

Waymarks Limited

Report and Financial Statements

For the year ended

31 March 2019

Company Registration Number: 6967283
Charity Registration Number: 1133664

Waymarks Limited

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Waymarks Limited
Advisors and Other Information
Year ended 31 March 2019

The Board	Kevin Lewis	(Chair – until 9th July; remained as Trustee after 9th July)
	Helen Baker	(appointed Chair 9th July 2018; resigned 19th September 2018)
	Nick Baldwin CBE	(appointed Chair 19th September 2018)
	Martin Boniface	(resigned 9th July 2018)
	Marie Tidball	(resigned 10th May 2018)
	Jackie Fletcher	(resigned 9th July 2018)
	John Lish	(resigned 9th July 2018)
	Andrew Britton	(resigned 9th July 2018)
	Alexis Acostas-Armas	(resigned 9th July 2018)
	Anne Barnard	(appointed 28th March 2018)
	Christine Cryne	(appointed 9th July 2018)
	Delyth Lloyd-Evans	(appointed 9th July 2018)
	Gordon Lyle	(appointed 9th July 2018)
	Sherry Malik	(appointed 9th July 2018)
Calum Mercer	(appointed 9th July 2018)	
Nick Turner	(appointed 9th July 2018)	
Executive Directors	Steve Scown	Group Chief Executive Officer
	Mark Horlock	Group Director of Finance
	Stella Cheetham	Group Director of People and Organisational Development
	Jackie Fletcher	Group Director of Quality, Public Affairs and Policy
	Chris Woodhead	Group Director of Housing and Business Development
	Simon Blyghton	Managing Director
Company Secretary	Jackie Fletcher	
Bankers	National Westminster Bank Plc 3 Market Place, Reading, RG1 2EP	HSBC Apex Plaza, Forbury Road, Reading, RG1 1AX
Solicitors	Trowers & Hamlins 3 Bunhill Row London EC1Y EYZ	
External Auditor	KPMG LLP Arlington Business Park, Reading, RG7 4SD	
Principal and Registered Office	1430 Arlington Business Park, Theale, Reading, RG7 4SA	

Waymarks Limited

Directors' Report

Year ended 31 March 2019

The directors (who are also trustees of the charitable company) present their report and the audited financial statements for the year ended 31 March 2019.

Objectives and Activities

Waymarks (the Charity) is a charitable company limited by guarantee, whose governing documents are its Memorandum and Articles of Association.

The objects of the Charity, set out in its Memorandum and Articles of Association, are as follows: to support and promote, and to assist in the support and promotion of, the intellectual, emotional, physical and spiritual welfare of adults with learning disabilities, complex needs, physical disabilities, sensory impairments, autism, mental illness, mental health needs and with a complex history of behaviour.

The Charity fulfils these objects by the provision of person-centred support and training.

Achievements and Performance

Waymarks focuses on creating long-term strategic relationships with commissioners as part of the national implementation of the Transforming Care strategy for people with learning disabilities. The national drive to move people out of hospital if they have been there for a long time has meant that the model of support Waymarks provides has continued to be recognised by commissioners in new localities and the Charity has been able to agree fee rates that reflect the specific expertise it has in working with people with complex needs and risky behaviours in a housing and support model. At the end of 2018/19, there are 6 new packages of support in the process of implementation.

Our listening, learning and action events throughout the country have served us well to connect and engage with commissioners, our employees, people being supported and their families, to receive feedback and understanding from which to consider and act. This has contributed to ensuring consistent high quality throughout all existing and new services. This remains an integral part of the Charity's governance structure.

Throughout 2018/19, Waymarks has strengthened its financial position with a planned reduction in overheads and the structuring of its senior management team. In particular, the Charity ensured that its operational areas linked to sustainable geographies so that we are responsive to the requirements of the people we support and to our commissioners. This, along with its focussed growth has led to an improved position. Operationally Waymarks has strengthened its recruitment approach in relation to operations management and the practice development team.

Waymarks continues to introduce and to implement a tool called the 'inclusion web' as a way of evidencing meaningful outcomes for the people it works alongside as part of its ongoing focus to support people to be as independent as possible. The Charity is now able to evidence the impact it has in reducing cost to the public purse over time.

