average	Worcestershire	This is an overall improvement against national average of:
Opiate: 6.6% Non-opiate: 36.6% Alcohol: 38.8%	Opiate: 8.6% Non-opiate: 42.2% Alcohol: 45.3%	Opiate: +2% Non-Opiate: +5.6% Alcohol: +6.5%

When viewed against the national average against indicator 1.2 - *Successful completions as a proportion of all in treatment*, Worcestershire fairs equally well:

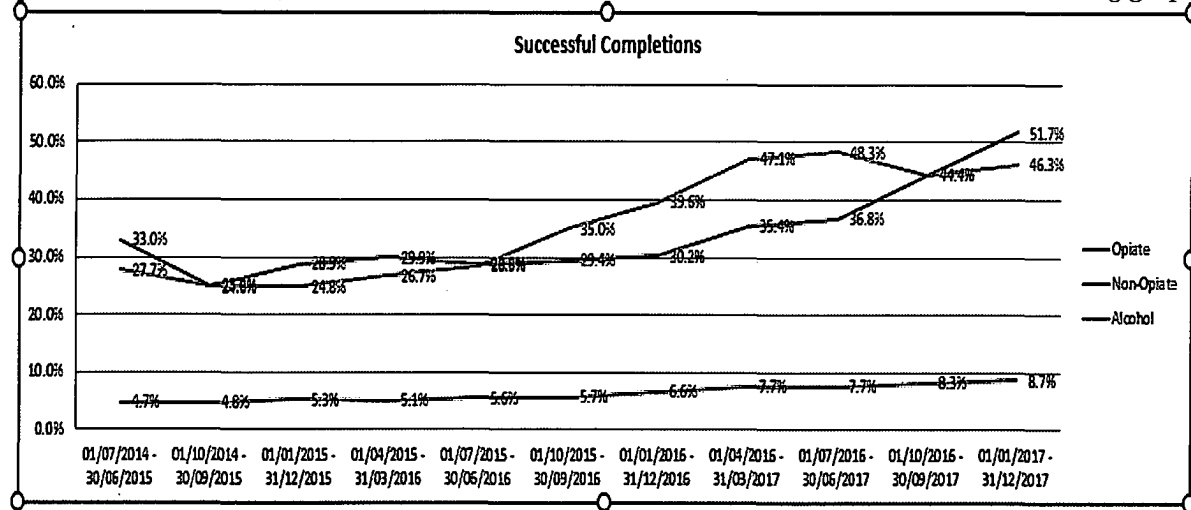
National average	Worcestershire	This is an overall improvement against national average of:
Opiate: 6.6% Non-opiate: 39.6% Alcohol: 40.1% Alcohol and Non Opiate: 35.6%	Opiate: 8.7% Non-opiate: 47.5% Alcohol: 49.7% Alcohol and Non Opiate: 46.3%	Opiate: +2.1% Non-Opiate: +7.9% Alcohol: +9.6% Alcohol and Non Opiate: +10.7%

#### Total improvement overall 30.3%

It is important to note that these successful completions will reflect under the PHOF 1.1 numbers above in six months' time, meaning the Worcestershire service will see a further improvement to these figures.



This improvement in performance across the contract is further evidenced in the following graph:



### Re-presentations

As well as supporting more service users to exit treatment successfully, we are also supporting them to build recovery capital so when they exit treatment, they maintain and sustain their recovery post treatment. When measured nationally against the proportion of service users who successfully completed treatment in the first six months of the latest 12-month period and re-presented within six months, overall, Worcestershire successfully supports service user to sustain their recovery.

National average Re-presentations (Note, a lower percentage is better)	Worcestershire	This is an overall improvement against national average
Opiate: 17% Non-Opiate: 5% Alcohol: 8.5% Alcohol and Non-opiate: 7.8%	Opiate: 5.8% Non-Opiate: 7.7% Alcohol: 6.3% Alcohol and Non-opiate: 7.0%	Opiate: -11.2% Non-Opiate: +2.7% Alcohol: -2.2% Alcohol and Non-opiate: -0.8%

Note, a lower percentage is better.

Equalling a total improvement overall of -11.5% against the national average.

