

**Report of the Directors and
Unaudited Financial Statements for the Year Ended 31 December 2020
For
KINGSLEY ORGANISATION LTD**

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KINGSLEY ORGANISATION LTD
THE TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 DECEMBER 2020

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act 1985, present their report with the Financial Statements of the Charity for the year ended 31 December 2020. 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 (FRS102) (effective 1 January 2015)

Reference and administrative details

CHAIR:	S.Dent
VICE CHAIR:	J.Leslie-Smith
TRUSTEES:	T. Blake (resigned 31 December 2020)
	M.Evans-Shoenauer (appointed 28 September 2020)
	L.Paine (appointed 21 December 2020)
	G. Richards (resigned 2 November 2020)
	D. Soutter (appointed 11 May 2021)
	K. Tucker (resigned 28 September 2020)
	S. Woods

REGISTERED OFFICE AND PRINCIPAL OFFICE:	Kingsley Centre Forge Road Kingsley Bordon Hampshire GU35 9ND		
REGISTERED COMPANY NUMBER:	2160510 (England and Wales)		
REGISTERED CHARITY NUMBER:	297648		
INDEPENDENT EXAMINER:	B20 Ltd Chartered Certified Accountants Charwell House Wilsom Road Alton Hampshire, GU34 2PP		
BANKERS:	Cooperative Bank PO BOX 250 Delf House Southway Skelmersdale WN8 6WT	Santander Bootle Merseyside L30 4GB	Natwest Bank Alton Branch 38 High Street Alton Hampshire GU34 1BF
CHIEF EXECUTIVE:	H. Dayson (resigned 1 April 2021) G. Willis (appointed 1 January 2021)		
TRADING SUBSIDIARY:	Kingsley Organisation Enterprises CIC Company Number: 07576007 (England and Wales) Registered Office and Principal Office: Kingsley Centre, Forge Road, Kingsley, Bordon, GU35 9ND		

Message from the Chair

We have had an extraordinary year, in extraordinary times, as has been quoted on many occasions during the Covid pandemic. Obviously going into 2020 no one had any idea of what was to come, and as our annual report states, the best made plans were changed very rapidly.

What we discovered during this year, was that we are very fortunate to have an extremely supportive staff team, who pulled out the stops to ensure we adapted to ever changing circumstances. We also discovered that there are many hidden talents among the team, which were utilised to provide an interesting and stimulating service for our participants, who were at home, as were the staff team for much of the time.

I cannot thank the team enough for their creative work, setting up remote services, ensuring safe building-based services when appropriate, and the teams in London and Reading who moved forward with working in the community when they were without any building base.

Kingsley Organisation has been supported financially throughout this pandemic from local authorities, plus some grant funding and we are hopeful that the “Value of Small in a Big Crisis” is recognised going forward, with appropriate continuing funding, and donations.

We have weathered the storm so far, and looking forward, it is not going to be easy, but with new ways of working, and utilising new skills learnt, we positively hope to continue to support...

“disabled people to pursue their ambitions by valuing each person as an individual and enabling opportunity and choice.”

I hope you enjoy reading our Annual Report 2020.

A handwritten signature in black ink, appearing to read 'Stefani Dent'. The signature is fluid and cursive, with a large initial 'S' and a distinct 'D'.

Stefani Dent
Chair of Trustees

Report from the Chief Executive Helen Dayson

An Extraordinary Year that Required an Extraordinary Response The story of Kingsley Organisation in 2020

I would like to dedicate this report to the amazing participants and supported volunteers, courageous parent/carers, a resourceful, innovative and creative staff team and a supportive and pro-active Board of Trustees all of whom have shown enormous resilience throughout this pandemic. We have ridden this 'roller coaster' of a year together. Navigated three 'lockdowns', interpreted a plethora of Covid-19 legislation, produced an abundance of accessible information and written new policies and risk assessments.



At times it was hard to believe that we would emerge, but now is the time to rejoice in having weathered the challenges enabling us to look forward with enthusiasm to re-opening our doors and delivering what we do best working with and supporting disabled people to aspire and achieve their potential.

It has been my privilege to take a lead in navigating Kingsley through the challenges of this pandemic. This 2020 Review will reflect on those challenges and celebrate the learning and resilience of individuals across the Organisation. It will also demonstrate in full the contributions of small charitable organisations in this pandemic, as identified in the recent Lloyds Bank Foundation study of "The Value of Small in a Big Crisis". We welcome 2021 under the stewardship of the new CEO Graeme Willis and as in previous years relish challenge.

Emerging from 2019

We emerged from 2019 optimistic having:

- Secured Lloyds Foundation Grant of £100,000, £30,000 Supporting Communities Grant from EHDC and £30,000 Corporate Sponsorship all for a three year period
- Achieved 'Aspiring' in our Autism Accreditation with 2020 scheduled for us to work towards full accreditation
- Both Reading and Camden services established in their 'new' community facilities
- Refurbished our Village Shop to give an enhanced customer experience and had signed up with NISA to improve our product range
- Decided upon a CEO Succession Planning Process which would ensure a 3 month transition
- Achieved a very positive outcome in Hampshire County Council's Audit demonstrating an invaluable and quality service

However as January moved into February it started to become clear that our 'best laid plans' would have to be less concrete and more flexible, but even then we had no idea just how flexible we would need to be.

By March we were reviewing our infection control policies and implementing a degree of social distancing, permitting some working from home and with participants and supported volunteers already starting to request remote services. Also some local people were being required to 'shield' and together with the Parish Council we started to explore how we could meet emerging needs. We established a food bank, coordinated volunteer support and with the help of Kingsley based company Loos for Doo's established a village Covid-19 website.

The challenge facing us would be adapting our predominantly building based services to a world where those most vulnerable in our community would not be unable to mix safely with others.

The First Lockdown

The 23rd March is a day embossed on all our memories as the start of the first lockdown. Under Covid-19 legislation the Kingsley Centre was required to close, along with both the community centres where we base our Camden and Reading services. It took a little while for us to fully realise the impact of this, whilst staff 'closed down' our various operations, including all our disability and community services services, as well as the Kingsley village shop and Post Office. Staff made contact with participants, volunteers and parent carers reassuring them that we would stay in contact, but not knowing then how that would be achieved.