The independently chaired Scrutiny Panel created in 2018 continues to ensure that appropriate attention is given to the ongoing safety and development of the people supported who display "risky" behaviours, the people who provide support and the wider community. The panel's oversight and scrutiny provides a further level of assurance as to the work of Waymarks.

Waymarks Limited

Directors' Report

Year ended 31 March 2019

Structure, Governance and Management

Reference and Administrative Details

Waymarks was incorporated on 20 July 2009 as a company limited by guarantee (company no. 6967283) and was registered as a charity (no. 1133664) on 21 January 2010. Waymarks is an operating company within the Dimensions (UK) Group.

Recruitment of New Board Members

New board members are recruited on an ad-hoc basis when a need for new board members is identified. Interested parties are required to write to the Company Secretary and the Group Director of People and Organisational Development, attaching a full CV and a supporting statement, along with details of two referees. For particular posts an agency is used to headhunt suitable candidates.

The recruitment process includes informal meetings with members of the Group Executive Team, visits to services and panel interviews. The Board seeks to attract a diverse range of membership in terms of interest, culture and background, most appropriately reflecting the richness and diversity of the communities served by the Charity.

Training for Board members

Board members are able to attend appropriate training at the expense of the Charity to help them fulfil their Board role most effectively.

Employee Involvement

All employees receive regular one-to-one supervision meetings and annual appraisals with their line manager. There are also regular team meetings, service management meetings and senior team meetings.

Employee views are gathered and collated through these various media, and contribute to service improvement plans to ensure that the teams are constantly moving forward. These plans, in turn, contribute to the organisation's business plan.

Executive Pay and remuneration

Executive pay levels are established in line with the Remuneration Strategy which provides for pay to be set in the context of the relevant external market with external benchmarking being undertaken by an independent external organisation. Salary multiples between pay at the top and bottom of the Charity are regularly monitored and are taken into consideration when setting pay.

Waymarks Limited

Directors' Report

Year ended 31 March 2019

Board meetings

The trustees who served on the Board are set out on page 2.

The directors of the parent were appointed as trustees of the Charity on 9th July 2018.

The Board met on seven occasions in the period. The attendance of trustees at meetings of the Board during the year ended 31 March 2019 is detailed below:

Trustee	Board meetings Attended
Kevin Lewis	7/7
Jackie Fletcher	2/2
Martin Boniface	1/2
Alex Acostas Armas	1/2
John Lish	2/2
Andrew Britton	0/2
Anne Barnard	6/7
Helen Baker	1/1
Nick Baldwin CBE	4/4
Calum Mercer	5/5
Christine Cryne	5/5
Delyth Lloyd Evans	5/5
Gordon Lyle	4/5
Nick Turner	4/5
Sherry Malik	5/5

The Memorandum and Articles of Association give the trustees the power to invest any monies of the Charity not immediately required for its purposes in or upon such investments, securities or property as may be thought fit, and to lend any such monies to other charitable bodies having objects altogether or in part similar to those of Waymarks.

The Group Board (Dimensions (UK) Limited) and its committees provided support to the Board of Waymarks to fulfil a number of its responsibilities. At the time of the approval of these financial statements the principal committees of Dimensions impacting on Waymarks were as follows:

<u>Committee</u>	<u>Purpose</u>
Group Audit	To provide assurance on the adequacy of internal control.
Human Resources	To take a corporate overview of Dimensions HR strategy, ensuring effective contribution to organisational performance.
Quality and Practice	To consider matters relating to the quality of services provided.
Finance and Resources	To review the financial performance.
Development	To look at business development, mergers and acquisitions.
Remuneration committee	To recommend a framework for remuneration and performance of the Group Executive Team.
Safeguarding Panel	To ensure people we support live safely and without fear of abuse.

Waymarks Limited

Directors' Report

Year ended 31 March 2019

Modern Slavery and Human Trafficking Statement

Waymarks is committed to preventing modern slavery in its corporate activities and supply chains. The Group's full statement can be found on the Dimensions website at www.dimensions-uk.org.

