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THE AVENUES TRUST GROUP

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

Charity Registration Number: 1130473

Company Registration Number: 03804617

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THE AVENUES TRUST GROUP

Index	Page
Reference and Administrative details of the Charity, its Advisers and Trustees	1-2
Trustees' Report and Strategic Report	3 – 24
Statement of Trustees' Responsibilities	25
Independent Auditor's Report	26 - 30
Consolidated Statement of Financial Activities	31
Consolidated Balance Sheet	32
Company Balance Sheet	33
Consolidated Statement of Cash Flows	34
Notes to the Financial Statements	35 - 66

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

THE AVENUES TRUST GROUP

BOARD MEMBERS AND MANAGEMENT PERSONNEL

FOR THE YEAR ENDED 31 MARCH 2024

Reference and administrative details of the charity, its advisers and trustees

Chair	Terry Rich
Vice Chair	Evlynne Gilvarry - Member of the Audit and Risk Committee, Member of the Digital & IT Committee

Non-Executive Trustees:

Bruce Calderwood	Member of People, Culture and Reward Committee, Finance Committee and Quality Local Focus and Engagement Committee
Alistair Brown	Chair of Audit and Risk Committee and Member of the Finance Committee
Nicola Bannister	Member of People, Culture and Reward Committee and Audit and Risk Committee
Rina Pandya	Member of People, Culture and Reward Committee
Jonathan Hardie	(From 01 Nov 2023) Member of Finance Committee and Integration Committee Termination of Appointment 22 Oct 2024

Executive Trustees:

Joanne Land
Nicola Ford

Key Management Personnel:

Joanne Land	Group Chief Executive
Nicola Ford	Group Director of Finance
Steven Parker	Group Director of Housing and Development
Daniel Gower-Smith	Group Director of Operations
Caroline Neal	Group Director of People and Organisational Development
Karina Hourd	Group Business Development Director
Lauren Osman	Company Secretary and Group Head of Governance

CHARITY REGISTRATION NUMBER 1130473

COMPANY REGISTRATION NUMBER 03804617

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THE AVENUES TRUST GROUP

BOARD MEMBERS AND MANAGEMENT PERSONNEL

FOR THE YEAR ENDED 31 MARCH 2024

Principal and Registered Office

River House, 1 Maidstone Road, Sidcup, Kent, DA14 5TA

Advisers

Bankers:	Barclays Bank PLC, One Churchill Place, Canary Wharf, London E14 5HP
External auditor:	RSM UK Audit LLP, 25 Farringdon Street, London EC4A 4AB
Solicitors:	Trowers & Hamlin, 3 Bunhill Row, London EC1Y 8YZ.

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THE AVENUES TRUST GROUP

TRUSTEES' REPORT AND STRATEGIC REPORT

FOR THE YEAR ENDED 31 MARCH 2024

The Board presents its Annual Report and the Audited Financial Statements of The Avenues Trust Group for the year ended 31 March 2024.

The legal and administrative information set out on pages 1-2 forms part of this report. The Financial Statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS 102) applicable in the UK and in the Republic of Ireland (effective January 2019).

"Avenues"/" Avenues Group" means The Avenues Trust Group Limited and its subsidiaries.

Introduction

The Avenues Trust Group accounts for 2024 and the 2023 comparative figures are constructed in line with best practice, as set out above. Compliance with best practice extends to the need to address the "public benefit" provided by Avenues, in line with Charity Commission guidelines.

At the heart of our mission is a desire to empower individuals and communities, ensuring their well-being and fostering social equity. We firmly believe that every person deserves respect, dignity, and equal opportunities. Through our work we actively strive to uplift vulnerable people, promote inclusivity, and support the development of sustainable and resilient communities.

We recognise that, whilst delivering our mission, our actions today shape the world of tomorrow. As a dedicated and compassionate organisation, we believe in the power of Environmental, Social and Governance (ESG) principles to drive sustainable progress and create a lasting impact on our planet for the people that we support, our employees and the wider community. In the course of our work, we are already really good at delivering against the social and governance aspects of these principles. We have made some progress against the environmental principles but are currently working on improving our impact in this area.

SOCIAL

Public Benefit

Avenues Group provides community-based support to autistic people, and those with learning disabilities, acquired brain injuries and complex needs.

Most of our work is commissioned by local government and the NHS, and delivered through Supported Living arrangements and small sized care homes which are registered under the Care Quality Commission (CQC). This methodology is recognised to deliver better outcomes and significant savings to the public purse when

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compared to residential and clinical alternatives.

Avenues Group supports more than 630 people to enjoy community-based life and employs more than 2,000 staff.

Our aspiration is not to manage people's lives, but to understand what really matters to them and unlock the opportunities they want to take. No provider can do this effectively in isolation, and we work with a wide range of organisations and networks to achieve this, including Skills for Care, the British Institute of Learning Disabilities (BILD), The Restraint Reduction Network and the Voluntary Organisations Disability Group (VODG).

Quality is of paramount importance to Avenues, so we also work with the Tizard Centre at the University of Kent, which acts as a critical friend and audits our standards.

At a statutory level we are regulated by the Care Quality Commission.

Quality and performance is reliant on all employees' shared ambition to make a positive difference to the lives of people we support, so recruitment is based on aptitude, regardless of previous experience. Staff complete mandatory training, as well as specialist courses based on the needs of the people we provide services to. We know that well-supported people support people well.

We take into account shared interests when matching staff to people they support. This means support is personalised and encourages retention and consistency. Staff take time to get to know people, working out what matters to them and what they enjoy, meaning they can live the lives they want to live.

Through our approach we can, over time, reduce people's support needs so they can live with increasing independence.

On 1 November 2023 Autism Hampshire a registered charity joined Avenues, bringing with it additional expertise in neurodiversity, and strong shared values. This will be used to advance our existing support for autistic people across all the Group's services.

The trustees of Avenues Group have read the Charity Commission guidance on public benefit and have paid due regard to the guidance in preparing their statements on public benefit in this report.

Our Employees

In line with the vision of The Avenues Trust Group, we are committed to ensuring that all job applicants and employees are treated fairly in line with our equality of opportunities, diversity and fair treatment policy and procedure. We also have an ongoing commitment to ensuring that our employees are competitively rewarded, especially in light of the most recent cost of living challenges.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

We value diversity and social inclusion across all of our activities and our recruitment process ensures that all applicants are recruited on a values basis, treated with respect and dignity and are screened to ensure that they are suitable to work with vulnerable people.

Our commitment to Equality, Diversity & Inclusion resulted in us retaining a place in the top 100 most inclusive employers in 2022 with the National Centre for Diversity.

We have a comprehensive wellbeing offering supporting mental, physical, social and financial wellbeing. It includes but is not limited to an Employee Assistance Programme, which includes free counselling to those that need it, weekly Mindfulness sessions, money management advice and Early Pay which is a facility whereby employees can draw down their earned salary on a weekly basis should they need it to prevent the need for expensive pay day loans. We have in place an extensive training package that supports safe working practices and have a well embedded practice of risk assessment to ensure safe practice and equipment. Our supervision practice is robust and ensures that wellbeing action planning is front and center of our discussions with the workforce.

In the event of a change in an employee's health, in accordance with our sickness absence policy, we work with occupational health and the individual to establish whether this constitutes a disability and in the event it did, we would continue to work with them to make every reasonable effort to sustain ongoing employment. We have good rehabilitation practices in place to support those with substantial health issues to return to employment as early as possible.

Employee communication and engagement is key to the success of the Group. Through good local management and our communications team, we ensure that all employees are kept informed about the charity's strategy, objectives and performance, as well as day-to-day news and events. Regular information about the organisation is available through newsletters, online resources, team meetings and management briefings. All employees are encouraged to give their views and opinions on strategy and performance. As well as local mechanisms to get in touch, employees can contact the Executive Management Team (EMT) direct via email or by joining one of our regular virtual meetings with EMT members.

Our learning and development programme meets the standards and requirements set out by Skills for Care, the workforce development body for adult social care in England. The endorsement is a trusted quality mark only awarded to the best learning and development providers within the social care sector. Avenues has held this accreditation for a number of years now and were most recently reaccredited in February 2024. All of our managers undergo a specially designed induction at a Leadership and Management Academy that supports them to be effective leaders and managers. Training is free to our employees and freely available to them to attend through the publication of extensive quarterly training calendars.

Recognition of our workforce and their skilled and dedicated support to vulnerable people is key and is underpinned by our system of local monthly employee of the

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

month awards which across the course of the year culminate in an annual awards ceremony.

Statement on Employment of Disabled Persons

Commitment to Diversity and Inclusion:
Avenues is committed to promoting diversity and inclusion across all areas of its work. We believe that a diverse workforce enriches our organisation and enhances our ability to serve the community effectively. In line with this commitment, we actively promote equality of opportunity for all, including those with disabilities.

Employment Practices:
We ensure that our recruitment processes are inclusive and accessible to disabled candidates. We make reasonable adjustments throughout the recruitment process, ensuring that disabled applicants can compete on equal terms.

For existing employees who become disabled, Avenues is committed to supporting their continued employment by making reasonable adjustments to their work environment, duties, or role where necessary. This may include adjustments such as modified equipment, flexible working arrangements, or additional support.

Training and Development:
Avenues provides training to all employees, including those with disabilities, to ensure they have the skills and opportunities to develop in their roles. We regularly review our training programs to ensure they meet the needs of our disabled employees and support their career progression within the organization.

Accessibility and Reasonable Adjustments:
We regularly assess the accessibility of our workplace and the services we provide to ensure they meet the needs of our disabled employees and people we support. Reasonable adjustments are made as required to remove barriers to participation and employment, and we consult with employees on the adjustments they may need to succeed in their roles.

Monitoring and Reporting:
We monitor the effectiveness of our policies and practices relating to the employment of disabled persons and regularly review our performance in this area. This includes tracking the number of disabled employees, the types of adjustments made, and employee satisfaction levels. The findings are reported to senior management and used to inform future improvements.

Anti-Discrimination:
Avenues is committed to preventing discrimination against disabled employees and job applicants. We have clear policies in place that prohibit discrimination, harassment, and victimization on the grounds of disability, and we take any such incidents seriously, ensuring they are investigated and addressed promptly.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

ENVIRONMENTAL

We believe that safeguarding our environment is not just a responsibility but an urgent necessity. Avenues is committed to reducing our carbon footprint, promoting eco-friendly practices and supporting initiatives that protect and preserve our natural resources. By working with our partners and stakeholders, we are on a journey to implement sustainable strategies that contribute to a cleaner, greener and more resilient world.

We are working to reduce the harmful impact on the environment we work in. As a provider of care services much of what we do is through people working with other people but we are also an active user of resources:

- We use gas, electricity and water across our accommodation and offices
- We manage transport for the people we support, either via publicly available networks, or use of vehicles to provide mobility services
- Many of our colleagues travel to and from work
- We have to maintain records of our work.

To minimise our carbon footprint we are committed to reducing the use of natural resources including our reliance on fossil fuels. We have already:

- Introduced new ways of working to reduce the need for many staff to travel to work every day. Offices are promoted as areas of collaboration rather than attendance.
- Introduced technology that reduces our use of paper & printing. Our Care & Support services use handheld devices to record activity, this not only means we no longer have to maintain and retain paper files, but also provides more responsive care to the people we support.
- Encouraged service activities to use public forms of transport wherever possible. We recognise that for some people their needs are such they will always need their own transport, and we will help them to find the least environmentally harmful ways of doing this.
- Actively taken part in recycling initiatives in our schemes and work places, as well as promoting energy consciousness across all of what we do.

Over the next four years we will continue to invest in improvements to ensure the insulation and energy efficiency in our buildings. We continue to keep these measures under review, introducing new initiatives and building on the work we already do. In doing so we will reduce our carbon footprint and create more environmentally sustainable ways of working.