We recognised very quickly that we were not really set up for delivering remote services. It was recognised in 2019 that we needed to make a move into Microsoft 365 and become more IT savvy, but we had made little progress. However, we were motivated by the certainty that we had to find a way to continue to deliver support to the 70 + participants, volunteers and their parent carers. We recognised that our expertise in therapeutic approaches made us well placed to provide much needed emotional support during the pandemic.

With the rest of the country we retreated to our 'homes' and in the words of a member of the staff team, " I suddenly did not have a reason to wake up, dress up, felt out of purpose, confused and lost", words reflective of how many of us felt in those early days.

During that time a determined Senior Management Team, despite not knowing where the income would come from due to the closure of all our services, started to plan and design a remote service framework with very limited resources.

These were our priorities:

- To contact participants, supported volunteers and parent carers to find out their preferred medium for contact
- Drawing up a new rota for staff, keeping the support, where possible, reflective of peoples pre covid timetables.
- Design and implement a 'recording and reporting' framework
- An IT audit to understand what resources we would need to find and distribute to staff and participants
- Move our leisure services onto Zoom
- Move our staff and Trustee meetings onto Zoom
- Trustees increasing their meetings from monthly to weekly to ensure they could stay fully up to date and provide the support the staff team needed
- Create staff messenger groups for communication and support.
- Implement weekly 'Covid-19 Secure' Senior Management Meetings to safely plan and sustain reopening

“As an organisation we started communicating when a group was created on messenger, sharing ideas on how we can stay connected and how best to work remotely. Things improved when we started talking on zoom, which was one of the best things to come out of the pandemic” (member of staff)

Having established a framework our first ever ‘remote’ service was launched and it was well received and appreciated.

“I like seeing my friends and staff on zoom”

“I look forward to my phone calls and seeing what everyone is up to on Facebook”

“I have a text to decide on a day to receive a call”

“Because you can connect with me 4 ways ..phone, text, zoom, and post”

As an organisation we started to understand and more effectively use IT but it became clear quite early that we needed to develop a better IT strategy if we were to deliver a more professional and sustainable remote service.

Enter Lee Paine, having enquired about being a Trustee and his appointment having been put on hold due to Lockdown, he telephoned us early into lockdown and asked if there was anything he could do to help. This was the beginning of our Covid-19 IT journey.

With Lee’s help, and that of his friend Paul, we were able to implement a VOIP telephone system, upgraded our laptops, installed super fast broadband at the Kingsley Centre, purchased tablets and by the end of 2020 moved over to Microsoft 365. All these changes promoted and enabled learning within the organisation.

“At first I found the whole thing a little overwhelming having had minimum experience with technology but with support via the phone and zoom I gradually began to build my confidence and learn how to use the PC ...it took a worldwide pandemic for me to be given that well needed push” (member of staff)

During this first lockdown there were challenges, enabling participants to keep safe and understand the ‘stay at home message’.

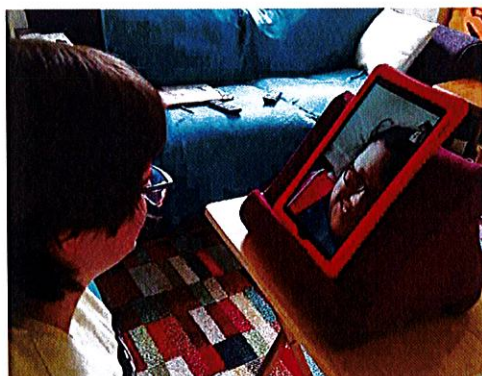
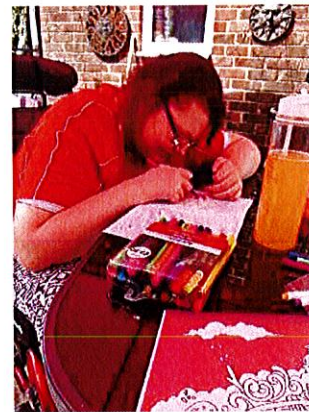
Our understanding of how to support emotional wellbeing underpinned our ability to provide the appropriate support in this anxiety provoking pandemic. Also our understanding of each person meant our support continued to be truly person-centred.

"I can remember knowing that a young woman would be signing during our scheduled call and how important it was for her to be able to share her experience with me especially as the lockdown was a very lonely place. And in addition it was just as important that the parents, carers and families had a person to chat and offload to a few times a week. A friendly non-judgemental voice at the other end to listen and who cared" (member of staff)

We learnt new things about those we had supported previously, reminding us that different circumstances can help create new opportunities.

"I learned that a participant started a fascination with puzzles and would be able to build on this strength in turn challenging her to bigger and more challenging puzzles. Through this shared experience I was able to source a catalogue and post to their house so they could access more vibrant and complex puzzles – A great achievement at the end of this correspondence was 100 piece puzzle" (member of staff)

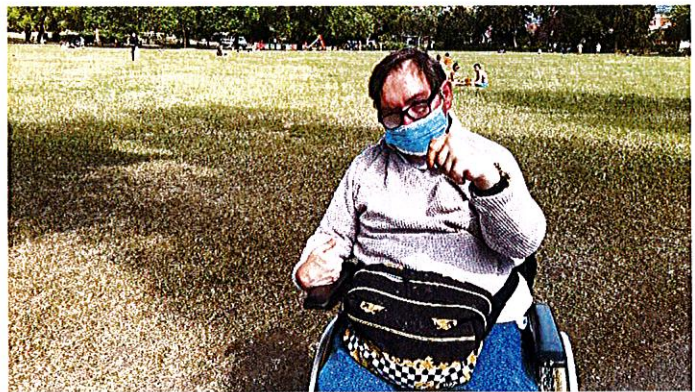
Such experiences helped us to recognise that despite the restrictions we were still enabling learning and personal development and not least resilience and an ability to adapt.



The challenge of funding in a Pandemic

Going into Lockdown it was unclear how we would be financially sustainable. One of our first actions was to arrange an increase to our overdraft, which, was later revised to a 'bounce back' loan. Eventually we learned that all three of the Local Authorities we work with would pay our pre-Covid-19 fees in full. We also accessed various government grants that were available and benefited from the continued support of our corporate funders. We used the furlough scheme for a small number of staff based in our community services including our shop and post office which we had to temporarily close. Without all of this financial support we would have struggled to be sustainable and the continuance of payments from the Local Authorities was essential to the survival of our disability services.