Financial Review

Trading income of £4,593,000 (2018: £4,301,000) was offset by staff costs, management costs and professional fees of £4,400,000 (2018: £4,288,000), which resulted in net income of £193,000 (2018: £13,000) before exceptional items.

At 31 March 2019 the Charity had a cash balance of £601,000 (2018: £720,000) and unrestricted funds of negative £535,000 (2018: negative £728,000).

Waymarks continues to increase its turnover year on year although has started to see people supported move away from the niche support that it provides as outcomes are met. In this phase of the Charity's development, and with the ongoing support of the Charity's parent, the trustees are confident that the Charity will achieve the sustainable growth that it needs.

Financial Support

The Board of Dimensions (UK) Limited has confirmed that it will provide financial and management support to Waymarks to enable it to meet its commitments. In addition, Dimensions (UK) Limited and its other subsidiaries will not seek repayment of any balances owed if such an act would reduce the ability of Waymarks to meet any other financial commitments.

Incoming Resources

Funding comes from the public sector for the provision of care and support, the design of individual services and from the provision of training. Primarily this is through individual contracts rather than framework agreements. Packages are often jointly funded by the National Health Service (NHS) and local authorities. This approach is one which is set through the national policy which drives our work.

Outgoing Resources

Employees are the largest and most important resource that Waymarks has at its disposal. In 2018/19, all staff costs relate to the provision of care and support to individuals, the development of individual service plans for individuals and the provision of training. Support functions are provided by the parent, Dimensions (UK) Limited.

Waymarks Limited

Directors' Report

Year ended 31 March 2019

Statement of Trustees' Responsibilities in Respect of the Trustees' Annual Report and the Financial Statements

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law they have are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the excess of income over expenditure for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements 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;
- assess the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Public Benefit

The Charities Act 2011 requires Waymarks to demonstrate that it is delivering identifiable benefit or benefits to the public or a section of the public. This annual report includes content that describes the work of Waymarks. The trustees believe that this work supports the objectives of the Charity and clearly delivers benefit to the people it supports and to the wider community. The majority of the funding for Waymarks' services comes from local authorities, which may require beneficiaries to contribute to their support, although this is always affordable within their level of savings/income. Access to Waymarks' services is therefore based on an assessment of need and nobody is excluded on financial grounds.

The trustees consider that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission.

Waymarks Limited

Directors' Report

Year ended 31 March 2019

Provision of Information to Auditor

The trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the trustees has confirmed that they have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

The organisation's principal advisors are listed on page 2 of the Report and Financial Statements.

Risk Management

The Group Executive Team meets on a regular basis as a Risk Panel with the objective of ensuring that the risks that have been identified are reviewed periodically and managed appropriately. There is a specific risk register in place reviewed by the Waymarks Board. The Group Board also monitors the operation of the Risk Panel and approves the Group Risk Map which includes Waymarks. The Waymarks trustees confirm that suitable systems to evaluate risk have been established and that risks are managed in accordance with the Charity's policy on risk.

This work has identified that financial sustainability is the major financial risk for the Charity. A key element in the management of financial risk is a regular review of available liquid funds to settle debts as they fall due, and active management of trade debtors and creditors balances to ensure sufficient working capital by the Charity. This financial risk is however mitigated by the support given to the Charity by its parent, Dimensions UK. Financial risk is of particular note as the costs of critical factors such as available housing and recruitment impact on the capacity of the Charity in delivering the highly individualised package of support. A number of mitigating actions have been put in place including proactive reviews of all current individual contracts. The charity is not (on the whole) working within the constraints of local authority framework processes and the people Waymarks supports are a high priority within the current government policy agenda.

Attention has also been focussed on non-financial risks relating to the health and safety of the people we work alongside and the people we employ, particularly those who are lone-workers. These risks are managed by having robust policies and procedures in place, and regular awareness training for employees.

An independently chaired scrutiny panel oversees policy, practice and associated risk for people who display 'risky' behaviours and identified stakeholders. This includes an assessment of risks and controls with the support plans in place as well as monitoring accidents and incidents. The scrutiny panel advises the risk panel of organisational related risk.