### Completion rates

The Worcestershire service completion rates were as follows:

Alcohol and non-opiate	62%
Alcohol only	66%
Non-opiate only	53%
Opiate	25%

The overall completion rates from 2017/18 was 50%.

This meant **one in two clients** entered treatment and exited treatment in a planned and successful manner!

## Swanswell Charitable Trust

### Number of people accommodated

For those that reported housing issues at the start of treatment on their TOPS forms, **90%** reported no housing issues at the point of exit, evidencing the success of treatment in improving all aspects of a service user's life.

### Worcestershire Young Person's Service

Swanswell provides a Young Person's Service in Worcestershire.

We have supported 78 young people (13 to 21 years) with substance misuses issues to attend their assessment appointment and engage with treatment in 2017/18.

Of those entering treatment for support, the breakdown of those entering treatment was as follows:

Substance type	Percentage of total service users
Alcohol and non-opiate	11.5%
Alcohol only	7.5%
Non-opiate only	78%
Opiate	2.5%

### Worcestershire Family Service

Swanswell provides a Family Service in Worcestershire.

We have received **271** referrals into our service in 2017/18. **140** people received support from our service, with **93%** receiving a positive outcome.

### Service users

**93.2%** of service users would recommend the Worcestershire service, with the top three words used to describe the service being safe, positive and happy.

In Worcestershire, service user groups were newly introduced to the service. Across the year we held 10 local service user forums and attended two national forums. The forums have helped us develop recovery activities/diversionary activities. Our local forums have identified a need for service users who do not have anything other to engage with other than in their specific 1-2-1 treatment. The local service user forum took this idea to the National Service User Forum and the other service user representatives suggested ideas for a therapy garden. Our local forum found this idea very inspiring and developed the idea in Worcestershire. The Worcester city office now has a therapy garden and a gardening group meet weekly to work together and maintain the space.

***'Not injecting anymore and physical health is good as a result.'***

***'Now sober and full of hope for the future.'***

***'I gave up 20 years of heroin and crack addiction, I've gone from 7 ½ stone to 11 stone, I had a sad miserable life, my wife was sad and miserable. Now I can't believe how life has transformed. Life is wonderful.'***

***'Since doing the groups I have more knowledge about my addiction and to stay clean.'***

## Growth and sustainability

### Plans for future periods

Swanswell is part of the Cranstoun Group and much progress has been made towards merging the two organisations. Central functions have been combined and our respective experience and knowledge enables us to expand our services, achieving better outcomes for service users. By working effectively in partnership towards our shared vision and mission, we're confident we will become stronger and have an exciting future.

### Partnerships

Excellent performance, effective and proactive management and productive commissioner relationships, build on our belief that working flexibly in partnership helps each to achieve objectives and overcome challenges. This approach has proved successful with Swanswell securing extensions to its contracts in Worcestershire and West Berkshire during the year.

### Areas of focus

The Cranstoun Group continued the pursuit of contracts within its primary market of substance misuse as well as reviewing and analysing opportunities from our wider areas of focus, namely:

- Young people and families
- Mental health
- Supported housing
- Domestic abuse

### A sustainable future

The development team was expanded to support the wider areas of focus and a full team was finally in place by July 2017. We have assessed our internal processes and implemented changes to ensure consistency, quality and efficiency with our tender production.

While tendering, as part of the Cranstoun Group, in order to secure growth is undoubtedly important to us, ensuring we continue to meet the needs of our service users and remain competitive is paramount to our sustained success. Our new development pipeline has introduced an innovative process that drives creative ideas through to evidence-based practice much more quickly. We will begin to use these developments in our tenders and service delivery in 2018/2019.

### 50<sup>th</sup> anniversary

Swanswell is 50 in 2018, and Cranstoun turns 50 in 2019! We are planning a series of events to mark this golden anniversary across the Cranstoun Group. We are asking for ideas from staff and service users to help us co-create plans, which we will set out towards the end of 2018.