Emerging from the first Lockdown



We conducted a quality standards review so we could evaluate our new remote service. Through this we learned just how valuable it was.

Participants and Supported Volunteers:

“Very very helpful. I look forward to my chats. I am in my bedroom and can talk about anything because its private; if I am sad, worried, happy etc. I can talk about what I am doing”

“You are a lifeline”

“It just helps” “Helps to keep me positive” “It makes my day when you call”

“It makes my day when I hear from you”

“Helps me keep positive”

“It keeps me in touch with my friends and helps me feel less alone socially, nicely supported”

Parent/Carers

“Thank you for the support you are giving us over lockdown – so grateful”

“My daughters welfare is the most important thing and to see how her anxiety disappears, the smile on her face after the calls is great. You have helped her through this by the constant contact”

A lifeline for me. During this time my only support and advice – has been so helpful. Sometimes the only adults I talk to for days”

“ I think that you are marvellous and you get my clap on a Thursday nights”

“The zoom meetings are so much fun – not sure if you are able to increase them and at different times of the day”

As well as demonstrating the importance of the service, it informed service development and helped us to recognise that we would continue to offer it even once we returned to building based services.

In July when Kingsley Centre was Covid secure we re-opened the our village Shop and Post Office. We also welcomed back ballroom dancing.

Across our three sites we could start to meet our participants in the community.

“I liked the creativity, the person-centred way of working that came with this as we had community 1-1 visits and small groups meeting in cafe’s safely, enjoying walks in different locations and meeting other participants and staff in small groups”(member of staff)



We extended our programme of remote activities to include music, craft and cooking sessions and also provided regular support sessions for parent/carers.

At Kingsley Centre and in Camden we started to plan the return of participants to building based services. We wanted to prepare ‘returners’ for the very different environment they would be coming back into and developed an accessible booklet.

Our services were required to be covid secure with increased infection control measures. This included staff wearing masks, clear social distancing, use of perspex screens and a reduced number of people in rooms. It became clear that we would need to continue with our remote offer whilst delivering with a reduced capacity in our buildings.

The community centre in Reading where our service had been based did not re-open (and continues to remain closed) therefore continuing with a remote and community service was essential for them during this period.



Our Camden services were the first to welcome back participants into a building based service on the 14th August, closely followed by Kingsley Disability Service on the 1st September. There was an obvious joy in returning for both participants and supported volunteers, coupled with an outpouring of emotions related to the isolation of lockdown. This creatively became a board game designed by participants and supported volunteers.



All interactive resources were laminated so that they could be easily sanitised and it was amazing how everyone adapted to a 'new' normal, despite the restrictive measures in place. What most people seemed to miss was not being able to sing or shout. It was just wonderful to have a 'buzz' about our sites again and observing the social interactions of participants and volunteers again was so rewarding.



During Covid-19 there were few opportunities for work experience for our supported volunteers, however staff were able to concentrate on activities which would help rebuild those skills that had been lost over lockdown. Staff discovered that 'Lego' was a great interactive and therapeutic resource, setting challenges for both those accessing building based and remote services.

It was during this period that we remarkably achieved the planning and implementation of the Succession Plan for our Chief Executive Officer. In September we held our interview process, whilst being Covid-19 secure, also including participants and volunteers and resulted in the appointment of our new CEO Graeme Willis.

The second Lockdown in November

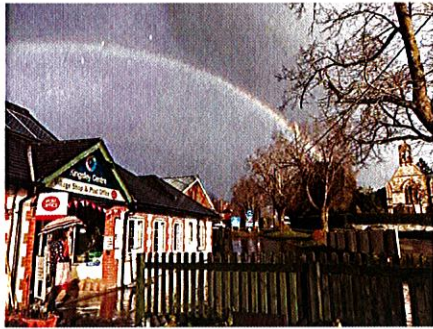
Although community centres had to close again during the second lockdown, this time our building-based disability services and our village shop and Post Office were able to remain open. However, with increasing transmission and those with Downs Syndrome being placed on the Clinically Extremely Vulnerable list we decided to implement additional PPE for staff.

The increasingly autumnal weather had a significant impact on our disability services in Reading who without a building base were continuing to rely on community based visits. During this time some of our reading based participants were able to travel to Kingsley Centre once a week to use our facilities.

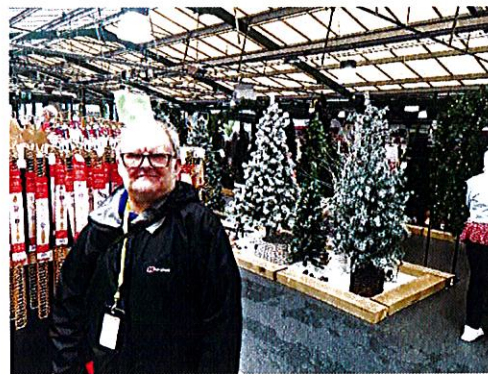
With the South Reading Hub Community Centre remaining closed and no plans to re-open we approached Reading Borough Council to help us find an alternative venue. They were very supportive and identified a venue that we began to use early in 2021.

We continued to receive financial support from all three Local Authorities. Our remote services proved popular especially for those who were being required to shield.

We once again emerged from lockdown, but with a sense that the pandemic was with us for some considerable time. In recognising that those 'most vulnerable' in this pandemic were continuing to choose to attend services, our policies and practices were weekly checked ensuring we continued to be COVID-19 Secure to the highest level. We also provided the people we work with accessible information regarding the risks of COVID and were able to make informed choices.



In November and December we continued to deliver a full programme of remote activities. Staff supported participants and volunteers to 'design' their Christmas celebrations, knowing it would be a very different Kingsley Christmas this year. Each group found creative ways to 'party in a pandemic' and despite the news of increasing transmissions there was a determination to have fun.



As the end of 2020 approached it became clear that we were heading for a third Lockdown and the staff teams started to make preparations, but there was a confidence that the framework for remote working was well established and could be extended to respond to the changing circumstances.