Regulation and increasing monitoring against quality standards by a range of external stakeholders are key reputational risks, as is ensuring that we balance community safety with people's developing independence and confidence.

Capacity to identify and secure appropriate housing is rated highly as a risk to growth and responding to new service opportunities.

Reserves Policy

In the light of the £535,000 negative unrestricted funds, the Reserves Policy is to restore these unrestricted reserves to a positive position.

Waymarks Limited Directors' Report Year ended 31 March 2019

Moving Forward

In the year ahead, Waymarks will continue to focus on those operational areas in which it is already established. Waymarks has made a clear decision not to respond to development opportunities in geographically distant areas.

The Charity has a clear business plan in place for the year with essential tasks being led by named members of the leadership support team.

The Waymarks model continues to support the growth of the practice development team and the more localised operational team. Moving into 2019/20 there is a healthy pipeline already in place of people who meet Waymarks criteria for support and a national push to have discharge dates for individuals. The focus in 2019/20 will be on converting the business development pipeline into support contracts and negotiating appropriate rate uplifts with commissioners. As part of this we will want to reposition our offer in relation to housing through more access to social housing where possible for the people we work alongside.

Auditor

A resolution to re-appoint KPMG LLP was approved at the Board meeting on the 5 August 2019.

Approved by the Board of Trustees and signed on its behalf by:



Nick Baldwin CBE

Chair

Waymarks Limited
1430 Arlington Business Park
Theale
Reading
RG7 4SA

Independent Auditor's Report to the Members of Waymarks Limited

Opinion

We have audited the financial statements of Waymarks Limited ("the charitable company") for the year ended 31 March 2019 which comprise the Statement of Financial Activities, Balance Sheet, and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2019 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the charitable company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

The impact of uncertainties due to the UK exiting the European Union on our audit

Uncertainties related to the effects of Brexit are relevant to understanding our audit of the financial statements. All audits assess and challenge the reasonableness of estimates made by the directors and related disclosures, and the appropriateness of the going concern basis of preparation of the financial statements. All of these depend on assessments of the future economic environment and the group's future prospects and performance.

Brexit is one of the most significant economic events for the UK, and at the date of this report its effects are subject to unprecedented levels of uncertainty of outcomes, with the full range of possible effects unknown. We applied a standardised firm-wide approach in response to that uncertainty when assessing the group's future prospects and performance. However, no audit should be expected to predict the unknowable factors or all possible future implications for a company and this is particularly the case in relation to Brexit.

Going concern

The trustees have prepared the financial statements on the going concern basis as they do not intend to liquidate the charitable company or to cease its operations, and as they have concluded that the charitable company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least a year from the date of approval of the financial statements. In our evaluation of the trustees' conclusions, we considered the inherent risks to the charitable company's business model, including the impact of Brexit, and analysed how those risks might affect the charitable company's financial resources or ability to continue operations over the going concern period. We have nothing to report in these respects.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this auditor's report is not a guarantee that the charitable company will continue in operation.

Trustees' report

The trustees are responsible for the Trustees' Report. Our opinion on the financial statements does not cover that report and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the trustees' report and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the Trustees' Report;
- in our opinion the information given in that report for the financial year is consistent with the financial statements; and
- in our opinion that report has been prepared in accordance with the Companies Act 2006.

Independent Auditor's Report to the Members of Waymarks Limited (continued)

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- the charitable company has not kept adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the 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; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a strategic report.

We have nothing to report in these respects.

Trustees' responsibilities

As explained more fully in their statement set out on page 6, the trustees (who are also the trustees 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; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

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 our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.¹

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.