# Swanswell Charitable Trust

## Financial review

In 2017/18 the financial performance produced an overall reduction in funds of £127k (2017: £783k reduction). This is after charging an exceptional item of £253k relating to the lease of its former head office at Hilton House, Rugby which was vacated in December 2017 as all operations are now serviced from Cranstoun's central office in Esher. The property is being marketed and it is hoped that it can be let in due course. However, as the lease currently has no demonstrable future economic benefit it is classified, for accounting purposes, as an onerous lease and consequently all future lease payments must be provided at the balance sheet date. This adjustment is a timing difference and the provisions will reverse over future accounting periods. Without this adjustment the charity produced an overall surplus of £126k and this improved financial performance is the result of steps taken to improve the financial position of the charity by restructuring, effecting cost savings and realising economies of scale by combining central functions and working ever more closely with Cranstoun. The section on risk below also explains the trustees' approach and mitigations to managing the challenges to funding and cashflow management. Given the steps taken and planned, together with the approach to risk management, the trustees consider that the going concern basis remains appropriate.

## Our reserves policy

At 31<sup>st</sup> March 2018 unrestricted reserves were £138k (2017: £248k), and as the net book value of tangible fixed assets is zero (2017: £85k) the free reserves are also £138k (2017: £163k) held as net current assets.

The trustees have determined that unrestricted reserves held by the Charity should be at a level that will enable the Charity to meet its financial obligations if current contracts are not retained. This level, at 31<sup>st</sup> March 2018, is considered to be £285k (2017: £216k). The trustees have noted the reduction in the overall level of reserves and that the level of free reserves is below the stated requirement at the end of the financial year. However, the cost saving and restructuring measures noted above have ensured that the Charity is operating sustainably and without the onerous lease provision free reserves would be £391k, comfortably above the stated minimum requirement. Furthermore, the onerous lease provision will reverse over the next three financial years at a rate of £94k per annum to generate future surpluses and, should the Hilton House property be let, as is the intention, a significant sum, and possibly all the remaining provision, will be released immediately.

## Our investment policy

Our Articles of Association enable Swanswell to invest monies not immediately required for the furtherance of our objects. We apply a cautious approach to the investment of surplus funds in order to protect us from the volatility in the banking market. Interest received was £951 (2017: £2,458). This decrease is due to the reduction in cash balances during the year.

## Principal risks and uncertainties

### Organisational Risk Management

Following the change of control, whereby Swanswell became a wholly owned subsidiary of Cranstoun, risk has been managed on a group basis. The charities in the group operate in similar environments and the risks are largely the same and therefore trustees maintain a common register of the risks to which the group's charities are exposed. Formal reviews of the register are undertaken on a twice yearly basis and involve senior management, together with the trustee bodies of the charities. The register identifies risks, assesses their severity in terms of impact and likelihood of occurrence and then determines plans to avoid, reduce, share, transfer or mitigate these risks. As a result of this process the trustees are satisfied that the risks to which the charity is exposed have been identified and systems have been established and implemented to mitigate exposure to those risks.

The principal risks identified and the plans and strategies for managing these risks are as follows:

- The possible loss of contract income due to the highly competitive operational environment and low levels of reserves. This risk is mitigated by continual monitoring of service quality and performance and by maintaining a competitive cost base with strong financial management and controls and the ongoing consideration of a full merger with Cranstoun.
- The possibility of reduced or changed funding as a result of changes in Government policy. This risk is managed by monitoring, on a group basis government strategy and any legal and regulatory changes, membership of service provider bodies representing the sector and engaging with policy makers and commissioners.
- The possibility of inadequate cashflow problems. This risk is mitigated by the implementation of a strict financial management regime based on budgets and regular management reporting and reviews together with cashflow monitoring and reporting. The relationship with Cranstoun also provides some further mitigation through the possibility of short term support if, exceptionally, this were required.

### **Operational risk management**

Swanswell's operational activity is subject to extensive external scrutiny in terms of outputs and outcomes achieved, as well as the processes through which we deliver our work to our service users. Sound clinical governance is integral to our working practice, ensuring that risk assessment is continually carried out and subject to thorough clinical supervision. We deliver services for people, with people, through people, so employment practice is of critical importance to the quality of our work. The Trustees are committed to good employment practices and to ensuring that employment risk is minimised.