Summary of our Achievements during 2020

- An ability to be flexible and creative, enabling us to adapt quickly to the needs of the people we work with
- Developing different ways to communicate with the people we work with to ensure we meet their needs
- Acting as a hub for support and information
- Our therapeutic model vital to meeting the emotional needs of people during the pandemic
- Developing a service framework that meets the need of the people we work with and their families
- A staff team who adapted to meeting the needs of the people we work with while recognising that support needed to be extended to their families.
- Staff professionalism when transferring their knowledge and skills from delivering face to face support to our remote offer
- Staff flexibility to take on different tasks as needed, especially to manage social distancing and keeping our work and buildings covid secure.
- Accessing new streams of financial support through the government and grant making bodies
- Learning new IT skills

But above all and in the words of the Lloyds Bank Foundation's report, The Value of Small in a Big Crisis, 'we showed up and then stuck around'.

Moving Forward

Ultimately our survival in this pandemic is because of a resourceful, dedicated and creative staff team, the resilience of parent carers and their families, a proactive Board of Trustees and especially participants and volunteers who have demonstrated an enormous ability and enthusiasm to adapt to an ever changing environment.

Early in 2021 as this report is being written we are back in a third lockdown, with building based services once again suspended at Kingsley Centre. However, with plans for regular testing and vaccinations we are hopeful that 'normal' service will resume by the summer.

Throughout this pandemic we have continued to deliver our remote service across all sites and we could continue to develop and deliver this service framework going forward. Also as we emerge there will be opportunities for responding to new service tenders, partnership working and funding bids and with a new CEO and a Board energised by three new Trustees the future looks optimistic.

Going forward into 2021 there will be many challenges and as with many other small charities we demonstrated incredible resilience and tremendous adaptive capacity. However, if we are to continue 'to show up and stick around' then we need our work to be valued, recognised and appropriately remunerated.

Helen Dayson
Chief Executive

31 March 2021

Trustees Report

Structure, Governance and Management

The Organisation is a registered charity and a company limited by the guarantee of the members, first incorporated in 1987. It is governed by its Articles of Association as filed at Companies House in August 2012.

The Trustees have the power to appoint new Trustees. Prospective Trustees are given papers, which include guidance on trusteeship, the governing document, the annual accounts and reports and other documents describing the activities of the Charity. They are invited to attend at least three Board meetings as observers before joining. Prospective Trustees are interviewed and the Organisation undertakes verification checks, which include a DBS Enhanced Disclosure and Trustees declaring that they are eligible under Charity Commission guidelines and can pass the HMRC fit and proper persons test.

The Trustees meet as required, normally every month, to discuss matters of strategy and policy. Day to day management of the Organisation is delegated to the Chief Executive.

The Charity set up a trading subsidiary, Kingsley Organisation Enterprises CIC, in March 2011 to run the Village Shop based at Kingsley Centre. It was first set up as a Company Limited by Shares, but this was converted into a Community Interest Company Limited by Shares in April 2012. Kingsley Organisation is its sole shareholder and is donated all surplus profit.

We also have an Advisory Board. This is made up of stakeholders including representatives for participants, parents and carers, volunteers, Trustees, staff and community users. It reports to the Board of Trustees and the Senior Managers and has responsibility for overseeing and reviewing disability operations, service development, quality standards, monitoring and evaluation, and safeguarding.

Our public benefit statement

The Trustees comply with their duty to have due regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant. This includes when making decisions and planning the activities of the Organisation.

There are identifiable benefits to the public in all our activities for both disabled people and the wider community. These are reported on throughout our Annual Report.

Our aims and objectives

Our Mission Statement

The Kingsley Organisation supports disabled people in the pursuit of their ambitions by valuing each person as an individual and enabling opportunity and choice

The Kingsley Organisation is a charity, established in 1987, with the aim of supporting disabled adults to fulfil their potential. We recognise the importance of independence, choice and control and for over 30 years have been developing therapeutic and person-centred approaches that underpin a range of innovative support, training and personal development programmes.

Valuing individual uniqueness and diversity, we base our programmes in community settings with the aim of promoting inclusion, challenging stereotypes and breaking down barriers.

The Organisation's registered office, the Kingsley Centre is an established community venue. The Centre has a village shop, Post Office, café, and a variety of activities delivered with the involvement of our disabled participants and volunteers.

We provide the majority of our programmes for disabled people at the Kingsley Centre, located in the village of Kingsley, in North East Hampshire. We also provide support for disabled people in Camden, in Reading and West Berkshire.

Purposes of the Charity

The purposes of the charity as set out in its Objects contained in the Companies Articles of Association are

'to advance the education of disabled people by the establishment of Centres at which they may learn, or otherwise to provide opportunities for their personal development both individually and through the provision of service to the community and in which to provide training to enable disabled people to live in so far as possible an independent life'

The Organisation has a Strategic Plan in place to ensure the long term delivery of our charitable purposes. The Strategy is achieved through our Business Plan, which is written annually and reviewed regularly by the Trustees. The Business Plan sets out the objectives for the year and the activities the Organisation will undertake to achieve them.

Our activities

The Organisation's activities are designed in detail to attain our charitable purposes and are reviewed annually. These activities include, Chainreaction, Chainreaction Above Ground, Supported Volunteering Programme, Independent Living Project, Shine and Friends Forever leisure groups, Parents and Carers Support, and provision of a village shop, Post Office, café and community activities at Kingsley Centre.

Remote and Community Service. Due the Covid-19 outbreak and the restrictions first implemented in March 2020 we were unable to provide building based services for several months. During the lockdown we never stopped provided support to our participants, volunteers and their families. We developed a remote service delivering welfare support, activities and one to ones using phone and video calls. Later in the lockdown we were able to start meeting people in the community and then at home. We are also offering activities and social events over Zoom.

We believe remote and community services will continue to be important during 2021 and beyond and we will continue to innovate in this area.

Chainreaction provides disabled people the opportunity to explore their own personal development, increasing confidence and independence. Participants are encouraged to explore their experiences, their hopes and fears and their aspirations for the future.

Participants access a therapeutic group, one to one mentoring, peer support and a programme of both practical and therapeutic activities. There are opportunities to develop independent living skills and support to improve health and wellbeing.

Chainreaction is held in community based venues and we work in small groups and staffing levels are high so that each participant can be supported as appropriate. We are currently operating in Camden and Reading three days a week and at the Kingsley Centre in Hampshire five days a week.

Volunteers make up an important part of the team, both supporting participants and undertaking administration tasks. We also provide work experience for students from nearby schools and colleges. We have provided placements for university social work students.