Carbon and Energy Reporting

As a large qualifying group, The Avenues Group is required to report its energy use and carbon emissions in accordance with the Companies Regulations 2018 because it meets the thresholds for reporting. Other subsidiaries in the Group do not meet the thresholds for reporting and are not required to report individually.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

The energy use and carbon emissions for the Group for the year ended 31 March 2024 and 2023 comparatives are as follows:

Energy Source	Consumption	Scope	Emissions calculation 2023/24	Emissions calculation 2022/23
Gas – total kWh (kilowatt-hours) used for the year taken from gas bills	4,307,763 kWh (gross CV (calorific value))	Scope 1	4,307,763 * 0.18 (2024 fuels, natural gas conversion factor gross CV to kg Co2e)= 775,397 kgCO2e = 775.4 tCO2e	3,138,227 * 0.18 (2023 fuels, natural gas conversion factor gross CV to kg Co2e)= 564,880 kgCO2e = 564.88 tCO2e
Electricity – total kWh used for the year, taken from the electricity bills	1,553,814 kWh	Scope 2	1,553,814 kWh * 0.20705 (2024 electricity conversion factor to kgCO2e) = 321,717 kgCO2e = 321.72 tCO2e	1,646,073 kWh * 0.20707 (2023 electricity conversion factor to kgCO2e) = 340,852 kgCO2e = 340.85 tCO2e
Transport – 13,259 miles in the year	13,259 miles * 1.11314 (2024 SECR kWh pass & delivery vehs, cars - average and unknown fuel)= 14,759 kWh	Scope 1	13,259miles *0.2686 (2024 business travel land, average car conversion factor to kgCO2e)= 3,561 kgCO2e = 3.56 tCO2e	8,740miles *0.2663 (2023 business travel land, average car conversion factor to kgCO2e)= 2,327 kgCO2e = 2.33 tCO2e
Transport – People carriers/vans - 63,026 miles in the year	63,026 miles * 1.74 (2024 SECR kWh pass & delivery vehs, vans class 3 – used in lieu of passenger vehicles conversion)=109,665	Scope 1	63,026 miles *0.28793 (2024 business travel land MPV unknown)= 18,147 kgCO2e = 18.15 tCO2e	58,617 miles *0.28750 (2023 business travel land MPV unknown)= 16,852 kgCO2e = 16.85 tCO2e
Transport – total mileage reimbursed from staff claims = 373,292 miles	373,292 miles * 1.11314 (2024 SECR kWh pass & delivery vehs, cars - average and unknown fuel)=415,526 kWh	Scope 3	373,292 miles * 0.2686 (2024 business travel land, average car conversion factor to kgCO2e)= 100,266 kgCO2e = 100.3 tCO2e	171,990 miles * 0.2663 (2023 business travel land, average car conversion factor to kgCO2e)= 45,800 kgCO2e = 45.8 tCO2e
Total	**6,401,527 kWh**		**1,219.13 tCO2e**	**970.71 tCO2e**
Intensity ratio	Emissions data (tCO2e) compared with an appropriate business activity (Average FTE)		1219.13 tCO2e/1,568 FTE = 0.77 tCO2e per FTE	970.71 tCO2e/1,289 FTE = 0.75 tCO2e per FTE

The increase in the intensity ratio reflects the changing nature of our work, as we have resumed more community-based activities following covid, and grown our services. Our Growth includes successful tendering for new services in and around London and our merger with Autism Hampshire. There was also a short-term significant increase in travel as a direct result of the integration activity related to the merger.

Methodology

The data detailed in this table represents energy use and emissions for which The Avenues Group is responsible for the period 1 April 2023 to 31 March 2024. It includes the metered electricity and gas used in our properties, and emissions from fuel used in vehicles on company business (both private and leased). For leased vehicles this has been estimated based on the contractual mileage where actuals were not available.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

These are the energy use and emissions sources required by the regulations for large unquoted organisations. We have used the main requirements of the GHG Protocol Corporate Accounting and Reporting Standard as our emissions calculation methodology. This methodology recommends that emissions are calculated by multiplying activity data (for example energy use in kWh) by an appropriate conversion factor. We have used the UK government GHG conversion factors for company reporting 2024 to calculate our emissions.

Our emissions intensity is reported by full-time employee (FTE). This is because our employee numbers are directly related to our business activities, as increased business may result in higher FTE numbers. These intensity metrics allow comparison of our energy efficiency performance over time.

Looking forward we will invest in more energy efficiency measures to reduce our consumption of fuel. These will include:

- Improvements to insulation in the buildings we own
- Upgrading lighting systems with LED
- Scheduled replacement of windows and door in the properties we own
- Reviewing our office requirements with the aim of reducing the need to travel and secure more energy efficient sites

GOVERNANCE

Transparency is the cornerstone of our governance. We hold ourselves accountable to the highest standards of governance, adhering to ethical practices and ensuring the responsible allocation of resources. We embrace openness in our decision making processes, fostering trust and confidence among our stakeholders.

Legal Structure

The Avenues Group is the trading name for The Avenues Trust Group and is constituted as a company limited by guarantee. The Avenues Group is a registered charity.

The Avenues Trust Group is the ultimate holding company for Avenues South East, Avenues South, Avenues London, Avenues East, Autism Hampshire because it appoints the trustee board of the charities and Avenues Management Services Limited as it owns the company's issued share capital.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

All subsidiary companies bar Avenues South and Avenues Management Services Limited are registered charities and are constituted as companies limited by guarantee; Avenues South is a Community Benefit Society regulated by the FCA.

The names of the members of the Board of the Avenues Trust Group are listed on Page 1. The members of the Board, who for the purposes of the charity/company law are the trustees/directors of the charitable company, are appointed by the Board.

Joanne Land, Group Chief Executive and Nicola Ford, Group Director of Finance are Executive trustees of the Avenues Trust Group and all subsidiaries with the exception of Autism Hampshire.

Avenues Group has made qualifying third-party indemnity provisions for the benefit of its trustees. The cost for all Avenues Group ongoing Trustees is £5,712, which will be apportioned across the subsidiaries, with each paying their share.

Our Board

The Avenues Group Boards operate an overlapping board governance structure. The overlapping board structure involves all the entities within the Group sharing a core group of trustees common to all the Boards (the majority of whom are non-executive) with a small number of independent trustees who sit on only one of the Boards. This way of operating provides for efficiency but also the effectiveness of our governance. It increases the speed of our decision making, streamlines information flows and improves clarity regarding accountabilities.

All directors of all boards within the Group are members of the parent entity. Membership is automatic on appointment and resignation to any board within the Group.

The Group Board meets around six times per year and more frequently if required and is responsible for determining the strategy of the organisation and for ensuring successful operational performance, in line with the expectations of stakeholders.

The Avenues Group has five committees which discuss the business of the whole Group. The committees are:

- Audit & Risk
- Finance
- People, Culture and Reward (PCR)
- Quality, Local Focus and Engagement (QLE)
- Digital & IT (Established post year-end audit)

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

Committees report directly to all the Boards with the Avenues Group.

The **Audit & Risk Committee**, in line with good governance principles, is expected to bring a further degree of detachment from the Board's responsibilities in discharging its distinctive duties. The committee oversees all systems, controls and processes that may have an impact on the ability to meet our aims.

The **Finance Committee** provides an additional layer of oversight regarding any financial matters that may have a significant impact on the charity.

The **People, Culture and Reward Committee (PCR)** provides assurance that the Group has an effective People and Pay Strategy in place, promoting an effective, high performing and diverse workforce. The committee also oversees issues relating to the remuneration of staff, with specific responsibility for making recommendations to the Boards regarding the Group Remuneration Policy and the Executive Management Team's remuneration.

The **Quality, Local Focus and Engagement committee (QLE)** provides assurance regarding the quality of our services and the engagement of the people we support across the organisation. This committee was introduced to provide assurance to the board(s) around the operational delivery of quality support. Our aspiration is that the support we provide enables people to maximize their independence and opportunities whilst keeping them safe. The committee will also find the best way to engage with all stakeholders within particular regions, ensuring their voices are heard so they are involved in the setting of the organisation's goals, quality and culture.

The **Digital & IT Committee** is still in its formation stage but has been put in place to bring a greater degree of engagement in our digital strategy, priorities, spend, delivery and direction so that digital interests are adequately represented at the Group Boards and to enable assurance on technology delivery and digital priorities.

In addition to our committees, we have also introduced Special Interest Groups for specific organisational wide projects. These are task and finish groups which oversee projects that are integral to the delivery of the strategic plan set by the board. Each Special Interest Group includes trustees as members. This year Special Interest Groups includes Integration (of Autism Hampshire into the Avenues Group), Community Services and Fundraising.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

The Charity Governance Code

The Avenues Group recognises the importance of good governance and uses the Charity Governance Code to inform any reviews and changes to all governance policies.

All trustees are made aware upon appointment of their responsibilities under the Code.

In our efforts to strive to be the best we can be in governance we have used the Code to undertake board and trustee appraisals, making sure that the principles of our appraisal tools are based on and support the guidelines and recommendations outlined in the Code.

All of our trustees are selected in a manner consistent with the organisation's recruitment, diversity and equality policies, ensuring that the selection process is both time and cost effective. In 2021 we began a recruitment campaign where we worked with specialist advisors to help us successfully improve the diversity of our board. This was successful and will continue going forward.

Our non-executive trustees serve a period of four years, with an option to extend for a further five years. In addition to making direct approaches to suitable candidates Avenues may advertise for trustees through notice boards, network recruitment or in the media. When a recruitment need is identified the Head of Governance will work with the board or committee to carry out a skills audit before a recruitment campaign begins.

Policies and procedures are in place for the induction and training of new trustees. Training needs are continuously identified through board/committee discussions and surveys and board and trustee appraisals. When a training need is identified we organise training to meet that need and this can be delivered online, internally or through externally facilitated training sessions.

How we work with our stakeholders

Family Matters Group

Avenues are continually looking for ways to improve the support we provide and are keen to develop greater involvement in what we do from the families, carers and friends involved in the lives of the people we support. Last year we started our **Family Matters Group** and members were given the opportunity to meet with Trustees to share their experiences and feedback.

The aim of the Family Matters Group is to provide a real voice for families, carers and friends in the work that we do, ensuring that our practices, policies, procedures and initiatives have their involvement.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

The Family Matters Group has an independent chair and provides a forum which allows communication and transparency between us and the parents and advocates of the people we support.

The Group's role is to:

- Consider and comment on the support we provide and the way in which we provide it
- Help us develop this support so that family contribution becomes core to what we do
- Offer advice and guidance regarding specific initiatives and projects aimed at improving how we work with families, carers, and friends
- Develop ways for families, carers, and friends to have their voice heard by the Board of Avenues, the Executive Team and the Senior Leadership Group
- Provide a "safe space" for confidential discussion and sharing

New Directions

New Directions is a local engagement group. It is made up of people we support and is supported by one of our team from the Quality Assurance and Practice team. The group is well established, and members chair the meetings.

The purpose of the group is to:

- Provide a forum of discussion for groups of people we support
- Share community engagement opportunities within their local community
- Review policies, procedures, projects and communications
- Ensure that the views and suggestions of people we support with lived experience are clearly communicated to the Quality and Local Engagement Committee, Executive Management Teams and Board of Trustees.

Recently the group has developed its work on role profiles and report templates for the local engagement groups across the Group. It is also working with our Communications team to design the new website, joint facilitating the co-production training for all staff in the organisation, rewriting the role profiles for support workers and becoming quality checkers.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

Data Protection Compliance

We believe that everyone has rights with regard to how their personal information is handled. Complying with Data Protection Law ensures people can trust us to use their data fairly and responsibly.

Safety and providing quality services are at the heart of everything we do. It is very important to us that we keep all personal information that we hold safe.

The Avenues Group Boards have continued to oversee our compliance with UK data Protection Laws and GDPR. Avenues has always taken data protection seriously and we continue to strengthen our policies and procedures to ensure that the protection of people's information remains a high priority. Data Protection compliance is reported directly to the Audit and Risk Committee.

Investment Policy

The Group's current investment policy is to place surplus cash requirements on the money market both overnight and for longer periods, earning interest at the money market rates at the time of placement.

Related Parties

The Avenues Trust Group is made up of a group of wholly owned subsidiary entities, all limited by guarantee, with the exception of Avenues South which is a mutual society limited by Share Capital and regulated by the Financial Conduct Authority:

- Avenues South East (Company number 3923486)
- Avenues London (Company number 6858705)
- Avenues East (Company number 3326442)
- Avenues South (Registered Society number 26230R)
- Autism Hampshire (Company number 01710300)
- Avenues Management Services Limited (Company number 13890680)

The Group operates an overlapping board structure (also known as a common board) as outlined above in the board structure section. The table below identifies core trustees (who sit on each board within the Avenues Group) and independent trustees (who sit on only one subsidiary board). The independent trustees manage conflicts of interest across the group. There are minimal related parties, however registers are maintained (see note 18). The table below identifies core and independent trustees for each board.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

THE AVENUES TRUST GROUP

TRUSTEES' REPORT AND STRATEGIC REPORT

FOR THE YEAR ENDED 31 MARCH 2024

	Core	Group Ind	London Ind	South East Ind	East Ind	South Ind	Autism Hampshi	AMSL Directors
Alistair Brown	✓							
Alistair Oag								✓
Bruce Calderwood		✓						
Cathryn Law			✓					
Emma Keegan				✓				
Evlynne Gilvarry	✓							
Jayne Turnbull							✓	
Jeff Boateng				✓				
Jonathan Hardie	✓							
Jo Land (Exec)	✓							
Lauren Stoner					✓			
Nicola Bannister		✓						
Nicola Ford (Exec)	✓							✓
Peter Hepburn						✓		
Rich Hodgson			✓					✓
Rina Pandya		✓						
Sireesh						✓		
Terry Rich	✓							✓

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

STRATEGIC REPORT

Objectives and Activities

The charitable objects of The Avenues Trust Group and its subsidiaries are for the public benefit as they support and promote the intellectual, emotional, physical and spiritual welfare of people aged nine and upward with complex support needs. This is achieved by providing professional, high quality, not-for-profit services to people, supporting them to enjoy their lives within their communities.