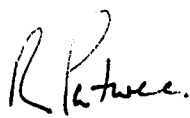
### **Quality Governance**

Our Quality Governance Framework is central to ensuring that the services we deliver are safe, effective and in line with evidence-based best practice. This framework ensures that robust lines of accountability for governance run from the Board to our frontline services. The framework is underpinned by the following key principles:

- local and organisational clinical audit plans to monitor the effectiveness of services and foster continuous improvement
- Provision of training and access to clear, evidence based policies, procedures and guidelines
- Robust risk assessment and management
- Incident reporting requirements, including the reporting of near misses and fulfilment of Duty of Candour
- Feedback of lessons learnt at a local and organisational level
- An open and transparent approach to complaints

The Quality Governance Team, led by the Medical Director, have been responsible for the significant project of aligning the governance systems across the Group over the last twelve months. This project has involved the alignment of policies, procedures, guidelines and controlled documents, resulting in a more consistent delivery of clinical services within the Group. This has also ensured that the Cranstoun Group continues to comply with all requirements of regulated activity as stipulated by the CQC as well as emerging guidance from Department of Health, Public Health England and NICE.

The Report of the Trustees, which includes the Strategic Report, was approved by the trustees and signed on their behalf by:



**Richard Pertwee**  
**Chair**  
**26 September 2018**

# Swanswell Charitable Trust

## Report of the Auditor

### Independent auditor's report to the members of Swanswell Charitable Trust

#### Opinion

We have audited the financial statements of Swanswell Charitable Trust for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, 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 2018, 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 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 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 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.

#### Responsibilities of trustees for the financial statements

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.

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

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.

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.

**Independent auditor's report to the members of Swanswell Charitable Trust  
(continued)**

**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 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 are responsible for the other information. The other information comprises the information included in the Trustees' 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.

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 we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which incorporates the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report (which incorporates the strategic report and the directors' report) has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## Swanswell Charitable Trust

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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 charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Richard Weaver (Senior Statutory Auditor)  
for and on behalf of haysmacintyre, Statutory Auditor

Date: 3.10.2018

10 Queen Street Place  
London  
EC4R 1AG



## Statement of financial activities

For the year ended 31 March 2018

			2018			2017	
		Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
	Note						
<b>Income from:</b>							
Donations and legacies		4	-	4	6	-	6
<b>Charitable activities:</b>							
Community services	2	7,181	-	7,181	8,489	32	8,521
		7,181	-	7,181	8,489	32	8,521
Investments		1	-	1	2	-	2
<b>Total income</b>		<b>7,186</b>	<b>-</b>	<b>7,186</b>	<b>8,497</b>	<b>32</b>	<b>8,529</b>
<b>Expenditure on:</b>							
<b>Charitable activities:</b>							
Community services	3	7,043	17	7,060	9,205	107	9,312
<b>Exceptional Items</b>							
Onerous Lease	5	253	-	253	-	-	-
<b>Total expenditure</b>		<b>7,296</b>	<b>17</b>	<b>7,313</b>	<b>9,205</b>	<b>107</b>	<b>9,312</b>
<b>Net expenditure and net movement in funds</b>		<b>(110)</b>	<b>(17)</b>	<b>(127)</b>	<b>(708)</b>	<b>(75)</b>	<b>(783)</b>
<b>Reconciliation of funds</b>							
Total funds brought forward		248	17	265	956	92	1,048
<b>Total funds carried forward</b>	15	<b>138</b>	<b>-</b>	<b>138</b>	<b>248</b>	<b>17</b>	<b>265</b>

The organisation has no recognised gains or losses other than those dealt with above.  
All the Charity's activities derived from continuing operations during the above two financial periods.