Chainreaction Above Ground was originally created in response to the changing needs of participants in Camden, who wanted to maintain their friendships and get advice, guidance and emotional support from staff, but did not necessarily need the same level of support or staffing levels provided by Chainreaction. It is currently operating in Camden one day a week.

The **Supported Volunteering Programme** provides a 'world of work experience' for disabled people wanting to build their self-confidence and employability skills.

The programme enables disabled people to take up a variety of volunteering roles at the Kingsley Centre including in our village shop, café, Post Office, reception desk, administration, housekeeping, gardening, maintenance and supporting people in our Chainreaction service. We also support volunteers to take up roles within our Reading and Camden based Chainreaction services.

Volunteers have a bespoke learning development plan and access to one to one mentoring and can be supported to move into external work experience and eventually paid employment.

Often similar services are time limited, however we recognise that disabled people learn and acquire skills at different paces and in different ways and our Programme allows people space to develop.

Over the last three years we have been developing partnerships with external businesses and organisations. We hope to increase the opportunities available for our volunteers and create more meaningful pathways to employment.

Friends Forever and Shine are both leisure services for disabled people at Kingsley Centre

Friends Forever was set up to meet the leisure expectations of a group of disabled people who wanted to have the opportunity to make and maintain friendships and widen their horizons. Shine runs one Saturday a month and was named and led by a group of disabled people who wanted to socialise and have fun.

Kingsley and its surrounding area is largely rural with poor transport links, leading many disabled people to be socially isolated. Both sessions provide opportunities for individuals to be socially active, through maintaining and making new friendships and accessing local leisure facilities.

To ensure the groups are accessible to those on very low incomes we fundraise to cover the main costs and then only charge a minimal sessional fee.

The programme has also provided volunteering opportunities for young people taking part in the Duke of Edinburgh Award Scheme and for other volunteers wishing to help with driving or share their skills.

Parent and Carers Support Group. The inspiration for the Kingsley Centre was that of a parent carer who wanted more for her disabled daughter and who did not recognise the meaning of 'impossible'. Therefore we have always acknowledged the role of parent carer, and the benefits to both themselves and to the disabled person they support, if they can access advice and guidance.

It is an opportunity to meet other parent carers, share experiences and learn from each other. Sometimes speakers are invited to talk on a subject identified by group members. Members of the group receive support to challenge areas of health and social care which are causing concern.

The group is open to any parent carer in the local area who feels they would benefit from meeting others in a similar situation and who are looking for support and information.

The **Independent Living Project** offers disabled people the opportunity to try out living on their own, define their own support needs and discover their own preferences for living.

We offer a short-term stay in our purpose built fully accessible two bedroom ground floor flat.

We provide tenancy support, advice and life skills development either as part of a stay in our flat or longer term to people living in their own home.

The **Kingsley Centre is** where we were first established ourselves in 1987 as a unique place offering personal development for disabled people, alongside community development for the local people, in an inclusive and enabling environment.

As well as the base for the majority of our activities for disabled people, the Kingsley Centre is an established community venue. The Centre has a village shop, Post Office, café, and a variety of activities delivered with the involvement of our disabled participants and volunteers.

Activities based at the Centre include a community lunch, a village coffee morning, workshops covering cooking, gardening, recycling and sustainability, arts and crafts and IT. Kingsley Centre is also a LINC (Local Information Networking Community) Information Point and Café, a Hampshire County Council Community Access Point and a Tourist Information Point. Several community, sport and recreational groups also hire our rooms.

Volunteering

Volunteers bring much added value to the Organisation and without them we would not be able to provide the services that we do. Volunteering also offers personal development opportunities that help us meet our charitable Objects.

Volunteers work in all areas of our Organisation, including our services for disabled people, café, Post Office, shop, gardening, room hire and catering, housekeeping, maintenance, administration, reception work, finance, IT, fundraising and governance.

We also have students from nearby schools and colleges gaining work experience in a variety of roles.

Our Supported Volunteering Programme offers people any additional personal support required for them to access volunteering and offers word of work training and experience.

During an average year we have up to 50 volunteers, including Trustees, working across the Organisation, we have estimated that they are the equivalent of 6 full time members of staff. To employ 6 full time members of staff, at the 2020/2021 national living wage, would cost us £95,000 in gross pay alone. This begins to show the added value volunteers bring to our Organisation.

Staffing

We had 23 members of staff in total during 2020. 15 were full-time and 8 were part-time, 2 of which were casual workers.

Taking into account those who left and joined us part way through the year and the different hours people work, we had a full time equivalent of 13 members of staff during 2020.

In addition to our own casual workers, we do use agency support workers in all three of our Chainreaction services. All our agency workers are fully vetted and receive training from both ourselves and the agency. To help ensure continuity of staffing we aim to have a small pool of agency workers who we use occasionally to provide support work.

Although most of our staff continued to work during the Covid-19 restrictions, we did use the Job Retention Scheme to keep four of our part time staff employed. Kingsley Organisation Enterprises CIC also furloughed two part-time staff members during the year.

We have made one part-time administrative role redundant.

Report from Kingsley Organisation Enterprises CIC

Kingsley Organisation Enterprises CIC was set up in March 2011 as the direct result of a Joint Venture Agreement between Kingsley Organisation Ltd and The Southern Cooperative, which had the vision of developing our existing village shop to provide realistic retail training for disabled people and a much needed enhanced service to the local rural community.

We received a grant of £20,000 from Hampshire County Council and Seeda towards the costs of improvements and The Co-operative refitted our shop with new shelving, refrigeration units, till, ordering systems, CCTV and stock. Co-operative staff temporarily managed the shop to get systems in place and turnover to a good level. The official opening of our new look shop took place on Saturday 6 November 2010. Our Joint Venture Agreement with The Southern Co-operative continued until October 2011, when we successfully took back the management of our shop.

In 2017 Kingsley Organisation Ltd received a Hampshire County Council Rural Communities Grant to pay for a retail business consultant to look at our shop and make recommendations with a view to increasing our turnover and becoming more sustainable. Arising from this process we decided to make some changes to our shop and in 2019 The Southern Cooperative worked with us to renovate our shop once again. Renovations included changing the layout, increasing the area we have for displaying ambient goods and making the till and entrance area more customer friendly. A new back office area was created enabling staff to better manage ordering and stock control. This was fully funded and project managed by the The Southern Cooperative.