The governing instruments for the Avenues Trust Group and the subsidiary entities are their respective Articles of Association, with the exception of Avenues South which is governed under its Model Rules. The company was established under a Memorandum of Association which established the objects and powers of the charitable company, which is governed under its Articles of Association. The Memorandum of Association was last reviewed and updated in May 2020. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Strategy

Avenues has always gone the extra mile to provide the best support to people with profound and multiple learning disabilities, autism and acquired brain injury. Our strategy for 2021-25 'Building Better Lives Together' will mean we are able to continue to provide our unique support for the long term; and offer it to more people, in more places.

Over the lifetime of this strategy, our digital journey and use of technology will afford us the opportunity to promote greater independence for the people we support whilst also improving our operations. We will continue to build a justified reputation for supporting even more people to flourish, regardless of the challenge.

Avenues is a community of people; those supported, their families, the people who work for us and others. All their voices must be heard. We will find new ways for everyone to appropriately influence how we make best use of the funding we have, and make sure people continue to smile, laugh, and grow.

By 2025 we will:-

- Be recognised as a high-quality specialist provider of social care services to people with a learning disability, with an exemplar offering for people living with autism.
- Have sufficient flexibility, capacity and resources so as to ensure organisational resilience, support for the long term and offer high levels of efficiency and effectiveness in the way we work.
- Be known to, and valued by, a broader group of potential purchasers and other

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

key stakeholders, with new customers, funders and commissioners, diversifying our income streams.
- Offer a variety of models of support that will suit people's needs and which are capable of providing great support at different stages of their life journey.
- Be known for the strength and quality of our engagement and co-production. People who receive our services, their families and significant others in their lives will influence what we do, how we do it and will tell us what they want. We will continue to go the extra mile.

Section 172 (1) of the Companies Act 2006

Under Section 172 of the Companies Act 2006 the Board of Trustees, (who are also directors of The Avenues Trust Group for the purposes of company law), have a duty to promote the long term success of The Avenues Group. They have done that during 2023/24 by duly considering the impact of the decisions they make on the future of the Group. All key decisions that will have an impact on the long-term future of the Group are discussed at the relevant sub-committees and Boards. They have taken into account the view of different stakeholder groups who will be affected by the decisions and have weighed and considered the different options that were available to the Group on each occasion. The Boards believe they have acted throughout the year in the best interests of the Group and in a manner which will bring about long term success.

The trustees consider the key stakeholder groups for The Avenues Group to be the people it supports and their families, friends and advocates, its employees, its competitors, its funders and its suppliers.

The impact of major decisions on staff are discussed at the People, Culture and Reward Committee and the Boards who also received regular updates on staff pay, health and safety and safeguarding.

The Boards receive a summary of the biennial staff engagement survey which highlights both strengths and areas for potential improvement on employment matters and how these will be mitigated through specific actions.

The quality of our services and the engagement of the people we support across the organisation is our priority and so the Quality, Local Focus and Engagement committee was introduced to provide assurance to the Boards around the operational delivery of quality support. This committee engages with stakeholders at all levels and reviews and obtains assurance relating to complaints and compliments. This committee provides a mechanism to make sure that stakeholders are involved in the setting of the organisations goals, quality and culture. The committee is made up of trustees, parents of people we support and a qualified social worker. New Directions is a subgroup of this committee made up of people we support who meet to review and discuss Avenues Group and give their ideas for its future.

To develop and maintain strong business relationships, The Avenues Group

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

collaborates regularly with Local Authorities and ICBs and other parties through face to face meetings and roundtable discussions. Avenues recognises the benefit of working together, not just for the people we support and our employees but the wider adult social care provision. We have many examples where through joint working projects we have achieved better outcomes for the people we support. We have been working with Surrey County Council to develop a joint strategy that will not only see the modernisation of the housing provision but will offer a wider choice of support and accommodation solutions that will be fit for the future for adults with a learning disability. We can only achieve such great outcomes by bringing together the skills, knowledge, and experience of both parties.

The Avenues Group management team have also worked closely with Local Authorities to share lived experiences of services where we support people who can present behaviors of concern; to help shape tenders and ensure high quality service provision.

Avenues put the people we support at the center of everything we do, ensuring individuals have meaningful plans, including communication needs, recorded in ways that are accessible for them. All services have a Service User Guide which details the expectations of both parties and a copy of our Complaints Procedure, although we try to anticipate issues and challenges, taking steps to address them at the earliest opportunity, preventing issues becoming too problematic. High quality care and support exists where people using social care have informed choice and control, with as much involvement in decisions about their care and support as they want to have.

Senior Operations Managers are responsible for ensuring that user involvement is positively encouraged through genuine involvement in shaping and providing feedback. We hold regular forums to understand the experiences of the support staff and people who are in the individual's circle of support. This enables us to develop the service in a meaningful and informed way. As with user involvement, it is important that stakeholders, such as families, friends and professionals, involved in individuals lives are encouraged to be involved in decisions about the care and support provided.

We acknowledge that the wider public and mainstream services have a real part to play in the lives of the individual and we prepare the local community to accepting the schemes as valued resources. For example, we encourage individuals to develop relationships with their neighbours and others within their local community and always reinforce the message that we intend to support them to be good and involved citizens.

The trustees and the Executive Management Team are working towards the 2021/25 strategic plan for Avenues Group which will help to ensure the long term success of the Avenues Group.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

Risk Management

The Boards of the Avenues Group operate a formal risk management process and risk register, which involves continuous review of the risks identified and those emerging, their potential impact and means of mitigation. The risk register is reviewed by the group Audit & Risk Committee, which, in turn, reports on risk to the Avenues Group Boards on a quarterly basis.

The key risks identified for 2023/24 were the challenges in the underlying competitive labour market for quality operational staff and impact of this on delivery and agency spend and cost of living/inflationary pressures. All necessary measures have been taken to mitigate these risks going forward including changes to recruitment and resourcing processes, investment in employee pay, introduction of agency vendor, negotiations of 2024/25 fee uplifts and improved agency monitoring.

Achievements and Performance

As well as our ambition to support people for the long term, we continue to offer genuine career prospects to employees and positive succession planning.

Our commitment to quality has continued through our strategic partnership with the University of Kent, focusing on the promotion of positive behavioral support and active support - both approaches that are demonstratively effective in supporting the people that Avenues work with.

Over the past year we have continued to develop our services across our subsidiaries, proving once again that the people with support can enjoy better lives through tailored, community-based support.

The Avenues Trust Group has a monthly balanced scorecard which is used for reporting to management and trustees. Within this are 4 headline Key Performance Indicators which are underpinned by a set range of Key Performance Indicators as follows:

Financial Sustainability

This is measured by our operational performance to budget. For financial year 2023/24 the total deficit including Autism Hampshire was £1,546k (excluding sale of fixed assets and revaluation surplus on acquired properties) compared to a budgeted surplus of £506k. This deficit was driven by income less than was budgeted; delay in projected growth and more than budgeted voids in the period.

Reputational

This is measured by number of services under monitoring across the group. A target of less than 3 was set and we achieved a monthly average of 4 across the year. This is underpinned by a significant number of quality KPIs which are measured across all

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

services.

The Quality Assurance and Practice team are dedicated to supporting the delivery of compassionate, person-centred care and support with a strong emphasis on dignity, respect, individual needs and inclusion within the local community. With a proven track record of excellence, we prioritise the well-being and independence of those we support, supported by a team of highly trained and empathetic professionals. Our commitment to quality and continuous improvement ensures that we provide the highest standard of care, fostering a supportive and inclusive environment for all.

This is measured by a significant number of quality KPIs which are measured across all services. Outcomes and impact is measured for the people support and supported by case studies and personal stories.

People

This is measured as the percentage of job vacancy levels across the workforce with a target of less than 20%. We reduced our vacancy rate from 29% at the start of the year to 19% - recruiting and retaining an additional 200 headcount- and we achieved this through robust and focused recruitment activities. We track a range of other people metrics including sickness absence and voluntary staff turnover both of which reduced throughout the year and are ahead of organisational KPIs. Accordingly, our usage of temporary agency staff has reduced by the end of the year from £2.8k in 2022/23 to £2.5k in 2023/24 across the group with the addition of an additional entity for half the year.

Growth and Development

This is measured by the full year growth income achieved compared to the budgeted target. The target was £5,225k and we achieved £6,779k (a significant tender win in Hertfordshire helped us to exceed the target). This is supported by other KPI's around voids, tenders, and grants.

Financial Results for the Year Ended 31 March 2024

The financial activities of the year are set out in detail on the Statement of Financial Activities (SOFA). The income and expenditure performance of the Group in 2023/24, shows a deficit of £1m (including Autism Hampshire's part year loss of £344k and net asset transfer of £2.3m) compared to a deficit of £1.9m in the prior year. This shows an improved performance compared to the prior year, but a less favourable performance compared to the 2023/24 budget surplus of £985k.

Total income for the year increased by £8.2m (13%) and expenditure has increased by £8m (15%), excluding gain on disposal of fixed assets of £0.4m and revaluation surplus of property assets £0.36m.

The consolidated balance sheet after the transfer of net assets from Autism

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

Hampshire shows total group funds of £5.9m compared to £5.1m in March 2023. This includes the impact of the revaluation of the Social Housing Pension Scheme (SHPS) pension liability of £0.3m to a year end balance of £1.4m.

The deficit in 2023/24 was driven mainly by reduction in budgeted income; plan growth not realised in full and some unforeseen unfunded voids. The consolidated Group had gone into 2024/25 with a breakeven budget with a plan to realise a small surplus by the end of financial year 2024/25. On this basis the group has no free reserves. The group is seeking to generate future surpluses through the initiatives listed in the Going Concern Paragraph below.

Reserves Policy

As part of the 2021-25 strategic planning processes conducted in 2020/21, the Avenues Group Board carried out a thorough review of the reserves requirement and policy to ensure these are adequate to support the Group going forward.

As a contract based service provider, the Avenues Group Board have concluded that the Group does not need to carry significant levels of reserves. However, the free reserves available need to be sufficient to mitigate against any significant organisational risks as identified via the risk management procedures whilst enabling the group to capitalise on opportunities and deliver the 5 year strategic plan ensuring sustainability for the future. Based on this revised reserve policy the Board has concluded that the target for free reserves should be £1.5m. This has been considered by the Audit and Risk Committee in June 2024 and deemed to be still appropriate. In addition, the Group Boards have recommended a minimum cash holding of £1m.

One of the aims of the 2021/25 strategic plan was financial sustainability and the creation of free reserves which was to be achieved by asset disposals and the consistent delivery of financial surpluses.

The free reserves held at the balance sheet date remain below the target set by the Board and reserves policy. Over the next three years (to year ended 31 March 2027) we expect to achieve sustainable surpluses of between 1.5-2% and realised assets to meet our reserves policy and create free reserves which will be used to build resilience to weather the social care sector storms and enable the Group to make strategic choices. During this period, we will keep the policy under review and will look to index the £1.5m in line with inflation and organisational growth if required.

Risks to Funding/Financial Climate

- Impact of geopolitical flux
- Social care sector pressures
- Staff pay requirements – NLW and beyond
- Reliable funding sources with a relatively stable established base
- Scaling up and growth may require some upfront investment
- Cost of living/inflation

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

In the event of the sudden closure/liquidation of the group any outstanding commitments and liabilities would be funded by the sale of properties.

Reserves were as follows as at March 2024:	**£'000**
- General	6,939
- Designated	77
- Pension scheme	(1,383)
- Restricted	320
TOTAL RESERVES	**5,953**
Less unrestricted tangible fixed assets held for charities' own use	(9,015)
Add pension scheme	1,383
Less restricted reserves	(320)
Less designated reserves	(77)
FREE RESERVES (Deficit)	**(2,076)**

Tangible fixed assets are stated after netting off capital grant liability.
Restricted funds do not form part of general reserves as these have been received from funders/donors for specific projects/purposes and are therefore not freely available for use by the group.