# Swanswell Charitable Trust

## Balance Sheet

As at 31 March 2018

Company no: 03692925

	Note	2018 £'000	2017 £'000
<b>Fixed assets</b>			
Tangible assets	10	-	85
		-	85
<b>Current assets</b>			
Stocks		-	1
Debtors	11	530	644
Cash at bank and in hand		856	326
		1,386	971
<b>Current liabilities</b>			
Creditors falling due within one year	12	(916)	(791)
<b>Net current assets</b>		470	180
<b>Total assets less current liabilities</b>		470	265
Creditors falling due after more than one year	12	(79)	-
Provisions for liabilities	13	(253)	-
<b>Net assets</b>		<b>138</b>	<b>265</b>
<b>Represented by:</b>			
<b>Unrestricted funds</b>			
General funds	15	138	248
<b>Total unrestricted funds</b>		138	248
<b>Restricted funds</b>	15	-	17
<b>Total funds</b>		<b>138</b>	<b>265</b>

The financial statements were approved and authorised for issue by the Board of Trustees on 26 September 2018 and signed on their behalf by:



Richard Pertwee  
Chair

## Statement of cash flows

For the year ended 31 March 2018

	Note	2018 £'000	2017 £'000
Net cash provided by/(used in) operating activities	21	529	(1,219)
<b>Cash flows from investing activities</b>			
Investment income & interest receivable		1	2
Purchase of property, plant and equipment		-	(1)
<b>Net cash provided by investing activities</b>		<u>1</u>	<u>1</u>
<b>Change in cash and cash equivalents in the year</b>		<b>530</b>	<b>(1,218)</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>326</b>	<b>1,544</b>
<b>Cash and cash equivalents at the end of the year</b>		<u><b>856</b></u>	<u><b>326</b></u>

# Swanswell Charitable Trust

## Notes to the financial statements

For the year ended 31 March 2018

### 1. ACCOUNTING POLICIES

#### a) General Information

Swanswell Charitable Trust, charitable company limited by guarantee incorporated in England and Wales (company no. 03692925) and registered with the Charity Commission (charity registration no. 107489). The charitable company's registered office address is Thames Mews, Portsmouth Road, Esher, Surrey KT10 9AD.

#### b) Accounting Convention and Basis of Preparation

The financial statements are prepared under the historical cost convention as modified to include the revaluation of investments to market value.

They are prepared in accordance with Statement of Recommended Practice for Charities (SORP 2015), applicable accounting standards (FRS 102) and the Companies Act 2006. Swanswell Charitable Trust is a public benefit entity as set out in section 3 of FRS 102.

#### c) Going concern

The Trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern.

#### d) Income

Income is recognised in the period in which the charitable company has entitlement to the funds and it is probable that the income will be received and the amount can be measured reliably. Income is deferred when the charity has to fulfil conditions before becoming entitled or where the donor or contracting party has specified the income be expended in a future period.

Grants from government and other agencies amounting to a contract for services are included as income as the charity earns the right to the consideration by its delivery of those services.

#### e) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

The cost of charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs relate to the cost of central functions and include governance costs. These are allocated to the charitable expenditure categories on a per capita basis, which is designed to reflect the use of the resource.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Expenditure relating to redundancy and termination benefits is recognised once the decision to terminate had been made, it is probable that the termination will occur and the amount of the obligation will occur and the amount of the obligation can be measured.

#### f) Tangible Fixed Assets and Depreciation

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Assets costing more than £500 and leasehold improvements costing more than £500 are capitalised. The cost of tangible fixed assets is written off by equal annual instalments over their useful lives as follows:

Leasehold improvements	The shorter of the remaining length of the lease or the remaining duration of the associated service contract.
Fixtures & fittings	20%
Computer equipment	33%

**g) Financial instruments - assets and liabilities**

**Debtors**

Debtors are recognised at the settlement amount due.

**Cash and cash equivalents**

Cash at bank and cash in hand includes cash held in 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.

**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 settlement amount after allowing for any trade discounts due.

**h) Fund Accounting**

Unrestricted general funds are held by the charity to be used in accordance with the charitable objects at the discretion of the trustees.

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

Further explanation of the nature and purpose of each fund is given in the notes to the accounts.

**i) Leasing**

Rentals paid under operating leases are charged to the SOFA on a straight line basis over the lease term.

**j) Pensions**

The charity operates a defined contribution pension scheme. Contributions to all schemes are charged at they become payable. The schemes are detailed in Note 14.