Jonathan Brown (Senior Statutory Auditor)
for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants

Arlington Business Park

Theale

Reading

RG7 4SD

Date: 13 August 2019

Waymarks Limited
Statement of Financial Activities
(including Income and Expenditure Account and Statement of
Total Recognised Gains and Losses)
For the year ended 31 March 2019

	<i>Note</i>	Total funds 2019 £'000	Total funds 2018 £'000
Incoming resources			
Income from donations and legacies	2	-	320
Incoming resources from charitable activities:			
Provision of person centred support			
Fees for support services	3	4,593	3,981
		<u>4,593</u>	<u>4,301</u>
Total incoming resources		4,593	4,301
Resources expended			
Charitable activities:			
Provision of person centred support	4	4,400	4,288
		<u>4,400</u>	<u>4,288</u>
Total resources expended		4,400	4,288
Net income for the year before exceptional items		<u>193</u>	<u>13</u>
Net income for the year after exceptional items		193	13
Reconciliation of funds			
Fund balances brought forward		<u>(728)</u>	<u>(741)</u>
Fund balances at 31 March		(535)	(728)

The figures above relate to continuing activities and are all general unrestricted.

The accompanying notes form part of these financial statements.

Waymarks Limited
Balance Sheet
As at 31 March 2019
Company Number: 6967283

	<i>Note</i>	2019 £'000	2018 £'000
Fixed Assets			
Tangible assets	<i>9</i>	2	11
Total fixed assets		<u>2</u>	<u>11</u>
Current assets			
Debtors	<i>10</i>	558	410
Cash at bank and in hand		601	720
Total current assets		<u>1,159</u>	<u>1,130</u>
Liabilities			
Creditors: amounts falling due within one year	<i>11</i>	(563)	(522)
Net current liabilities		<u>596</u>	<u>608</u>
Total assets less current liabilities			
Creditors: amounts falling due after more than one year	<i>13</i>	(1,098)	(1,339)
Provisions for liabilities	<i>14</i>	(35)	(8)
Total net liabilities		<u>(535)</u>	<u>(728)</u>
The funds of the charity			
General unrestricted funds	<i>16</i>	(535)	(728)
Total charity funds	<i>16</i>	<u>(535)</u>	<u>(728)</u>

The accompanying notes form part of these financial statements.

The financial statements were approved by the trustees and authorised for issue on 5 August 2019 and signed on their behalf by:


 N Baldwin CBE
 Chair


 J Fletcher
 Company Secretary

Waymarks Limited

Notes to the Financial Statements

For the year ended 31 March 2019

1 Accounting Policies

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) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Waymarks meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Notwithstanding net liabilities of £535,000 as at 31 March 2019, the financial statements have been prepared on a going concern basis which the directors consider to be appropriate for the following reasons. The trustees have prepared cash flow forecasts for a period of 12 months from the date of approval of these financial statements which indicate that, taking account of reasonably possible downsides, the company will have sufficient funds, through funding from its parent association, Dimensions (UK) Limited, to meet its liabilities as they fall due for that period. Those forecasts are dependent on Dimensions (UK) providing financial support during that period. Dimensions (UK) has indicated its intention to continue to make available such funds as are needed by the company for the period covered by the forecasts. As with any company placing reliance on other group entities for financial support, the directors acknowledge that there can be no certainty that this support will continue although, at the date of approval of these financial statements, they have no reason to believe that it will not do so.

Consequently, the directors are confident that the company will have sufficient funds to continue to meet its liabilities as they fall due for at least 19 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

Income recognition

Fees for support services

Fees for support services represent care charges receivable from local authorities and the NHS for services provided in the year by Waymarks. Care charges and revenue grants from local authorities for the design of individual services and the provision of training are recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income received in advance for the provision of specified services is deferred until the criteria for income recognition are met (see note 12).

Expenditure

All expenditure, other than that which has been capitalised, is charged against income on an accruals basis. Expenditure includes VAT which cannot be recovered and is reported as part of the expenditure to which the VAT relates.

Governance costs relate to the costs of running the Charity as a statutory body and include audit fees, certain legal and professional fees, and the costs of trustee and member meetings. No support costs are allocated to governance costs as any allocation would be immaterial.

Waymarks Limited

Notes to the Financial Statements

For the year ended 31 March 2019

Pensions

The Charity operates defined contribution pension schemes. The costs under these schemes are charged to the income and expenditure account as incurred.