During 2020 we employed 2 people in the village shop. Taking into account those who left and joined us part way through the year and the different hours people work, we had a full time equivalent of 0.81 members of staff during 2020. The staff team is currently made up of a customer service assistant and a finance assistant. Additional input, including management and support of our volunteers is provided by staff employed by Kingsley Organisation.

The shop is vital to our charitable activities, creating meaningful opportunities for our supported volunteers to gain retail skills and work experience. We are providing a thriving village shop for local people and this is important to the community setting we have created at Kingsley Centre. A community setting that is a core part of the delivery of our disability services and the positive outcomes people have achieved.

Our main objectives in 2020 and what we achieved

Prior to the Covid-19 outbreak our main objectives were to continue to offer opportunities for disabled people through our existing services in the North East Hampshire, Camden, Reading and West Berkshire areas. We hoped to improve our marketing and promotion and to increase referrals and take up of our services. We also wanted to look at other areas where we might be able to meet need, for example those in transition.

Obviously due to the Covid-19 outbreak our plans changed in March 2020 and a report written by our Chief Executive Helen Dayson is included on page 5 of this Annual Report. Helen's report covers the plans we made and what we achieved in an extraordinary year.

2020 Financial Review

The Charity's Reserves policy is to aim to have reserves in the band of 17.5% to 20% of expenditure. Our reserves at the beginning of 2020 were at 18.7% of expenditure.

The financial management policies include the approval by the Trustees of a budget for the next year, presented by the Chief Executive in the Autumn. Expenditure for each year is set through the budget approval process. Each of our services is set budgets covering all areas of operation. These budgets are based on models developed from previous years' expenditure. Expenditure is reviewed quarterly, with comparisons to the budget and explanations as necessary by the Chief Executive.

The financial position of the Charity as at 31 December 2020 is shown in the Statement of Financial Position. Details of changes in the Fixed Assets are shown in the notes to the financial statements.

The principle funding sources in 2020 arose from the provision of services to Hampshire County Council, London Borough of Camden, West Berkshire Council, individuals and organisations providing individuals residential care. We also receive income from Post Office Counters Ltd for the Post Office.

During 2020 both Kingsley Organisation and Kingsley Organisation Enterprises received Government funding through the Small Business Grant Scheme and the Job Retention Scheme. We also received grants through Hampshire County Council Adult Services for Infection Control and PPE.

We continue to be grateful to these organisations for their continued support in the current difficult times.

Our services are developed and monitored to ensure that they, and our expenditure on them, meet our Charitable Objects. Monitoring takes place via the Board of Trustees, the Advisory Board, Quality Standards reviews, stakeholder forums, volunteer meetings, General and Annual General Meetings and annual service reviews

Fundraising Report

Our fundraising programme includes seeking and applying for grants and donations from individuals and organisations, as well as fundraising events and activities. This income helps us meet our general running costs, as well as providing income for new projects, capital projects and allowing us to provide specific services at a free or subsidised cost.

Our thanks goes to our fundraisers, grant makers and donors, who are all essential to the on-going activities of the charity.

We received grant funding in 2020 from East Hampshire District Council, Grundons and Lloyds Bank Foundation.

We received donations from The Foxes Golfing Society and H&C Contracts. Each year we also receive several donations from individuals and numerous smaller donations, including those through our collection boxes.

Due to Covid-19 our usual fundraising activities were not able to take place. Activities would normally include Jumble Sales, Bridge Days and sponsored walks, rides and runs. We have received other support including additional grants from Lloyds Bank Foundation and other organisations to help with the new technology required to provide remote services. We have also accessed Government and Local Authority Grant schemes.

Fundraising activities are led by members of the staff team along with volunteers. All fundraising activity is monitored by our Funding Committee, who ensure all activities take place within fundraising regulations and Organisational policies. We have received no complaints in regard to our fundraising activities.

The System and Procedures Used to Identify Major Risks

Major risks are identified, assessed and monitored through an annual risk assessment, which is reviewed after six months. The assessment identifies risks, how they are mitigated and makes recommendations.

There is a named Trustee in relation to risk management who will ensure either directly or through delegation that the annual risk assessment, monitoring and reviews are undertaken and reports submitted to the board for discussion and ratification.

As an inclusive and learning Organisation risk management is also reviewed annually by the Advisory Board.

Factors within and outside the Charity's control regarding the achievement of Charitable Purposes

The major factors outside of the Charity's control are changes in Local Authority policy. These include budget changes and changes to policy regarding the provision of health and social care services. Both these can affect referrals to our services.

The major factors within our control are good management and ensuring we derive best value from our resources. Involvement of participants in development and management of the services ensures that we achieve our Charitable Purposes through meeting need.

Our plans for future periods

Our vision statement

“The Vision of the Kingsley Organisation is to protect and maintain our existing range of activities and centres and to maximise the use of those activities and facilities within our existing resources and capacity. This is for the benefit of all stakeholders, but for the participants in particular. In addition, in response to the rapidly changing health and social care environment, we will look for opportunities in Hampshire to extend our range of services to meet market demand as appropriate”

Our main objectives for 2021 are to maintain and develop our current disability and community services.

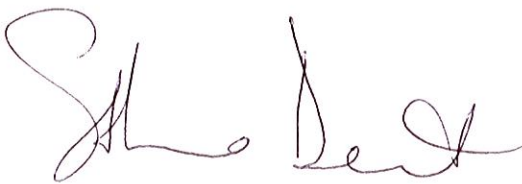
This will involve a recovery plan as we emerge from Covid-19 restrictions. We will need to rebuild our building based disability services, particularly our provision of supported volunteering opportunities at the Kingsley Centre. We will also have a plan for reintroducing regular community use of our rooms and rebuilding the opening hours of our Shop and Post Office.

We will take a renewed look at our marketing and promotion. We have appointed a Trustee with a background and interest in marketing who will lead on creating a brand manifesto and marketing plan.

Covid-19 meant we had to invest in our IT to ensure we could continue our work remotely. We will continue to improve our IT systems in 2021 and have appointed a Trustee with the skills to be able to lead this.

The outbreak of Covid-19 and the subsequent restrictions meant our plans for 2020 had to change rapidly. We will continue to stay flexible to ensure we can continue to face these challenges and meet the needs of our beneficiaries.