£77k of designated reserves relate to a legacy left to Avenues in relation to a person supported at Chelsham Lodge. The trustees have decided that the legacy should be used for this person, as such a designated fund has been set up.

£9,015k relates to amounts invested in fixed assets and these reserves can only be realised upon disposal.

Subsidiaries

This reserves policy is established at a Group level.

Liquidity and Working Capital

Whilst the reserves policy sets a target for free reserves it is recognised that this does not create liquidity within the group and the Board would also like to address this and have set a target for this of £1m which has not been met in 2023-24. The group will continue to work to improve its position to build sustainable services and grow charity.

The current working capital position of the group is:
(£0.5m) (2022/23 £0.6m)

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

Going Concern

The primary objective for 2023/24 was to continue to improve the financial strength of the group to capitalise on future opportunities and build long term sustainability. In order to achieve this a number of initiatives have been undertaken during 2023/24:

- Increased focus on recruitment and retention to lower dependency on agency
- Improvement in pay packages offered to employees over and above funded levels in 23/24
- Increased scrutiny around void levels and loss making services across the group
- Focus on growth opportunities
- Maximising income though fee negotiations and ensuring paid appropriately for delivering support.
- Increased focus on fundraising/grant opportunities

The above measures and increased scrutiny around monthly financial results and deviation from budgets resulted in us setting a break-even budget for 2024/25.

Further to this, we have undertaken a review of all costs across the group and have set cost savings across the central functions and agency spend. This coupled with continued focus on filling voids and embedding of new business means that we expect the group to realise a surplus in 2024/25.

We have two properties which are no longer required within the group and are actively being sold to provide additional cash resources for the group and fund investment system upgrades which will in turn bring efficiencies to the group.

The Avenues Group operates within a cross-guarantee arrangement and cash is pooled across the group to service working capital requirements.

Avenues holds a significant number of long term contracts and provides a very high quality of service provision, which ensures continued success in securing new contracts and retaining existing ones. With this in mind, whilst there are significant challenges within the sector, particularly around recruitment of staff, Avenues is well placed for the future.

Future Developments

2023/24 is the third year of our strategy for 2021-25, 'Building Better Lives Together', which sets out our renewed ambition to ensure that we will continue to provide our

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

unique support for the long term; and offer it to more people, in more places.

Our approach will remain centered on supporting more people with learning disabilities and/or who are autistic, while ensuring ongoing quality of services for those we already work with.

This commitment to quality will be supported by our renewed relationship with the University of Kent, particularly around training in positive behavioral support and active support. Getting these areas right is essential to our aspiration of delivering increasingly high-quality services for people with the most complex needs.

Recruitment and retention of a high quality workforce in the sector and for the Group remains an ongoing challenge. We are facing a highly competitive labour market across all sectors including social care and competition for good staff is high. Despite these challenges, following a renewed focus to drive up our workforce numbers we saw positive changes from October 2023 round to the end of the year with vacancy rates reducing from 29% to 19%, which is under our organisational target.

We anticipate these challenges will continue into 2024/25 and beyond but have retained our commitment to improving our workforce numbers. Early signs are good, and our vacancy rate has further reduced and associated agency spend is under budget. Avenues continues to raise the challenges of pay and recruitment with our commissioners and with central government.

Whilst core growth and void filling remain high on the agenda, we are also looking to extend our income through developing into new geographies and with new commissioners, including health. We continue to embed fundraising from trusts and foundations and exploring other income streams including retail, direct sales and expanding our fundraising.

Avenues provides high-quality, cost effective and successful community-based alternatives to institutional care. As well as hugely improving people's quality of life, we offer rewarding long-term employment and careers. People are at the centre of everything we do.

These are challenging times for society and the sector, but we are confident that we have the strategy and people in place to become even more resilient and deliver our vision to more people who need our unique support.

The Trustees' Report is approved by order of the Board as trustees and the Strategic Report (included therein) is approved by the Board of Trustees in their capacity as the directors at a meeting on 22nd October 2024 and signed on its behalf by:

Signed by:
Terry Rich
A47F8403F28949C...
Terry Rich, **Chair**
Date: 22nd October 2024

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

THE AVENUES TRUST GROUP

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable Group 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 judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable Group will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Group and charitable 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 Group and charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charity's website is the responsibility of the trustees. The trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

In so far as the trustees are aware:

- There is no relevant audit information of which the group's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor

RSM UK Audit LLP has indicated its willingness to continue in office.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

THE AVENUES TRUST GROUP

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE AVENUES TRUST GROUP

Opinion

We have audited the financial statements of The Avenues Trust Group (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 group's and the parent charitable company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We have been appointed auditors under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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' Report and Strategic Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic Report included within the Trustees' Report and Strategic Report have 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 group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Report and Strategic Report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent 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.

Responsibilities of trustees

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE AVENUES TRUST GROUP

As explained more fully in the Statement of Trustees' responsibilities set out on page 22, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the group and parent charitable company operates in and how the group and parent charitable company are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the parent charitable company's governing document and Charities (Protection and Social Investment) Act 2016 and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report and Strategic Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents and inspecting correspondence with tax authorities.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the group companies operating licenses, the Care Act 2014, Care Quality Commission regulations, health and safety regulations and the UK General Data Protection Regulations (UK GDPR). We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these laws and regulations and inspected correspondence with regulatory authorities.

The group audit engagement team identified and revenue recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates applied throughout the financial statements and testing of revenue cut off around the year end.

A further description of our responsibilities for the audit of the financial statements is provided on the Financial Reporting Council's website at http://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:
HCatchpool
6AD6382A8533474...

HANNAH CATCHPOOL (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
25 Farringdon Street
London, EC4A 4AB

Date 19 November 2024

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

THE AVENUES TRUST GROUP
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Including Consolidated Income & Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted General Funds £'000	Restricted Funds £'000	Total 2024 £'000	Total 2023 £'000
INCOME FROM:					
Donations, grants and Legacies					
Donations	3	50	12	62	12
Autism Hampshire net assets	3	2,271	116	2,387	-
Grants	3	-	2	2	-
	3	2,321	130	2,451	12
Charitable Activities:					
Provision of care and housing services		16,999	-	16,999	11,504
Provision of care to young people		771	-	771	1,377
Services to Adults		35,211	-	35,211	34,643
Services to Older People		1,950	-	1,950	2,075
Regulated services		2,415		2,415	-
Community Partnerships		151	-	151	-
	3	57,497	-	57,497	49,599
Other trading activities	3	50	-	50	136
Investment Income	3	3	-	3	-
Other	3	363	-	363	138
Total Income		**60,234**	**130**	**60,364**	**49,885**
EXPENDITURE ON:					
Raising funds		55	-	55	-
Charitable activities:					
Provision of care and housing services	4	17,722	3	17,725	12,556
Provision of care to young people	4	734	-	734	1,422
Services to Adults	4	36,103	-	36,103	35,626
Services to Older People	4	2,168	-	2,168	2,090
Regulated services	4	2,639	-	2,639	-
Community Partnerships	4	213	73	286	-
		59,579	76	59,655	51,694
(Gain)/Loss on sale of assets		(434)		(434)	65
Total Expenditure		**59,200**	**76**	**59,276**	**51,759**
Net (expenditure)/income	5	**1,034**	**54**	**1,088**	**(1,874)**
Transfer between funds	13	1,034	(1,034)	-	-
Remeasurement of defined benefit pension schemes	16	(257)	-	(257)	(282)
Net movement in funds		**1,811**	**(980)**	**831**	**(2,156)**
Reconciliation of funds:					
Revised Fund balance brought forward	14	3,822	1,300	5,122	7,278
Fund balances carried forward		**5,633**	**320**	**5,953**	**5,122**

The notes on pages 35 to 66 form part of these financial statements.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

THE AVENUES TRUST GROUP
CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2024
COMPANY NO: 03804617

	Notes	2024	2023
		£'000	£'000
FIXED ASSETS			
Tangible assets	8	12,904	12,250
Intangible assets	9	242	308
		13,146	**12,558**
CURRENT ASSETS			
Debtors	11	6,087	4,611
Cash at bank and in hand		1,104	277
		7,191	**4,888**
CREDITORS falling due within one year	12	(7,671)	(5,445)
NET CURRENT LIABILITIES		**(480)**	**(556)**
CREDITORS falling due in more than one year	12	(5,330)	(5,482)
NET ASSETS EXCLUDING PENSION LIABILITY		**7,336**	**6,519**
Pension scheme liability	16	(1,383)	(1,397)
NET ASSETS	14	**5,953**	**5,122**
FUNDS			
Unrestricted funds:			
General funds	13	6,939	5,142
Designated fund	13	77	77
Pension scheme funding reserve	13	(1,383)	(1,397)
		5,633	**3,822**
Restricted funds	13	320	1,300
TOTAL FUNDS	14	**5,953**	**5,122**

The notes on pages 35 to 66 form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees on 22 October 2024 and were signed on its behalf by:

Signed by:
A47F8403F28949C...
Terry Rich
Chair

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

THE AVENUES TRUST GROUP
COMPANY BALANCE SHEET
AS AT 31 MARCH 2024
COMPANY NO: 03804617

	Notes	2024 £'000	2023 £'000
FIXED ASSETS			
Tangible assets	8	239	272
Intangible assets	9	242	308
		481	580
CURRENT ASSETS			
Debtors	11	19,517	5,328
Cash		22	104
		19,539	**5,432**
CREDITORS falling due within one year	12	(19,932)	(6,023)
NET CURRENT LIABILITIES		**(393)**	**(591)**
CREDITORS falling due in more than one year	12	(92)	(138)
NET LIABILITIES		**(5)**	**(149)**
FUNDS			
Unrestricted funds:			
General reserve	13	(18)	(1,068)
Designated fund	13	2	2
		(16)	**(1,066)**
Restricted funds	13	11	917
DEFICIT	14	**(5)**	**(149)**

As permitted by section 408 of the Companies Act 2006, the parent charity's Statement of Financial Activities (including Income and Expenditure) has not been included in these financial statements. The parent charity's result for the year was a surplus of £144k (2023: deficit of £10k).

Included in the parent charity's result for the year is a profit of £175k (2023: £20k) gifted by Avenues Management services Limited (AMSL) to the parent under the Deed of Covenant.

The notes on pages 35 to 66 form part of these financial statements.

The financial statements were approved and authorised for issue by the Board of trustees on 22 October 2024 and were signed on its behalf by:

Signed by:
Terry Rich
A47F8402533948C...

Terry Rich
Chair

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

THE AVENUES TRUST GROUP
CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024

		2024	2023
Cashflow from operating activities		**£'000**	**£'000**
Net cash used in operating activities		(220)	(1,372)
Interest received		3	-
Interest paid		(58)	(50)
Net cash (used in)/generated from operating activities	**(a)**	(275)	(1,422)
Cashflow from investing activities:			
Purchase of intangible fixed assets		(35)	(279)
Purchase of tangible fixed assets		(703)	(2,246)
Purchase of business		1,067	-
Proceeds of sale of tangible fixed assets		881	46
Net cash provided by/(used in) investing activities		1,210	(2,479)
Financing:			
Repayments against unsecured loans		(63)	(59)
Proceeds of new bank loan		-	1,112
Net cash outflow from financing		(63)	1,053
(Decrease)/increase in cash in the year		**872**	**(2,848)**
Change in cash and cash equivalents in the reporting period		**872**	**(2,848)**
Cash and cash equivalents at the beginning of the reporting period		(492)	2,356
Cash and cash equivalents at the end of the reporting period	**(b)**	**380**	**(492)**

(a) Reconciliation of net income to net cash flow from operating activities:	2024	2023
	£'000	**£'000**
Net income	1,088	(1,874)
Finance costs	125	50
Net movement in pension provision	(341)	(283)
Loss on disposal of tangible fixed assets	(434)	65
Depreciation charges	738	653
Amortisation of intangible fixed assets	101	76
Net assets donated on merger with Autism Hampshire	(2,387)	-
Movement in debtors	1,689	(3,686)
Movement in creditors	(799)	3,627
Net cash used in operating activities	**(220)**	**(1,372)**

(b) Analysis of cash and cash equivalents:		
Overdraft facility repayable on demand	(724)	(769)
Cash at bank and in hand	1,104	277
Total cash and cash equivalents	**380**	**(492)**

(c) Analysis of changes in net debt	**Brought forward**	**Cash flows**	**Carried forward**
	£'000	**£'000**	**£'000**
Cash at bank and in hand	277	827	1,104
Bank overdrafts	(769)	45	(724)
Bank loans	(1,323)	63	(1,260)
Net debt	(1,815)	935	(880)

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

1) Accounting Policies

The Avenues Trust Group is a charitable company limited by guarantee, incorporated in England and Wales. The registered office is River House, 1 Maidstone Road, Sidcup, Kent, DA14 5TA.