Operating leases

Under section 20 of FRS 102, the Charity classifies the lease of properties and vehicles as operating leases; the title to the properties and vehicles remains with the lessor. The property leases are for one year or less, whilst the economic life of such properties is normally sixty years.

Rental charges are charged on a straight line basis over the term of the lease.

Fixed assets and depreciation

All assets are stated at cost. Assets having a value below £1,000 are not capitalised, but are expensed through the income and expenditure account.

Depreciation of tangible fixed assets is charged on a straight-line basis in annual instalments commencing from the date of acquisition, over an expected useful life which has been estimated to write off their cost less any residual value as follows:

Motor vehicle	4 years
Fixtures, fittings and office equipment	2-3 years

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

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.

Statement of cash flows

Waymarks has taken advantage of the disclosure exemption granted to small entities by FRS 102 and accordingly no statement of cash flows has been produced. The cash flow of the Charity is included within the group cash flow in the statutory accounts of its parent, Dimensions UK, and further details on how to view these accounts can be found in note 20 of these accounts.

2	Income from donations and legacies	2019	2018
		£'000	£'000
	Income from donations	-	320
		<hr/>	<hr/>
		-	320
		<hr/>	<hr/>

Waymarks Limited
Notes to the Financial Statements
For the year ended 31 March 2019

3 Provision of Person Centred Support – Analysis of Income	2019 £'000	2018 £'000
<i>Fees for support services</i>		
Rent	320	313
Income from support services	4,273	3,668
	<u>4,593</u>	<u>3,981</u>

4 Provision of Person Centred Support	2019 £'000	2018 £'000
Analysis of Expenditure		
<i>Direct costs</i>		
Support costs (note 5)	3,444	3,466
Occupancy costs	447	385
Other costs	493	420
Depreciation	1	4
Governance costs (note 6)	15	13
	<u>4,400</u>	<u>4,288</u>

5 Provision of Person Centred Support	2019 £'000	2018 £'000
Analysis of Support Costs (note 4)		
Wages and salaries	3,038	3,045
Staff training	67	102
Social security costs	281	280
Employer's contribution to defined contribution pension schemes	58	39
	<u>3,444</u>	<u>3,466</u>

Included in wages and salaries costs are redundancy payments totalling £6,000 (2018: £30,000).

6 Governance Costs	2019 £'000	2018 £'000
Meetings	9	9
Legal and profession fees	5	3
Auditor's remuneration	1	1
	<u>15</u>	<u>13</u>

None of the trustees (or any persons connected with them) received any remuneration during the year. No trustees were reimbursed for any expenses (2018: £2k). No charity trustee received payment for professional or other services supplied to the charity (2018: £nil).

Waymarks Limited
Notes to the Financial Statements
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The Managing Director, who left the organisation in February 2019, was the highest paid employee during the year. The emoluments paid or payable to the Managing Director (excluding pension contributions but including benefits in kind) were:

	2019 £'000	2018 £'000
Emoluments	72	77

The pension contributions paid by the Charity for the Managing Director were £6,000 (2018: £6,000).

7 Net Expenditure for the Period	2019 £'000	2018 £'000
This is stated after charging:		
Operating leases – land and buildings	292	243
Operating leases - vehicles	35	22
Depreciation	7	4
Auditor's remuneration:- audit of these financial statements	1	1

8 Average Number of Employees	2019 Number Headcount	2019 Number *FTE	2018 Number Headcount	2018 Number *FTE
Staff directly providing person-centred support	112	99	114	102
Administrative staff	10	9	8	8
	<u>122</u>	<u>108</u>	<u>122</u>	<u>110</u>

*FTE: Full Time Equivalent.