Our new Chief Executive Graeme Willis started with us on 1 January 2021. Our current Chief Executive Helen Dayson retires on 1 April 2021.



Stefani Dent Chair of Trustees



Date

**Independent Examiner's Report to the Trustees of
KINGSLEY ORGANISATION LIMITED**

I report to the Trustees on my examination of the accounts for the Company for the year ended 31 December 2020 set out on pages thirty to thirty seven.

Respective responsibilities of trustees and examiner

The trustees of the Charity, and also its directors for the purposes of company law, are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year (under Section 144(2) of the Charities Act 2011 (the 2011 Act)) and that an independent examination is required.

It is my responsibility to:

- examine the accounts under Section 145 of the 2011 Act
- to follow the procedures laid down in the General Directions given by the Charity Commission (under Section 145(5)(b) of the 2011 Act); and
- to state whether particular matters have come to my attention.

Basis of the independent examiner's report

My examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statements below.

Independent examiner's statement

I have completed my examination and I confirm that I have no concerns and no matter has come to my attention:

- (1) which gives me reasonable cause to believe that, in any material respect, the requirements
- to keep accounting records in accordance with Section 130 of the 2011 Act; and
 - to prepare accounts which accord with the accounting records and to comply with the accounting requirements of the 2011 Act

have not been met; or

- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



MRS C S SCULL BA FCCA

B20 Limited
Chartered Certified Accountant
Charwell House
Wilsom Road
Alton
Hampshire
GU34 2PP

24th May 2021

KINGSLEY ORGANISATION LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 December 2020

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds £	2019 £
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary income	2	106,558	0	106,558	60,965
Activities for generating funds	3	231	0	231	5,203
Incoming resources from charitable activities	4	351,351	0	351,351	350,991
Other Incoming Resources		0	0	0	0
TOTAL INCOMING RESOURCES		458,140	0	458,140	417,160
RESOURCES EXPENDED					
Costs of generating funds					
Costs of generating voluntary income	5	216	0	216	3,761
Charitable activities					
General charitable activities	6	429,684	9,492	439,176	441,452
Governance costs	7	5,712	0	5,712	4,239
TOTAL RESOURCES EXPENDED		435,612	9,492	445,104	449,453
NET INCOMING/(OUTGOING) RESOURCES		22,527	(9,492)	13,036	32,292
Other movements in Funds		0	0	0	0
NET MOVEMENT IN FUNDS		22,527	(9,492)	13,036	(32,929)
ADD:					
TOTAL FUNDS BROUGHT FORWARD		238,016	365,198	603,214	635,507
TOTAL FUNDS CARRIED FORWARD		260,543	355,706	616,250	603,214

KINGSLEY ORGANISATION LIMITED
STATEMENT OF FINANCIAL POSITION
As at 31 December 2020

	Notes	£	£	2019 £
FIXED ASSETS				
Tangible Assets	11	519,487		533,485
INVESTMENT				
Share in subsidiary company	12		1	1
CURRENT ASSETS				
Debtors	13	45,894		55,719
Amount owing by subsidiary company	13	33,157		52,385
Cash at bank and in hand		<u>94,272</u>		<u>17,615</u>
		<u>173,322</u>		<u>125,720</u>
CURRENT LIABILITIES				
Amounts falling due within one year				
Creditors and accrued expenses	14	16,566		22,226
Deferred income	15	<u>33,191</u>		<u>33,765</u>
		<u>49,757</u>		<u>55,991</u>
CURRENT ASSETS LESS CURRENT LIABILITIES			123,566	69,729
LONG TERM LIABILITIES		16	26,805	0
NET ASSETS			<u><u>616,250</u></u>	<u><u>603,214</u></u>
FUNDS				
Unrestricted funds	17	260,543		238,016
Restricted funds	17	<u>355,706</u>		<u>365,198</u>
		<u><u>616,250</u></u>		<u><u>603,214</u></u>

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its account for the year in question in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts. The accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. The Financial Statements were approved by the Board of Trustees on and were signed on their behalf by:

Stefani Dent
Chair of Trustees
24 May 2021



KINGSLEY ORGANISATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 December 2020

1 ACCOUNTING POLICIES

Accounting convention

The financial statements have been prepared under the historical cost convention and in accordance with the Charities Act 2011 and the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities (FRS102) effective 1 January 2015.

Incoming resources

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable certainty.

Resources expended

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to each category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its expected useful economic life:

Property improvements	- 2% p.a. straight line basis
Computer equipment	- 33% p.a. reducing balance basis
Fittings & equipment	- 20% p.a. reducing balance basis

In 2006 the basis of calculation for Computer equipment and Fittings & equipment was changed from "straight line" to "reducing balance". The Trustees believed that this more accurately reflected the expected useful lives of the assets, based on experience to date.

Taxation

The charity is exempt from Corporation Tax on its charitable activities.

Fund Accounting

Unrestricted Funds can be used in accordance with the charity's charitable objectives at the discretion of the Trustees. Restricted Funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for specified restricted purposes.

Further explanation of the nature and purpose of each fund is included in note 18 to the financial statements, below.

KINGSLEY ORGANISATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 December 2020

2 VOLUNTARY INCOME

The Trustees greatly appreciate the generous grants, donations and income and sponsorships from charitable events that were received. Those received in 2020 are listed below. The totals under Notes 2 and 3 reflects voluntary income recieved as related to 2020 activities.