# Swanswell Charitable Trust

## 2. INCOME FROM CHARITABLE ACTIVITIES

	General Funds £'000	Restricted Funds £'000	Total 2018 £'000	Total 2017 £'000
<b>Community services</b>				
Local authorities	7,148	-	7,148	8,457
Other income	33	-	33	32
	<u>7,181</u>	<u>-</u>	<u>7,181</u>	<u>8,489</u>
	<u><u>7,181</u></u>	<u><u>-</u></u>	<u><u>7,181</u></u>	<u><u>8,489</u></u>

## 3. EXPENDITURE ON CHARITABLE ACTIVITIES

	Direct Staff Related Costs £'000	Other Direct Costs £'000	Support Costs (Note 4) £'000	Total 2018 £'000	Total 2017 £'000
<b>Cost of charitable activities</b>					
Community services	<u>4,017</u>	<u>2,170</u>	<u>873</u>	<u>7,060</u>	<u>9,312</u>
	<u><u>4,017</u></u>	<u><u>2,170</u></u>	<u><u>873</u></u>	<u><u>7,060</u></u>	<u><u>9,312</u></u>
<b>2017 Total</b>	<u><u>5,342</u></u>	<u><u>2,804</u></u>	<u><u>1,166</u></u>	<u><u>9,312</u></u>	

## 4. ANALYSIS OF SUPPORT COSTS

	Finance £'000	Central Office Costs £'000	HR Quality & Training £'000	Governance Costs £'000	Total 2018 £'000	Total 2017 £'000
<b>Cost of charitable activities</b>						
Community services	<u>115</u>	<u>484</u>	<u>221</u>	<u>53</u>	<u>873</u>	<u>1,166</u>
	<u><u>115</u></u>	<u><u>484</u></u>	<u><u>221</u></u>	<u><u>53</u></u>	<u><u>873</u></u>	<u><u>1,166</u></u>
Basis of allocation	Headcount	Headcount	Headcount	Headcount		

## 5. EXCEPTIONAL ITEM - RECOGNITION OF ONEROUS LEASE PROVISION

The charity vacated its former head office at Hilton House, Rugby in December 2017 as all operations are now serviced from Cranstoun's central office in Esher. The lease has no future economic benefit and is therefore classified as an onerous lease and consequently all future lease payments must be provided at the balance sheet date.

## 6. TRUSTEES

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year for acting as a trustee.

In 2017, £6,173 was reimbursed for travel expenses incurred in the course of the charity business.

## 7. NET (EXPENDITURE)/INCOME FOR THE YEAR

This is stated after charging:

	2018	2017
	£'000	£'000
Auditor's remuneration	12	18
Under provision in prior year	-	5
Auditor's other services	-	6
Depreciation	85	95
Operating lease rentals	<u>327</u>	<u>374</u>

## 8. EMPLOYEES

	2018	2017
	£'000	£'000
Wages and salaries	3,439	4,930
Social security	292	389
Pension costs	101	247
Redundancy and Termination payments	<u>33</u>	<u>83</u>
	<u>3,865</u>	<u>5,649</u>

The monthly average head count was 150 staff (2017: 250 staff).

The numbers of staff earning in excess of £60,000 (excluding employer pension contributions, but including the taxable benefit of company cars) are as follows:

	2018	2017
	Number	Number
£60,000 to £70,000	<u>-</u>	<u>1</u>

Total key management personnel compensation was £297,672 (2017: £447,488).

## 9. TAXATION

The Charity's activities are exempt from corporation tax.

# Swanswell Charitable Trust

## 10. TANGIBLE FIXED ASSETS

	Furniture & Fittings £'000	Computer Equipment £'000	Leasehold Property £'000	Total £'000
<b>Cost</b>				
At 1 April 2017	153	885	108	1,146
Additions	-	-	-	-
Disposals	-	-	-	-
At 31 March 2018	<u>153</u>	<u>885</u>	<u>108</u>	<u>1,146</u>
<b>Accumulated depreciation</b>				
At 1 April 2017	135	843	83	1,061
Charge for the year	18	42	25	85
Disposals	-	-	-	-
At 31 March 2018	<u>153</u>	<u>885</u>	<u>108</u>	<u>1,146</u>
Net book values at 31 March 2018	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net book values at 1 April 2017	<u>18</u>	<u>42</u>	<u>25</u>	<u>85</u>