The Charity's principal activities are disclosed in the Trustees' Report. The principal accounting policies adopted, judgements and key sources of estimation and uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006, except for the treatment of Avenues South social housing grants which would normally be shown through the Statement of Financial Activities.

The charity has departed from the Charities SORP (FRS 102) and maintained the accounting treatment set out in Housing SORP 2018 – (Statement of Recommended Practice for social housing providers) which is followed by Avenues South, where government grants are recognised in income using the accruals model and recognised over the life of the underlying asset when housing properties are measured at cost.

Grant amounts that are not recognised as income in the year are included in creditors as deferred capital grants. The trustees consider that this is the appropriate policy to use in the consolidated financial statements.

The Avenues Trust Group meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes. #

The reporting currency is pound sterling and the financial statements are presented to the nearest thousand pounds.

The parent charity is a qualifying entity for the purposes of FRS 102, being a member of a group where the parent of that group prepare publicly available consolidated financial statements, including this charity, which are intended to give a true and fair view of the assets, liabilities, financial position and surplus or deficit of the group. The parent charity has therefore taken advantage from the following exemption in its individual financial statements:

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

- Section 7 'Statement of Cash Flows' – Presentation of a statement of cash flow and related notes and disclosures; and
- Section 33 'Related Party Disclosures' – Compensation for company key management personnel.

The financial statements are prepared in sterling which is the functional currency of the Charity and the group. Monetary amounts shown in these financial statements are rounded to the nearest £'000.

b) Preparation of the accounts on a going concern basis

The group financial statements have been prepared on a going concern basis and the position on going concern for The Avenues Trust Group and its subsidiaries ultimately rests with the Group.

Avenues, along with other providers in the sector, have faced a number of significant issues over the last 12 months. This has included an increase in National Living Wage beyond available funding and an increase in delays from Commissioners to fill voids, both of which have had a significant financial impact. Robust response plans have been created and implemented and their positive impact is already evident.

The Group has an operational loss of £1.3m in 2023/24 and loss of £1.9m in 2022/23. As at March 2024, reserves stood at £5.9m, with net current liabilities of £0.5m. The 2023/24 results include a £434k gain on the sale of two properties (Cleve Court gain - £117k & Moor House gain - £317k).

Avenues maintains numerous long-term contracts and delivers high-quality services, ensuring continued success in securing new contracts and retaining existing ones.

Going into 2024/25, there continues to be focus on recruitment and retention and lower dependency on agency staff. To date, Avenues has restructured its recruitment and onboarding functions to better respond to the challenging environment and reduce the need for agency coverage, while developing a relationship with a neutral vendor of agencies to reduce the price per unit.

External cost pressures including insufficient Local Authority/ Integrated Care Boards (ICB) funding negatively impacts the financial sustainability of our services and the Group. Avenues has partnered with Access Social Care; a leading charity supporting organisations to receive a fair price for care and support services whilst routinely and proactively challenging funding packages that fall below a sustainable level. Where negotiations have not been successful, contracts have been exited. Financial action plans are in place for every service that doesn't achieve full cost recovery.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

Avenues continuously monitors voids to enable prompt marketing and to take action to mitigate the financial impact. Strategic action includes investment in properties to ensure they are both desirable and fit for the future, together with the robust marketing of our services and making full use of social and multimedia.

Fixed costs within Avenues East and Autism Hampshire have been reduced through the sourcing of new, cost-effective office spaces. There are increased income opportunities for Autism Hampshire through its community services team who, by way of an example, have been commissioned to deliver Oliver McGowan training. Our increased business development focus on Avenues East and Autism Hampshire will ensure they benefit from the same economies of scale as other subsidiaries within the Group.

The merger between Avenues and Autism Hampshire brought an area of specialism to the Group and future financial sustainability for Autism Hampshire. The integration of the organisations has been managed by way of a detailed plan overseen by a project group which is led by an EMT member and progress reported to Trustees. The planned integration spend of £455k has contributed to the Group's overall financial position. However, its spend is finite and well controlled, which will contribute to an improvement in Autism Hampshire's financial performance.

Cash is carefully forecast, planned and managed along with focussed aged debt management and collection. Carefully planned property disposals, where surplus to existing requirements, have been and will continue to be part of our strategy to improve the cash position. Operational performance is closely monitored to ensure it is well managed in line with expected budgetary controls, with actions taken as necessary. All budget holders have contributed to a reduced spend against their budgets in 2024/25.

The Group is reliant on its overdraft facility of £1.5m which has been sufficient to cover for low cash months. There is a longstanding and positive relationship with Barclays Bank plc, who provide the Group with its overdraft facility, which is subject to periodic review, and although this facility is payable on demand, Barclays have been supportive of the Group and its operational cash needs and therefore this risk is not considered to pose a serious threat or concern.

Working capital requirements are covered at a Group level. The Avenues Group operates within a cross-guarantee arrangement, pooling cash across the group to meet working capital requirements.

Although this is a challenging landscape, the Trustees are assured that the issues Avenues face are common among social care providers. Avenues has a wealth of skill and experience through its senior leadership teams, executive management

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

team and its Trustees that enables the organisation to successfully navigate these challenges with agility as the Group has in the past. To this end, Trustees are confident of Avenues' success into the future and have no material uncertainty over its going concern.

c) Group financial statements

The financial statements consolidate the results of the charity and its subsidiaries on a line by line basis. Control is determined when the charity controls over 50% of the voting rights or has the ability to appoint or remove a majority of board members. A separate Statement of Financial Activities and Income and Expenditure account for the charity has not been presented because Avenues has taken advantage of the exemption afforded by Section 408 of the Companies Act 2006.

The results of all subsidiaries cover a full 12 month period up to the 31 March 2024 except Autism Hampshire which was acquired by the Group from 1 November 2023. All assets and liabilities have been accounted for the Group from that date. The consolidated Statement of Financial Activities incorporates the results of Autism Hampshire from the acquisition date of 1 November 2023.

The cost of a business combination is the fair value at the acquisition date, of the assets given and liabilities incurred or assumed, plus directly attributable costs. The excess of the cost of a business combination over the fair value of the identifiable

assets, liabilities and contingent liabilities acquired is recognised as goodwill. Fair values recognised are considered for impairment in the period following the acquisition date.

d) Income

Income is recognised when the group has entitlement to the funds, any performance related conditions attached to the item(s) of income has been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' (except capital grants relating to social housing properties – see policy (e)) or 'revenue' grants, are recognised when the charity has entitlement to the funds, any performance related conditions attached to the grant have been met, it is probable that the income will be received and the amount can be measured reliably and not deferred.

Income received in advance of a service is deferred until the criteria for income recognition are met (Note 12). Income is measured at the fair value of the consideration receivable.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

Legacy income is recognised at the earlier of the charity being notified of a distribution or the receipt of a legacy, or when the receipt of the legacy is determined to be measurable and probable which includes consideration of when probate is granted.

e) Capital grants in respect of social housing properties

All Social Housing Capital grants are recognised under the accrual model. Grants relating to assets are recognised in income on a systematic basis over the expected useful life of the asset. Where part of a grant relating to an asset is deferred it is recognised under creditors after more than one year separately as capital grant and not deducted from the carrying amount of the asset.

f) Tangible fixed assets and depreciation

Fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at the following annual rates in order to write off the assets over their estimated useful lives;

Tablets, laptops, and computers	33% per annum on cost
Office equipment	15-25% per annum on cost
Furniture and equipment	15-25% per annum on cost
Furniture and equipment (River House)	10% per annum on cost
Specialist equipment	15% per annum on cost
Motor vehicles	25% per annum on cost
Freehold Land	0%
Freehold Buildings and offices	2% per annum on cost
Leasehold properties	Over the term of the lease

Depreciation of an asset commences from the point the asset is brought into use.

The groups' policy is to capitalise all assets over £500.

Asset values and consideration of any impairments needed are reviewed on an annual basis.

Barclays Bank Plc holds a charge over the group as security for the Groups' overdraft.

g) Intangible assets and amortisation

Intangible assets are stated at cost less accumulated amortisation. Amortisation is provided at the following annual rates in order to write off the assets over their estimated useful lives:

Software	20% per annum on cost

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

Intangible assets under construction (IAC)

Intangible assets under construction (IAC) are costs directly attributable to creating, producing, or preparing the asset for its intended use and are recognised at cost where it is probable that the future economic benefits attributable to the asset will flow and the cost can be measured reliably. Expenditure after initial recognition is capitalised where directly attributable to the development of the asset to bring it to a working condition.

If the project is abandoned or its value becomes impaired during construction, the capitalised costs may need to be written down to their recoverable amount. The IAC test annually for impairment or whenever there is an indication that the asset might be impaired. If the carrying amount exceeds the recoverable amount, an impairment loss will be recognised.

h) Employee benefits policy

The costs of short-term employee benefits are recognised as a liability and an expense. The best estimate of the expenditure required to settle obligations for termination of benefits is recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

i) Pension costs

The Avenues Trust Group has employees enrolled in The Social Housing Pension (SHPS) defined contribution scheme (also referred to as 'Pensions Trust') which is an ongoing scheme. The contributions paid to this scheme by the group are charged to the Consolidated Statement of Financial Activities as they fall due.

The Avenues Trust Group also participates in an unfunded pension scheme operated by the National Health Service. The contributions to this scheme, as advised by scheme administrator, are charged to the Consolidated Statement of Financial Activities as they fall due.

The group also contributes to the defined benefit Social Housing Pension Scheme (closed to future accrual). Contributions are charged to the Consolidated Statement of Financial Activities in the period to which they relate. As at 31 March 2024 the schemes actuaries provided each employers organisation with its defined benefit liability together with comparative information as at 31 March 2023. The scheme is treated as a defined benefit scheme in accordance with FRS102.

The pension schemes are disclosed in Note 16.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

j) Operating leases
Operating lease rental costs are charged to the Consolidated Statement of Financial Activities on a straight-line basis over the period of the lease.

k) Resources expended and the basis of apportioned costs
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. VAT which cannot be recovered is included as part of the expenditure to which it relates. A liability is recognised once a legal or constructive obligation has been entered into by the group.

l) Allocation of support costs
Support costs are those functions that assist the work of Avenues but do not directly undertake charitable activities. Support costs include back office costs, finance, human resources, payroll, IT and governance costs which supports Avenues charitable activities. All costs are allocated between the expense categories of the SOFA on the basis designed to reflect the use of the resources.

m) Fund accounting
Unrestricted funds are funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Restricted funds are subject to specific restrictions imposed by donors. These funds are accounted for separately and are only available to be used in line with donor's requirements.

Designated funds are funds set aside formally by the trustees for a particular purpose.

n) Taxation
The company is a registered charity and as such its income and gains falling within Sections 471 to 489 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

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

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

p) Cash and cash equivalents

Cash and cash equivalents includes cash at bank and in hand and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. In the cash flow statement, cash and cash equivalents are shown net of bank overdrafts, which are included as current borrowings in liabilities on the balance sheet.

q) 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.

r) Financial Instruments

The trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

s) Management estimates and judgements

In the process of applying its accounting policies, The Avenues Trust Group is required to make certain estimates, judgements and assumptions that it believes are reasonable based on the information available. These judgements, estimates and assumptions affect the amounts of assets and liabilities at the date of the financial

statements and the amounts of revenues and expenses recognised during the reporting periods presented. There are no significant judgements or estimates made. The assumptions applied to the pension have the potential to materially impact the pension liability position and therefore have been reviewed with the Groups pension

advisors and management consider they are reasonable. Upon acquisition of Avenues South, the properties were revalued and held at Fair Value in the Group accounts and, as at March 2020, were assessed for impairment and as result an adjustment was made to ensure they are carried at an appropriate value.

Upon acquisition of Autism Hampshire, the properties have been revalued and held at Fair Value in the Group accounts. The properties have been reviewed for indications of impairment, no adjustment to the carrying value of the properties is considered necessary at 31 March 2024.

Autism Hampshire properties have been revalued at fair value in the Group accounts.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

2) Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiaries (note 17).

The summary performance of the charity alone is:	2024 £000s	2023 £000s
Income from charitable activities	177	136
	177	136
Expenditure on charitable activities	(208)	(166)
Profit received from AMSL through deed of covenant	175	20
Net Income/(Expenditure)	**144**	**(10)**
Total funds brought forward	(149)	(139)
Total funds carried forward	**(5)**	**(149)**
Represented by:		
Restricted income funds	11	917
Unrestricted income funds	(16)	(1,066)
Total	**(5)**	**(149)**

Included in the unrestricted fund there is £175k (2023: £20k) relating to profit donated by the Avenues Management Services Ltd (AMSL) subsidiary to the parent under Deed of Covenant.