Remuneration of staff (including taxable benefit in kind, excluding employer's pension contribution) exceeding £60,000 in the year is in the following bands:

	2019 Number	2018 Number
£80,000 to £89,999	-	1
£70,000 to £79,999	1	1

Waymarks Limited
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9 Tangible Fixed Assets

	Fixtures, fittings and office equipment £'000	Motor Vehicle £'000	Total £'000
Cost			
At 1 April 2018	3	14	17
Additions	3	-	3
Disposals	-	(14)	(14)
At 31 March 2019	6	-	6
Depreciation			
At 1 April 2018	1	5	6
Charge for the year	3	4	7
Disposals	-	(9)	(9)
At 31 March 2019	4	-	4
Net Book Value			
At 31 March 2019	2	-	2
At 31 March 2018	2	9	11

10 Debtors

	2019 £'000	2018 £'000
Trade debtors	445	235
Prepayments and accrued income	113	175
	558	410

11 Creditors: amounts falling due within one year

	2019 £'000	2018 £'000
Trade creditors	-	1
Other creditors	156	115
Accruals	1	97
Deferred income (note 12)	94	1
Taxation and social security	62	58
Amounts owed to group and associated undertakings	250	250
	563	522

Waymarks Limited
Notes to the Financial Statements
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12 Deferred Income

Deferred income comprises advance billing for services which ended after the reporting date. The portion of the invoice relating to the next reporting period has been deferred and released in the period in which the service has been delivered.

	£'000
Balance as at 1 April 2018	1
Amount released to income earned from charitable activities	(1)
Amount deferred in year	94
	<hr/>
Balance as at 31 March 2019 (note 11)	94

13 Creditors: amounts falling due after more than one year

	2019 £'000	2018 £'000
Amounts owed to group and associated undertakings	1,098	1,339
	<hr/>	<hr/>
	1,098	1,339
	<hr/>	<hr/>

14 Provisions for Liabilities

Income has been provided against where applicable. New provisions have been added relating to disputed support hours and property costs on services that have been delayed. These outflows are expected to be incurred in the next financial year.

	£'000
At 1 April 2018	8
Additions	27
	<hr/>
At 31 March 2019	35

15 Share Capital – Non Equity

The Charity, which is incorporated under the Companies Act 2006, is limited by guarantee and as such has no share capital. The liability of each member is limited to £1, being the amount guaranteed.

16 Unrestricted Funds

	£'000
At 1 April 2018	(728)
Surplus for the year	193
	<hr/>
At 31 March 2019	(535)

Waymarks Limited

Notes to the Financial Statements

For the year ended 31 March 2019

17 Capital Commitments

As at 31 March 2019, the Charity had no capital commitments (2018: £nil)

18 Commitments under Operating Leases

The total of future minimum lease payments under non-cancellable operating leases for each of the following periods are as follows:

	Land & buildings		Vehicles	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Due in:				
Not later than one year	64	65	13	19
Later than one year and not later than five years	-	-	-	7
	<u>64</u>	<u>65</u>	<u>13</u>	<u>26</u>

19 Related Parties

Dimensions UK, the parent of the Charity, has apportioned and charged £350,000 (2018: £248,000) of central overhead costs to Waymarks during the year. These are apportioned based on the total direct costs of providing social housing and other activities in each entity within the Group. At 31 March 2019 the Charity owed Dimensions UK £1,348,000 (2018: £1,589,000) for recharged central overhead costs. The intercompany balance is to be settled as soon as Waymarks has the available cash to do so (£250k of which is expected to be in the next financial period).

Dimensions UK has supported the son of Martin Boniface, a Board member, during the year via the supported living scheme. There has been no financial transaction between the two parties during the year for the support given as this was funded by the South Worcestershire Clinical Commissioning Group.

There are no other related party transactions or outstanding balances during the year (2018: £nil).

20 Controlling Party

Waymarks' parent association and controlling party is Dimensions (UK) Limited, a charitable registered society under the Co-operative and Community Benefit Societies Act 2014 registered number 31192R.

The principal purpose and activities of Dimensions (UK) Limited and its subsidiaries is the provision of person-centred support packages, with housing, for people with learning disabilities and autism.

The public can obtain the consolidated accounts of Dimensions (UK) Limited that include the Charity's accounts via the website www.dimensions-uk.org or by writing to the registered office address on page 2 of this report.

21 Off-Balance Sheet Arrangements

Waymarks, along with the other entities in the Dimensions Group, became party to a £10m Revolving Credit Facility with HSBC plc on 7 April 2017, whereby the liabilities to HSBC of each of the entities within the Dimensions Group are cross guaranteed by the others.