## 11. DEBTORS

	2018 £'000	2017 £'000
Trade debtors	154	79
Prepayments and accrued income	374	557
Other debtors	<u>2</u>	<u>8</u>
	<u>530</u>	<u>644</u>

## 12. CREDITORS

	2018 £'000	2017 £'000
<b>Amounts Falling Due Within One Year</b>		
Trade creditors	357	234
Accruals	282	402
Deferred income:	135	45
Social Security & other taxes	70	82
Pension contributions	12	18
Other creditors	<u>60</u>	<u>10</u>
	<u>916</u>	<u>791</u>

### Amounts Falling Due After More Than One Year

Accruals	<u>79</u>	<u>-</u>
----------	-----------	----------

Deferred Income represents funding received in advance of the provision of the related service. All deferred income held at the end of the previous financial year has been recognised in the current financial year.



### 13. PROVISION FOR LIABILITIES

Where leasehold properties become vacant, the charitable company provides for all costs, net of anticipated income, to the end of the lease or the anticipated date of disposal or sublease. As explained in Note 5, during the year, the charitable company vacated its former head office property in Rugby in December 2017. The provision is expected to be utilised over the remaining life of the lease which is due to end in March 2021.

### 14. PENSION COSTS

The charity operates defined contribution pension schemes. The assets of the schemes are held separately from those of the charity in independently administered funds and there are two providers, Aviva and Scottish Ageon. The pension costs charged in the year were £101,263 (2017: £247,300). Swanswell also contributes to individual defined contribution schemes and is a Directional Employer, enabling former NHS employees to remain members of the NHS Pension Scheme. As at 31 March 2018 the number of Swanswell's employees who were members of the NHS Pension Scheme was six.

For those employees who are members of NHS Pension Scheme details of the benefits payable under the provisions can be found on the NHS pension's website at [www.nhsbsa.nhs.uk/pensions](http://www.nhsbsa.nhs.uk/pensions). The scheme is an unfunded, defined benefit scheme that covers NHS employers and other bodies allowed under the Direction of the Secretary of State in England and Wales. The scheme is not designed to be run in a way that would enable NHS bodies to identify their share of the underlying assets and liabilities. Therefore the scheme is accounted for as if it were a defined contribution scheme: the cost of participating in the scheme is taken as equal to the contributions payable to the scheme for the accounting period. In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date the scheme is subject to a full actuarial valuation every four years and an accounting valuation every year. An outline of these is as follows:

#### Full actuarial (funding valuation)

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the scheme (taking into account its recent demographic experience), and to recommend the contribution rates. The last published actuarial valuation undertaken for the NHS pension scheme was completed for the year ended 31 March 2012, and was published in June 2014. As a result of the valuation, employer contribution rates increased on 1 April 2015 from 14 per cent to 14.3 per cent. The scheme regulations allow contribution rates to be set by the Secretary of State for Health with the consent of HM Treasury, and in consideration of the advice of the scheme actuary and appropriate employee and employer representatives as deemed appropriate. As and from the 01 April 2017 the employers contribution rate was increased from 14.3 to 14.38 percent.

#### Accounting Valuation

A valuation of the scheme liability is carried out annually by the scheme actuary as at the end of the reporting period. Actuarial assessments are undertaken in intervening years between formal valuations using updated membership data and are accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2012 (published in 2014) is based on detailed membership data as at 31 March 2012 with summary global member and accounting data. The next actuarial valuation is due in March 2017. The latest assessment of the liabilities of the scheme is contained in the scheme actuary report, which forms part of the annual NHS pension scheme (England and Wales) resource account published each year. You can see these accounts on the NHS pension website, or get copies from The Stationery Office.