3) Income

	2024 £000s	2023 £000s
Donations, grants and legacies		
Donations	62	12
Autism Hampshire net assets	2,387	-
Grants	2	-
	2,451	**12**
Other trading activities income		
Contribution towards training costs	6	4
Other Income	44	132
	50	**136**
Other		
AMSL trading company gross income	195	42
Forest Lane Service mobilisation	107	-
Other	61	96
	363	**138**

Income from Donations, grants and legacies was £2,451k (2023: £12k), of which £130k (2023: nil) was restricted, including grants of £2k.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

Income from Charitable activities was £57,488k (2023: £49,599k) all of which was unrestricted in both years. Other trading activities income is broken down above.

Income relating to the mobilisation of Forest Lane Service in Avenues London has been expensed out to cover for the mobilisation project cost.

The Group's total income for the year is £60m which includes the results of Autism Hampshire for the period 1 November 2023 to 31 March 2024 and the donation of its net assets on joining the Group as at 1 November 2023

Acquisition - Business combination
On the 1st of November 2023, Avenues Board of Trustees, and Autism Hampshire Board jointly elected to combine operations. From that date, Autism Hampshire became an operating subsidiary of Avenues. The combination was a substance of gift to Avenues as the acquisition was at nil value.

The total net assets of Autism Hampshire up to the date of acquisition is therefore consolidated and shown within Donations, Legacies and Grant income on the SOFA (see table below).

Avenues Trust Group (Avenues) is the sole member of Autism Hampshire and holds 100% of the votes on any decision required by members. No general meeting is quorate without the parent representative present. Avenues also has the right to remove from and appoint all board members.

Autism Hampshire net assets at acquisition:

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

	£'000
Fixed assets:	
Fixed assets (book value)	744
Fair value adjustment	358
Fixed assets (fair value)	1,102
Trade Debtors	359
Other Debtors	14
Accrued Income & Prepayments	304
Cash	1,067
Total assets	2,846
Creditors	
Trade Creditors	(59)
Other taxation and social security	(179)
Other Creditors	(96)
Accruals	(125)
Total Liabilities	(459)
NET ASSETS	**2,387**

Post acquisition results are disclosed in note 18.
Autism Hampshire contributed turnover of £2,646k and a deficit of £333k between 1 November 2023 to 31 March 2024

4) Expenditure

	Direct Costs £000s	Support Costs £000s	2024 Total £000s	2023 Total £000s
Charitable Activities				
Provision of care and housing services	15,668	2,057	17,725	12,556
Provision of care to young people	653	81	734	1,422
Services to Adults	31,850	4,253	36,103	35,626
Services to Older People	1,926	242	2,168	2,090
Regulated services	2,212	427	2,639	-
Community Partnerships	240	46	286	
2024 Totals	**52,549**	**7,106**	**59,655**	
2023 Totals	**45,918**	**5,776**		**51,694**

Expenditure on charitable activities of £59,655k (2023; £51,694k) was all attributed to unrestricted funds. This balance does not include pension re-measurement adjustments of (£257k) (2023: (£282k)) and (gain)/loss on sales of assets, gain - £434k (2023; loss £65k).

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

Expenditure for fund raising was £55k (2023: nil) which was all raised by Autism Hampshire and are attributed to unrestricted funds.

Analysis of governance and support costs

The Avenues initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the key charitable activities undertaken (see note 3) in the year. Support costs is allocated on the basis of salary costs for each activity.

	General support £000s	Governance function £000s	2024 Total £000s	2023 Total £000s
EMT and Governance	1,533	146	1,679	1,227
Group Finance	2,259	-	2,259	1,861
Group Human Resources	1,446	-	1,446	1,237
Group Office Management	1,071	-	1,071	903
Group Practice Development and Assurance	651	-	651	548
Total	**6,960**	**146**	**7,106**	**5,776**

5) Net income for the year is stated after charging:

	2024 £'000	2023 £'000
Depreciation of tangible fixed assets	735	653
Amortisation	101	76
External Audit	105	100
Internal Audit	15	12
Operating lease charges for motor vehicles and equipment	113	69
Operating lease charges for land and buildings	1,173	1,284
Interest paid	84	51
Loss/(gain) on disposal of assets	(434)	65

6) Trustees' remuneration

The trustees are the directors of the company. During the year, 11 (2023: 6) member(s) of the Board have been reimbursed for expenses £4.6k (2023: £2.5k).

J Land, Chief Executive, is also a Trustee of Avenues Group. During the 2023/24 financial year she received £155k (2023: £149k) in remuneration including £14k of pension contributions (2023: £12k) from The Avenues Trust Group in respect of her role as Chief

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

Executive. No remuneration or pension contributions were paid in relation to her role as a trustee (2023: none).

N Ford, Group Director of Finance, is also a Trustee of Avenues Group. During the 2023/24 financial year she received £117k (2023: £111k) in remuneration including £9k of pension contributions (2023: £8k) from The Avenues Trust Group in respect of her role as Group Finance Director. No remuneration or pension contributions were paid in relation to her role as a trustee (2023: none).

The Directors of the Charity are remunerated by the Avenues Trust Group only to the extent permitted by the Charity's Articles of Association. A further payment was made in the year of £0.5k (2023: £0.5k) which is a collective premium to cover Trustees Liability insurance.

No other Trustees received remuneration or pension contributions in the current or preceding period.

7) Staff costs and key management personnel

The number of employees whose emoluments exceeded £60k were:

	2024 No.	2023 No.
£60k - £70k	5	4
£80k - £90k	-	5
£100k - £110k	5	-
£110k - £120k	-	1
£130k - £140k	1	-

The average total number of staff employed by the group as well as the full time equivalents are as follows:

	No. 2024	No. 2023	FTE 2024	FTE 2023
Office staff	142	144	154	143
Care staff	812	750	818	757
Part-time support staff	539	474	433	389
Bank contract staff	513	556	-	-
	2,006	**1,924**	**1,405**	**1,289**

The difference between the total number of staff and the FTEs is due to a number of staff being employed on "Bank" contracts, whereby they have an employment contract with Avenues but work irregular shifts as and when they are needed and are not included within FTE's.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

Staff costs - Group	2024 £'000	2023 £'000
Wages and salaries	37,699	36,455
Social security costs	3,021	2,830
Pension costs (Per Note 16)	1,000	935
Agency staff costs	2,481	2,764
	44,201	**42,984**

The key management personnel of the Group comprise the trustees including; the Group Chief Executive, Group Director of Operations, Group Director of Finance, Group Director of People and Organisational Development, Group Director of Business Development, and Group Director of Housing and Development. The total employee benefits of the key management personnel were as follows:

	2024 £'000	2023 £'000
Wages and salaries	601	570
Social security costs	80	81
Pension costs	66	58
	747	**709**

The exemption available for parent companies under FRS102 has been taken, therefore Charity only figures for key management personnel remuneration have not been disclosed.

8) Tangible fixed assets – Group

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

	Freehold Housing Properties	Long leasehold properties	Furniture and Equipment	Motor Vehicles	Office Equipment	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Cost						
At 1 April 2023 - Group	11,119	1,507	4,090	29	262	**17,007**
Additions - acquisition	1,045	-	38	19	-	**1,102**
Additions	137	39	558	-	2	**736**
Disposals	(509)	(80)	(7)	(14)	-	**(610)**
At 31 MARCH 2024	11,792	1,466	4,679	34	264	18,235
Depreciation						
At 1 April 2023 - Group	1,229	18	3,233	29	248	**4,757**
Charge for year	200	16	369	1	3	**589**
Charge for year - grant (Note 12)	146	-	-	-	-	**146**
Disposals	(142)	(14)	(5)	-	-	**(161)**
At 31 MARCH 2024	1,433	20	3,597	30	251	5,331
Net book value						
At 31 MARCH 2024	**10,359**	**1,446**	**1,082**	**4**	**13**	**12,904**
At 31 March 2023	9,890	1,489	857	-	14	12,250

8) Tangible fixed assets – Charity

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

	Furniture and Equipment £'000	Total £'000
Cost		
At 1 April 2023	1,321	1,321
Additions	93	93
At 31 MARCH 2024	**1,414**	**1,414**
Depreciation		
At 1 April 2023	1,049	1,049
Charge for the year	126	126
At 31 MARCH 2024	**1,175**	**1,175**
Net book value		
At 31 MARCH 2024	**239**	**239**
At 31 March 2023	**272**	**272**

NHS Charge

The NBV of some of the Housing properties above are subject to an NHS charge.

The NHS transferred the freehold of 23 properties to Avenues South in 1995 resulting in a legal charge against them; which is registered at the land registry on the freeholds. Consequently, should Welmede chose to use the properties other than for care services, or sell the properties, Avenues South will have to pay back the current market value (or sale proceeds) to the NHS.

There is an offsetting capital grant creditor of £4,131k (2023 £4,277k). (See note 12).

Long Leasehold

All long leasehold properties have remaining leases of between 81 and 113 years.

9) Intangible assets – Group and Charity

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

	People Planner	Digitalisation Project	Intangibles under Construction	Total 2024
	£'000	£'000	£'000	£'000
Cost				
At 1 April 2023	90	358	70	518
Additions	-	(13)	48	35
At 31 MARCH 2024	**90**	**345**	**118**	**553**
Amortisation				
At 1 April 2023	90	120	-	210
Charge for year	-	101	-	101
At 31 MARCH 2024	**90**	**221**	**-**	**311**
Net book value				
At 31 MARCH 2024	**-**	**124**	**118**	**242**
At 31 March 2023	-	308	-	308

Amortisation of software has been charged to central overheads which is then allocated across the charitable activities on a staff costs basis.

Intangible assets under construction represent our business system upgrade programme, which has been capitalised and shown separately without being amortised. The cost for the assets will be held until time when it will be put into its intended use. The amortisation for these assets are nil.

10) Investments in subsidiary undertakings

The group holds an investment in Avenues South of £8 (2023: £8) and Avenues Management services Limited £1 (2023: £1) both of which are equivalent to the entire share capital of the subsidiaries.

11) Debtors

	Charity		Group	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Contract fees receivable	-	-	4,501	2,546
Other debtors	217	80	299	236
Prepayments and accrued income	526	550	1,287	1,829
Amounts due from subsidiary undertakings	18,774	4,698	-	-
	19,517	**5,328**	**6,087**	**4,611**

Included within group Other Debtors are amounts totalling £160k (2023: £160k) relating to a rental deposit falling due after more than one year.

12) Creditors

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

	Charity		Group	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Bank overdraft	724	435	724	769
Trade creditors	157	-	1,878	1,341
Other taxation and social security	201	197	2,030	1,467
Other creditors	17	29	221	400
Deferred income	-	-	1,172	386
Accrued expenditure	120	72	1,582	964
Amount owed to Subsidairy companies	18,667	5,244	0	-
Loan falling due within one year	46	46	63	118
	19,932	**6,023**	**7,670**	**5,445**

Movements in deferred income:	**£'000**	**£'000**
Deferred income at the beginning of the year	386	853
Income recognised in the year	(386)	(853)
Income deferred in the current year	1,171	386
Income deferred at the year end	**1,171**	**386**

Deferred income comprises contract fee income which relates to services that will be provided in future periods, and grants and donations where milestones and conditions for recognition are expected to be met in future periods.

Creditors falling due in more than one year
Capital grants

	2024	2023
	£'000	£'000
Capital Grant at 1 April	(4,277)	(4,434)
Additions	(2)	0
Grant release current year	146	157
Capital Grant at 31 March	**(4,133)**	**(4,277)**
Bank Loan		
Due within 2 -5 years	(175)	(425)
Due over 5 years	(1,022)	(780)
	(1,197)	**(1,205)**
Total long term Creditors	**(5,330)**	**(5,482)**

A capital grant was received to purchase NHS properties in 1995. No further capital grants were received during the year.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

The grants are amortised over the same period over which the housing properties are depreciated.

Bank loan relates to:

The following properties (Colman Stairs, Beresford Garden, Smock Acre, and Westbrook) are under the loan agreement. The loans are secure to these properties. Included in the loan was the purchase of software licences over a period of 5 years.

The amount falling due for more than one year is £92k.