	2020	2019
	£	£
Grants and Donations	106,558	60,965
Grants		
Coronavirus Small Business Grant for Kingsley Centre	11,334	
East Hampshire District Council Supporting Communities Fund	10,000	
Grundons	5,000	
Hampshire County Council Adlut Social Care Infection Control Grant	5,897	
Hampshire County Council Adult Social Care PPE Grant	9,585	
Lloyds Bank Foundation	40,000	
Lloyds Bank Foundation	7,186	
Donations		
From a family in Froyle	5,000	
The Knight Family for a garden arch in memory of Rosemary Knight	1,218	
Through our Collection Boxes	295	
H and C Contracts	900	
Through regular giving	420	
Foxes Golfing Society	1,000	
The Crosbys	500	
P Hall	500	
Various individual, small and anonymous donations	1,149	

3 ACTIVITIES FOR GENERATING FUNDS

	2020	2019
	£	£
Fundraising activities and events	231	5,203

KINGSLEY ORGANISATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 December 2020

4 INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	2020	2019
	£	£
General charitable	<u>351,351</u>	<u>350,991</u>

The main activities generating resources during the year were as follows:

Disability Services	317,781
Hall hire	4,959
Community Activities	693
Café sales	1,088
Rent Income	18,600
Post Office Core Payment, Hourly Rate and Commission	4,650

5 COSTS OF GENERATING VOLUNTARY INCOME

	2020	2019
	£	£
Fundraising costs	<u>216</u>	<u>3,761</u>

6 CHARITABLE ACTIVITIES COSTS

	2020	2019
	£	£
General charitable	<u>439,176</u>	<u>441,452</u>

It is not practicable to provide an analysis of Charitable Activities' Costs in the same format as the analysis of Incoming Resources in Note 5 above. The largest single cost item is Wages & Salaries (see Note 10 below) and these costs cannot be accurately apportioned over the sources of income.

7 GOVERNANCE COSTS

	2020	2019
	£	£
Examiners' remuneration	1,800	1,860
Trustees' expenses and training	0	0
Payroll fees and other professional costs	3,912	2,379
	<u>5,712</u>	<u>4,239</u>

8 STAFFING INFORMATION

	2020	2019
	£	£
Staff costs:		
Wages, salaries and bonuses	284,579	293,995
Social security costs	17,728	14,515
Pension costs	8,704	8,538
	<u>311,011</u>	<u>317,048</u>
	2020	2019
Numbers of Staff (Full Time Equivalent)	<u>13</u>	<u>14</u>

KINGSLEY ORGANISATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 December 2020

9 NET INCOMING/(OUTGOING) RESOURCES

	2020	2019
	£	£
Net resources are stated after charging:		
Examiner's remuneration	1,800	1,860
Depreciation - owned assets	16,968	16,342
Loss on disposal of fixed assets	546	1,070
	19,314	19,272

10 TRUSTEES' REMUNERATION AND BENEFITS

No Trustees' travelling expenses were paid during the year

11 TANGIBLE FIXED ASSETS

	Freehold Property	Property Improvements	Fixtures, fittings & equipment	Computer equipment	Total
	£	£	£	£	£
Cost					
At 1 January 2020	46,627	701,045	25,646	5,190	778,508
Additions	0	0	0	3,516	3,516
Disposals	0	0	(3,240)	(2,850)	(6,090)
At 31 December 2020	46,627	701,045	22,406	5,856	775,934
Depreciation					
At 1 January 2020	0	223,015	17,274	4,734	245,023
Charge for year	0	14,020	1,660	1,287	16,968
Eliminated on disposals	0	0	(2,805)	(2,739)	(5,544)
At 31 December 2020	0	237,035	16,129	3,283	256,447
Net Book Value					
At 31 December 2020	46,627	464,010	6,277	2,574	519,487
Of which:					
Restricted	0	350,705	0	0	350,705
Unrestricted	46,627	113,304	6,277	2,574	168,782
At 31 December 2019	46,627	478,030	8,372	456	533,485

12 INVESTMENT

	2020	2019
	£	£
Share in Kingsley Organisation Enterprises cic, at cost	1	1

Kingsley Organisation Enterprises cic was incorporated on 23 March 2011 as a wholly-owned subsidiary of Kingsley Organisation Ltd

KINGSLEY ORGANISATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 December 2020

13 DEBTORS

	2020	2019
	£	£
Trade debtors	24,113	43,944
Provision for doubtful debts	1,500	1,500
	22,613	42,444
Prepayments	4,401	2,809
Other debtors	18,880	10,466
	45,894	55,719
Amount owing by subsidiary company - Kingsley Organisation Enterprises cic	33,157	52,385
	79,051	108,104

In 2020 the Board of Trustees acknowledged that a portion of the debt of its subsidiary company would be irrecoverable and a provision would need to be made. A current year adjustment has been undertaken in 2020. The Charity will also make a future provision as part of its Supported Volunteering Project to cover the costs of employing a member of staff previously paid for by the subsidiary company. This is in acknowledgment that the village shop, run by the subsidiary company, meets the Charities primary purpose and is vital in the delivery of its Charitable Objects and consequently for income to its charitable activities.

14 CREDITORS - amounts falling due within one year

	2020	2019
	£	£
Trade creditors	805	1,308
Other creditors	12,566	20,918
Bounce Back Loan Repayments	3,195	
	16,566	22,226

15 DEFERRED INCOME

	2020	2019
	£	£
Grants received in advance	33,191	33,765
	33,191	33,765

16 LONG TERM LIABILITIES

	2020	2019
	£	£
Bounce Back Loan Scheme	26,805	0
Total amount of Loan £30000 repayable over 6 years		
Monthly repayments of £532.48 start July 2021		
	26,805	0

17 FUNDS

	At 01.01.20	Incoming resources	Resources expended	Transfer between Funds	At 31.12.20
	£	£	£	£	£
Unrestricted funds	238,016	458,140	435,612		260,543
Restricted funds	365,198	0	9,492		355,706
	603,214	458,140	445,105		616,249
Analysis of Restricted Funds:					
Building Fund	365,198	0	9,492		355,706
Shop	0	0	0		(0)
	365,198	0	9,492	0	355,706

The Building Fund was set up to provide an extension to, and renovation of, the charity's main facility at the Kingsley Centre.

The Shop Fund was set up to refurbish and extend the shop facilities available at Kingsley, in conjunction with Southern Co-operative.

KINGSLEY ORGANISATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 December 2020

18 CASH FLOW STATEMENT	£
Balance as at 1 January 2020	17,615
Net incoming/(outgoing) resources	
Unrestricted	22,527
Restricted	(9,492)
	13,036
Non-cash items:	
Depreciation	16,968
Loss on disposal of fixed assets	546
Provision for amount owed from Subsidiary Company	19,228
	36,742
Less:	
Capital expenditure during year	(3,516)
	63,876
Movement in other Balance Sheet items:	
Increase/(Decrease) in Creditors	(8,855)
Increase/(Decrease) in Deferred Income	(574)
Decrease/(Increase) in Debtors	9,825
	395
Balance as at 31 December 2020	64,272
Cash at bank and other liquid funds	94,272
Less Bounce Bank Loan	30,000
	64,272