# Swanswell Charitable Trust

## 15. STATEMENT OF FUNDS

	Balance at 01-Apr-17 £'000	Incoming £'000	Outgoing £'000	Transfers £'000	Balance at 31-Mar-18 £'000
<b>Restricted Funds</b>					
Community services	17	-	(17)	-	-
<b>Total Restricted Funds</b>	17	-	(17)	-	-
<b>General Funds</b>	248	7,186	(7,296)	-	138
<b>Total Unrestricted Funds</b>	248	7,186	(7,296)	-	138
<b>Total Funds</b>	265	7,186	(7,313)	-	138

## STATEMENT OF FUNDS PRIOR YEAR

	Balance at 01-Apr-16 £'000	Incoming £'000	Outgoing £'000	Transfers £'000	Balance at 31-Mar-17 £'000
<b>Restricted Funds</b>					
Community services	92	32	(107)	-	17
<b>Total Restricted Funds</b>	92	32	(107)	-	17
<b>General Funds</b>	956	8,497	(9,205)	-	248
<b>Total Unrestricted Funds</b>	956	8,497	(9,205)	-	248
<b>Total Funds</b>	1,048	8,529	(9,312)	-	265

The Restricted funds brought forward were made up of funds for Evesham recovery Community, Sandwell Community Award and West Berkshire Rehabilitation Award. These funds were spent in the year.

## 16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Tangible Fixed Assets £'000	Current Assets £'000	Liabilities £'000	Total £'000
General funds	-	1,385	(1,247)	138
<b>Total Funds</b>	-	1,385	(1,247)	138

## ANALYSIS OF NET ASSETS BETWEEN FUNDS

### Prior Year

Unrestricted funds	-	17	-	17
General Funds	85	954	(791)	248
	85	971	(791)	265

## 17. STATUS

The company is limited by guarantee with no share capital and is a registered charity. In the event of the company being wound up, the Trustees' liability is limited to £1 each.

## 18. LEASE COMMITMENTS

At 31 March 2018, the charity had the following future minimum lease payments under non-cancellable operating leases for each of the following periods:

	2018 Property	2018 Equipment	2017 Property	2017 Equipment
	£'000	£'000	£'000	£'000
<b>Payments due in:</b>				
Not later than 1 year	263	-	291	23
Later than 1 year and not later than 5 years	515	-	395	-
	<u>778</u>	<u>-</u>	<u>686</u>	<u>23</u>

## 19. CAPITAL COMMITMENTS

There are no capital commitments.

## 20. CONTINGENT LIABILITIES

There are no contingent liabilities.

## 21. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2018 £'000	2017 £'000
Net (expenditure) for the year	(127)	(783)
Depreciation charges	85	95
Dividends, interest and rents from investments	(1)	(2)
Gain on sale of fixed assets	-	1
Decrease in Stocks	1	12
Decrease in debtors	114	64
Increase/(decrease) in creditors	204	(606)
Onerous lease provision	253	-
<b>Net Cash provided by/(used in) operating activities</b>	<u>529</u>	<u>(1,219)</u>

# Swanswell Charitable Trust

## 22. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the Cranstoun's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements 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. Key areas subject to judgement and estimation are as follows:

### Provisions for dilapidation works to leased properties

Management review, and provide for, potential dilapidations in respect of properties where the lease includes an obligation to restore the premises to the condition they were in when the lease was entered into. Management review such provisions on an annual basis and update them in accordance with historical experience and events that might materially impact on the potential costs to the charity. At the balance sheet date the total amount included in creditors was £79,336 (2017: £29,150).

## 23. PARENT AND CONTROLLING UNDERTAKING

The charitable company is deemed to be controlled by Cranstoun, a charitable company, incorporated in England and Wales (Company no. 03306337) and a registered charity (no. 1061582) by virtue of being the sole member of Swanswell Charitable Trust. Since 1969 Cranstoun has been making life better for those affected by alcohol and drugs. Its principle activities include providing the following services: Critical Care and Residential Pharmaco - Treatment Services: Residential and Community Treatment and Recovery Services: Copies of the consolidated accounts of the group may be obtained from the registered office address of Cranstoun being Thames Mews, Portsmouth Road, Esher, Surrey KT10 9AD.

## 24. RELATED PARTY TRANSACTIONS

During the year the charitable company was recharged costs totalling £391,834 (2017: £13,196) by Cranstoun, its parent undertaking. At the balance sheet date a balance of £50,153 (2017: £13,196) was owed to Cranstoun.