13) Statement of Funds

Group:	2023	Income	Expenditure	Transfers	FRS 102 Pension Adj	2024
	£'000	£'000	£'000	£'000	£'000	£'000
Unrestricted funds:						
General reserve	5,142	60,234	(59,200)	763	-	**6,939**
Designated Fund	77	-	-	-	-	**77**
Pension reserve	(1,397)	-	-	271	(257)	**(1,383)**
Restricted funds:						
Autism Hampshire - Donation transfer		116		(116)		**-**
Active Communities Fund	11	-	-	-	-	**11**
Big Lottery	12	-	-	-	-	**12**
Community Futures other restricted funds	176	-	-	(176)	-	**-**
Disability Focus Day	11	-	-	-	-	**11**
Disability Sports Project	22	-	-	(1)	-	**21**
Employment Service	15	-	-	-	-	**15**
Leisure activities in Avenues East	38	-	-	-	-	**38**
Hope House holiday Fund	4					**4**
Partnership Working	9	-	-	-	-	**9**
Disability Forum for Suffolk	4	-	-	-	-	**4**
Teaming Up	62	-	-	-	-	**62**
Garden Fund	10	-	-	(5)	-	**5**
Brighton road	730	-	-	(730)	-	**-**
Copse Hill	92	-	(3)	(25)	-	**64**
Other restricted projects	77	-	-	(77)	-	**-**
CSU Donations	17	9	-	(20)	-	**6**
Furniture Fund - Squirrel Lodge	10	-	-	-	-	**10**
Caring Communities Grant	-	-	-	1	-	**1**
Spectra App	-	-	(1)	11	-	**10**
Childwick Trust	-	-	-	9	-	**9**
Get Going Again	-	-	(19)	20	-	**1**
Serendipity Lottery Grant	-	2	(47.69)	68	-	**22**
Solent Employment Grant	-	-	-	(2)	-	**(2)**
Serendipity Skills Group (Will Charitable Trust)	-	-	(2)	2	-	**-**
HICWF	-	-	-	4	-	**4**
IAG Sensory SSB	-	-	-	1	-	**1**
Barratt Foundation	-	-	-	2	-	**2**
Percy Bilton	-	3	(3)	0	-	**-**
	1,300	**130**	**(76)**	**(1,034)**	**-**	**320**
Total funds	**5,122**	**60,364**	**(59,276)**	**-**	**(257)**	**5,953**

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

	Previous year balances	2022	Income	Expenditure	Transfers	FRS 102 Pension Adj	2023
	General reserve	7,300	49,884	(51,759)	(283)	-	**5,142**
	Designated reserve	77					**77**
	Pension reserve	(1,398)	-	-	283	(282)	**(1,397)**
	Restricted funds:						
1	Active Communities Fund	11	-	-	-	-	**11**
2	Big Lottery	12	-	-	-	-	**12**
3	Community Futures other restricted funds	176	-	-	-	-	**176**
4	Dementia Services	-	-	-	-	-	**-**
5	Disability Focus Day	11	-	-	-	-	**11**
6	Disability Sports Project	22	-	-	-	-	**22**
7	Employment Service	15	-	-	-	-	**15**
8	Leisure activities in Avenues East	38	-	-	-	-	**38**
9	Hope House holiday Fund	4	-	-	-	-	**4**
10	Partnership Working	9	-	-	-	-	**9**
11	Disability Forum for Suffolk	4	-	-	-	-	**4**
12	Teaming Up	62	-	-	-	-	**62**
13	Garden Fund	10	-	-	-	-	**10**
14	Brighton road	730	-	-	-	-	**730**
15	Copse Hill	92	-	-	-	-	**92**
16	Other restricted projects	77	-	-	-	-	**77**
17	CSU Donations	16	1	-	-	-	**17**
18	Furniture Fund - Squirrel Lodge	10					**10**
		1,299	**1**	**-**	**-**	**-**	**1,300**
	Total funds	**7,278**	**49,885**	**(51,759)**	**-**	**(282)**	**5,122**

The restricted reserves numbered 19 to 29 have been transferred into the Group as a result of the acquisition of Autism Hampshire.

The following transfers have been made in the year:

3 Community Futures other restricted funds - All funds were spent in accordance with the grant conditions and the charity was dissolved in 2022.

6 Disability Sports Project - Funds spent to provide sport days in accordance with the fund

13 Garden Fund - Funds spent to renovate garden at Wilson Avenue

14 Brighton road - Funds spent in accordance with the legacy to support people in the service

15 Copse Hill - Funds spent on people who used to live at the service for activities; furniture and holidays.

16 Other restricted projects - Funds spent on various activities across the Group.

17 CSU Donations - Funds used to support the delivery of unfunded activities in the CSU project in Avenues East.

The main funds are as follows:

The general reserve represents the unrestricted, designated and restricted funds of the group. The Pension reserve represents the deficit on the defined benefit pension schemes as calculated using FRS102 methodology. The restricted funds are monies received from funders for the specific projects/purposes described above. Designated funds are funds set aside formally by the trustees for a particular purpose.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

From the 1 November all Autism Hampshire net funds were transferred to The Avenues Group, and Autism Hampshire became an operating subsidiary from that date onward. The combination was a substance of gift to Avenues as the acquisition was at nil value. The total net funds of Autism Hampshire up to the date of acquisition is therefore consolidated and shown in the respective funds.

The restricted fund of the parent charitable company is represented by the Active Communities Fund.

1 The Active Communities Fund has been generated through a number of events and donations to support activities in the community.

2 The Big Lottery fund is restricted to supporting disabled people during the transitional period of their lives enabling them to access volunteer and work experience opportunities within their local community.

3 The Community Futures other restricted funds is a grouping of smaller grants for the provision of support for community opportunities and activities.

4 Disability Focus Day fund is restricted to supporting the costs of organising a forum for representatives from disability and statutory organisations across Suffolk.

5 Disability Sport Project. The funds is to provide sport and physical activities for young people and adults with disabilities.

6 The Employment Service Fund is restricted to helping young people to gain work experience or volunteering enabling them to gain valuable life skills

7 The Leisure funds are restricted to the various leisure activities provides by Avenues East particularly swimming sessions.

8 The Hope House Holiday fund represents a fund raised towards the provision of an annual holiday for the residents.

9 The Partnership Working fund is restricted to supporting initiatives for user involvement in multi-agency working to promote the inclusion of disabled people.

10 Disability Forum for Suffolk fund is for work relating to representing and consulting with disabled people in Suffolk, as well as for organising events to bring disabled people in Suffolk together.

11 The Teaming Up fund is restricted to various Teaming Up activities provided by Avenues East.

12 The Garden Fund provided by Santander is for the renovation of a Garden at Wilson Avenue.

13 Brighton road. This fund is a specific legacy settled on this service. The fund is to be applied to the service and cover all support and running costs

14 Copse Hill. This fund is a specific legacy to this service. The fund is to be used by the service to cover some support and running costs.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

15 Other restricted grants are comprised of a number of individually immaterial funds.

16 Other restricted grants are comprised of a number of individually immaterial funds.

17 CSU Donations is community support donation restricted to helping disabled people to take part in social activities, for examples games and pub quiz.

18 Furniture Fund - Squirrel Lodge to use for furniture and fitting at Squirrel Lodge

19 Caring Communities Grant is Southampton City Council grant towards the costs of 12 trial sports sessions that focus on a range of sports and physical activities for adults on the autistic spectrum

20 Spectra App is net proceeds of a fundraising event towards the development of technology to support people on the autism spectrum

21 Childwick Trust is a grant from Childwick Trust to support the development and operation of serendipity social groups across Hampshire

22 Get Going Again is a grant from Hampshire County Council towards a project aimed at improving access to healthcare services

23 Serendipity Lottery Grant is a grant from the National Lottery Fund to support the development and operation of serendipity social groups across Hampshire

24 Solent Employment Grant is Grant from European Social Fund for an employment project for which Autism Hampshire is partnering with Southampton city council

25 Serendipity Skills Group is a grant towards skills based serendipity groups.

26 HICWF is a grant from Portsmouth City Community Fund and IoWCF to support the development and operation of serendipity social groups across Hampshire

27 IAG Sensory SSB is a grant towards a purchase of a range of sensory items from Skipton Charitable Trust

28 Barratt Foundation is a donation towards redecoration of Chelveston supporting living accommodation

29 Percy Bilton is a donation towards a purchase of a range of sensory items.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

Parent Charity :	1 April 2023	Income	Expenditure	Transfers	31 March 2024
	£'000	£'000	£'000	£'000	£'000
Designated fund	2	-	-	-	**2**
General reserve	(1,068)	352	(208)	906	**(18)**
	(1,066)	**352**	**(208)**	**906**	**(16)**
Restricted funds					
Active Communities funds	11	-	-	-	**11**
Community Futures other restricted funds	32	-	-	(32)	**-**
Brighton Road	730	-	-	(730)	**-**
Other projects	144	-	-	(144)	**-**
	917	**-**	**-**	**(906)**	**11**
Total funds	**(149)**	**352**	**(208)**	**-**	**(5)**

Parent Charity :	1 April 2022	Income	Expenditure	Transfers	31 March 2023
	£'000	£'000	£'000	£'000	£'000
Designated fund	**2**	**-**	**-**	**-**	**2**
General reserve	(1,058)	136	(166)		**(1,088)**
Profit gift aided by subsidiary	-	20	-	-	**20**
	(1,058)	**156**	**(166)**	**-**	**(1,068)**
Restricted funds					
Active Communities funds	11	-	-	-	**11**
Community Futures other restricted funds	32	-	-	-	**32**
Brighton Road	730	-	-	-	**730**
Other projects	144	-	-	-	**144**
	917	**-**	**-**	**-**	**917**
Total funds	**(139)**	**156**	**(166)**	**-**	**(149)**

The following transfers have been made in the year:

3 Community Futures other restricted funds - All funds were spent in accordance with the grant conditions and the charity was dissolved in 2022.

14 Brighton road - Funds spent in accordance with the legacy to support people in the service

16 Other restricted projects - Funds spent on various activities across the Group.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

14) Analysis of net assets between funds

Analysis of parent charity net assets between funds:

GROUP	Restricted Funds	Unrestricted Funds	2024 Total
Fund balances at 31 March 2024 are represented by:	**£'000**	**£'000**	**£'000**
Tangible fixed assets	-	12,904	12,904
Intangible assets	-	242	242
Current assets	320	6,871	7,191
Current liabilities	-	(7,671)	(7,671)
Long term liabilities	-	(5,330)	(5,330)
TOTAL FUNDS BEFORE PENSION LIABILITY	**320**	**7,016**	**7,336**
Pension scheme liability	-	(1,383)	(1,383)
TOTAL FUNDS INCLUDING LIABILITY ON PENSION SCHEME RESERVE	**320**	**5,633**	**5,953**
Analysis of group net assets between funds - previous year			
Fund balances at 31 March 2023 are represented by:			
Tangible fixed assets	-	12,250	12,250
Intangible assets	-	308	308
Current assets	1,300	3,588	4,888
Current liabilities	-	(5,445)	(5,445)
Long term liabilities	-	(5,482)	(5,482)
TOTAL FUNDS BEFORE PENSION LIABILITY	**1,300**	**5,219**	**6,519**
Pension scheme liability	-	(1,397)	(1,397)
TOTAL FUNDS INCLUDING LIABILITY ON PENSION SCHEME RESERVE	**1,300**	**3,822**	**5,122**

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

ANALYSIS OF PARENT CHARITY NET ASSETS BETWEEN FUNDS:

	Restricted Funds	Unrestricted Funds	Total
Fund balances at 31 March 2024 are represented by:	**£'000**	**£'000**	**£'000**
Tangible fixed assets	-	239	239
Intangible assets	-	242	242
Current assets	11	19,528	19,539
Current liabilities	-	(19,933)	(19,933)
Long term liabilities	-	(92)	(92)
TOTAL FUNDS	**11**	**(16)**	**(5)**
Fund balances at 31 March 2023 are represented by:			
Tangible fixed assets	-	272	272
Intangible assets	-	308	308
Current assets	917	4,515	5,432
Current liabilities	-	(6,023)	(6,023)
Long term liabilities	-	(138)	(138)
TOTAL FUNDS	**917**	**(1,066)**	**(149)**

15) Operating leases

The total minimum lease payments under non-cancellable operating leases are as follows:

	2024	2023
Land and Buildings	**£'000**	**£'000**
Amounts due:		
Within one year	786	655
Between two and five years	1,927	1,702
Beyond five years	1,308	415
	4,021	**2,772**

Vehicles & equipments	**2024**	**2023**
Amounts due:	**£'000**	**£'000**
Within one year	-	10
	-	**10**

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

16) Pension obligations

The Avenues Trust Group has contributed to both defined benefit and defined contribution schemes during the year and defined benefit schemes (Social Housing Pension Scheme - SHPS) are accounted for as if they were defined contribution schemes if required by FRS 102 Section 28 'Employee benefits'. The total cost to the group for the year ended 31 March in respect of pension contributions, which have been allocated between resources expended categories in proportion to staff costs and charged to the Consolidated Statement of Financial Activities as appropriate, are as follows;

	2024	2023	**2024**	2023
	£'000	£'000	**No.**	No.
Pensions Trust SHPS	977	912	1,095	1,095
NHS Pension	19	19	7	7
Pensions Trust - The Growth Plan	4	4	5	5
Per Note 7	1,000	935	1,107	1,107

There are three main schemes remaining with the majority of staff contributing to the defined contribution scheme with The Pensions Trust. This is the Social Housing Pension Scheme (SHPS). In addition, there is a closed scheme, also within the SHPS and administered by The Pension Trust. The last scheme is the NHS Pension with details shown below.

The Trustee commissions an actuarial valuation of the Scheme every three years. The main purpose of the valuation is to determine the financial position of the Scheme in order to address the level of future contributions required so that the Scheme can meet its pension obligations as they fall due.

The Avenues Trust Group is aware that the Court of Appeal has recently upheld the decision in the Virgin Media vs NTL Pension Trustees II Limited case. The decision puts into question the validity of any amendments made in respect of the rules of a contracted-out pension scheme between 6 April 1997 and 5 April 2016. The judgment means that some historic amendments affecting s.9(2B) rights could be void if the necessary actuarial confirmation under s.37 of the Pension Schemes Act 1993 was not obtained. Until further investigations have been completed by the Social Housing Pension Scheme trustees and the TPT Retirement Solutions Growth Plan scheme trustees and/or any legislative action taken by the government, the potential impact if any, on the valuation of scheme liabilities remains unknown.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

National Health Service (closed Scheme)

The NHS operates an unfunded defined benefit scheme for the nursing sector, in which The Avenues Trust Group participates. The Avenues Trust Group is granted permission by the Secretary of State to be able to contribute to the cost of the scheme as a 'Directed Employer'
(an employer that can continue to have non NHS employed staff as members of the NHS pension scheme).
The cost represents the contributions advised by the NHS Pensions Agency. The Avenues Trust Group is not liable for past service costs beyond these contributions. Contributions increased to 14% from 1 April 2005.

The Pensions Trust - The Social Housing Pension Scheme

The Social Housing Pension (SHPS) auto enrolment defined contribution scheme (also referred to as 'Pensions Trust') is an ongoing scheme. The contributions paid to this scheme by the group are charged to the Statement of Financial Activities as they fall due. This scheme also includes a defined benefit obligation although all employees have been transferred to the defined contribution scheme since April 2023.

The Pensions Trust - The Growth Plan (closed scheme)

The group participates in the SHPS scheme, a multi-employer scheme which provides benefits to employees of some 900 non-associated employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore, the group is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

From 1 April 2022 to 31 January 2025	£3,312,000 per annum (payable monthly)

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2017: this valuation showed assets of £794.9m, liabilities of £926m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee has asked participating employers to pay additional contributions to the scheme as follows:

Deficit contributions

From 1 April 2019 to 30 September 2025:	£11,243,000 per annum (payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

PRESENT VALUES OF PROVISION	2024	2023
	£'000	£'000
Present value of provision - Avenues East	4	7
Total group provision	**4**	**7**

Avenues South East and Avenues South SHPS Pensions schemes are administered by TPT however the obligations for these schemes are now shown later in Note 17.

Reconciliation of opening and closing provisions

	2024	2023
	£'000	£'000
Provision at start of period	7	12
Deficit contribution paid	(4)	(5)
Provision at end of period	3	7

ASSUMPTIONS

	2024	2023	2022
	% per annum	% per annum	% per annum
Rate of discount The Pensions Trust - Growth Plan	5.31	5.52	2.35

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.
Avenues East is the only member of the Group that has employees in this closed scheme.

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

The Pensions Trust - Social Housing Pension Scheme

Avenues Group participates in the scheme, a multi-employer scheme which provides benefits to some 500 non-associated employers. The scheme is a defined benefit scheme in the UK.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial

Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable
to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

Present Values of Defined Benefit Obligation, Fair Value of Assets and Defined Benefit Asset (Liability)

	31 March 2024	31 March 2023
	£'000	£'000
Fair Value of plan assets	5,907	6,350
Present value of defined benefit obligation	7,287	7,740
Surplus (deficit) in plan	(1,380)	(1,390)
Defined Benefit asset (liability) to be recognised	(1,380)	(1,390)

Reconciliation of Opening and Closing Balances of the Defined Benefit Obligation

	Period ended 31st March 2024	Period ended 31st March 2023
	£'000	£'000
Defined benefit obligation at start of period	7,740	11,210
Expenses	10	9
Interest expense	362	310
Actuarial losses (gains) due to scheme experience	(59)	(110)
Actuarial losses (gains) due to changes in demographic assumptions	(78)	(18)
Actuarial losses (gains) due to changes in financial assumptions	(46)	(3,460)
Benefits paid and expenses	(642)	(201)
Defined benefit obligation at end of period	**7,287**	**7,740**

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

Reconciliation of Opening and Closing Balances of the Fair Value of Plan Assets

Reconciliation Of Opening And Closing Balances Of The Fair Value of Plan Assets

	Period ended 31st March 2024	Period ended 31st March 2023
	£'000's	£'000's
Fair value of plan assets at start of period	6,350	9,824
Interest income	302	276
Experience on plan assets (excluding amounts included in interest income) - gain (loss)	(440)	(3,870)
Contributions by the employer	337	321
Benefits paid and expenses	(642)	(201)
Fair value of plan assets at end of period	**5,907**	**6,350**

The actual return on the plan assets (including any changes in share of assets) over the period ended 31 March 2024 was £70,000.

Defined Benefit Costs Recognised In Statement of Financial Activities (SOFA)

	Period ended 31st March 2024	Period ended 31st March 2023
	£'000's	£'000's
Expenses	10	9
Net interest expense	60	34
Defined benefit costs recognised in statement of Financial Activities(SOFA)	**70**	**43**

Defined Benefit Costs Recognised In net movement in funds

	Period ended 31st March 2024	Period ended 31st March 2023
	£'000's	£'000's
Experience on plan assets (excluding amounts included in net interest cost) - gain (loss)	(440)	(3,870)
Experience gains and losses arising on the plan liabilities - gain (loss)	59	110
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation - gain (loss)	78	18
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation - gain (loss)	46	3,460
Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - gain (loss)	(257)	(282)
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost) - gain (loss)	-	-
Total amount recognised in other comprehensive income - gain (loss)	**(257)**	**(282)**

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

Assets	**31-Mar-24**	**31-Mar-23**
	£'000	**£'000**
Global Equity	589	119
Absolute Return	230	69
Distressed Opportunities	208	193
Credit Relative Value	194	240
Alternative Risk Premia	187	12
Emerging Markets Debt	76	34
Risk Sharing	346	468
Insurance-Linked Securities	31	160
Property	237	274
Infrastructure	597	725
Private Equity	4	-
Private Debt	233	283
Opportunistic Illiquid Credit	231	271
High Yield	1	22
Cash	116	46
Long Lease Property	39	191
Secured Income	176	291
Liability Driven Investment	2,405	2,924
Currency Hedging	(3)	12
Net Current Assets	10	16
Total assets	**5,907**	**6,350**

Key Assumptions	**31-Mar-24**	**31-Mar-23**
	% per annum	**% per annum**
Discount Rate	4.9	4.9
Inflation (RPI)	3.2	3.2
Inflation (CPI)	2.8	2.8
Salary Growth	3.8	4.0
Allowance for commutation of pension for cash at retirement	75% of maximum allowance	75% of maximum allowance

The mortality assumptions adopted at 31 March 2024 imply the following life expectancies:

	Life expectancy at age 65 (2024)	***Life expectancy at age 65 (2023)***
Male retiring in 2024 (2023)	20.5	21
Female retiring in 2024 (2023)	23	23.4
Male retiring in 2044 (2043)	21.8	22.2
Female retiring in 2044 (2043)	24.4	24.9

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

17) Active subsidiary undertakings

The Avenues Trust Group controls Avenues South East (company number 03923486; charity number: 1079576), Avenues London (company number 06858705; charity number: 1130445), and Avenues East (company number 03326442, charity number: 1061241); Avenues Management Services (AMSL) Ltd (Company number 13890680), Autism Hampshire (company number 01710300). Five of the companies are limited by guarantee and registered in England except AMSL that is a private limited company with issued share capital.

The Avenues Trust Group also holds 100% control of Avenue South Limited formerly Welmede Housing Association Limited (company number R26230), a Charitable Housing Association incorporated under the Co-Operative and Community Benefit Societies Act 2014 and registered with the Registry of Friendly Societies which is administered by the Financial Conduct Authority in England.

All charities are controlled by Avenues Trust Group who have the ability to appoint and remove all members of each subsidiary Board of Trustees.

All charities' registered address is River House, 1 Maidstone Road, Sidcup, Kent, DA14 5TA.

All activities have been consolidated on a line by line basis in the Consolidated Statement of Financial Activities with the exception of Autism Hampshire for which only a part year (from 1 November) was consolidated and net funds brought forward gifted to Avenues as income. A summary of the results of the subsidiaries are shown below.

	Avenues South East	Avenues London	Avenues East	Avenues South	Autism Hampshire	Parent	Avenues Management Services	Intra-group movement	Donated on Acquisition	Total 2024	Total 2023
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income	14,923	15,392	7,645	17,000	2,646	177	9,971	(9,776)	2,387	**60,365**	49,885
Expenditure	(14,966)	(15,800)	(8,077)	(17,227)	(2,979)	(208)	(9,796)	9,776	-	**(59,277)**	(51,759)
Surplus/(deficit) on ordinary activities	**(43)**	**(408)**	**(432)**	**(227)**	**(333)**	**(31)**	**175**	**-**	**2,387**	**1,088**	**(1,874)**

Previous year:

	Avenues South East	Avenues London	Avenues East	Avenues South	Parent	Avenues Management Services	Intra-group movement	Total 2023	Total 2022
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income	18,307	12,886	7,007	11,507	136	2,119	(2,077)	**49,885**	47,019
Expenditure	(18,369)	(13,345)	(7,365)	(12,492)	(166)	(2,099)	2,077	**(51,759)**	(45,632)
Surplus/(deficit) on ordinary activities	**(62)**	**(459)**	**(358)**	**(985)**	**(30)**	**20**	**-**	**(1,874)**	**1,387**

Docusign Envelope ID: 0C80570E-70D1-407F-9879-EB027428198C

The aggregate of the assets, liabilities and funds as at 31 March 2024 was :	Avenues South East	Avenues London	Avenues East	Avenues South	Autism Hampshire	Parent	Avenues Management Services	Intra-group movement	Donated on Acquisition	Total 2024	Total 2023
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Assets	10,934	12,599	1,417	18,810	2,597	20,019	11,130	(58,764)	1,595	20,337	17,445
Liabilities	(8,715)	(13,226)	(1,794)	(17,717)	(542)	(20,024)	(11,130)	58,764	-	(14,384)	(12,323)
Total funds	**2,219**	**(627)**	**(377)**	**1,093**	**2,054**	**(5)**	**-**	**-**	**1,595**	**5,953**	**5,122**

The aggregate of the assets, liabilities and funds as at 31 March 2023 was :	Avenues South East	Avenues London	Avenues East	Avenues South	Autism Hampshire	Parent	Aveneues Management Services	Intra-group movement	Donated on Acquisition	Total 2023	Total 2022
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Assets	4,876	4,784	981	14,245	-	6,012	1,335	(16,383)	1,595	17,445	17,682
Liabilities	(2,540)	(5,002)	(927)	(12,741)	-	(6,161)	(1,335)	16,383	-	(12,323)	(10,404)
Total funds	**2,336**	**(218)**	**54**	**1,504**	**-**	**(149)**	**-**	**-**	**1,595**	**5,122**	**7,278**

18) Related party transactions

The Avenues Trust Group provides central support for each of its subsidiaries. The Group makes a charge for these central costs based on a blended ratio of group costs. In addition, The Avenues Trust Group acts as the central banker for the group, paying salary costs and creditors and receiving cash from customers.

	2024	2023
PARENT	**£'000**	**£'000**
Balance owed at 1 April	(546)	(2,281)
Payroll services provided to subsidiary companies	25,755	31,800
Receipts taken on behalf of group companies	(31,392)	(34,739)
Payments made on behalf of group companies	8,694	7,963
Intercompany transfer from Avenues South	(8,903)	(9,018)
Recharges of head office costs	6,498	5,730
Balance due at 31 March	**106**	**(546)**