



# Annual Report

For the year ended 31st March 2023

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# Welcome

## Welcome from the Chair of the Board and Chief Executive

In April 2022 the Board of Trustees launched the charity's Brilliant Basics Strategy as a direct response to the ever-changing environment and with an aim to create the opportunity for staff and people supported to be their best selves every day.

As a charity we want to create clarity about who we are and what we stand for in 2022-2024 and beyond. Our Brilliant Basics Strategy enables us to do that. The plan focuses on building strong foundations for a successful future as we emerge from the significant disruption of the global pandemic. The plan is about working together with our staff, people supported, families and partners to make sure that our basics are done brilliantly.

We celebrate the commitment, skills and resilience of our staff across the charity through 2022-23. Without them those that we support would not have access to a life of opportunity, co-produced and choice based.

Within a continuously changing environment and with refreshed leadership at the Trust, we recognise that, as an ambitious and progressive organisation, it is essential that we build our future on strong and stable foundations as we emerge from the pandemic.

We want to ensure that we are resilient, continue to be financially sound and well-governed. We want to be proud of the way that we provide innovative support to people with disabilities both within a land and enterprise-based care model as well as within our urban settings and through our commitment to Shared Lives.



Chief Executive  
Sara Thakkar



Chair of the Board  
Michael Nutt



Kane at Larchfield received an award from Cleveland Police for his artwork.



Nominated in four categories at Learning Disability Awards 2022.



# Our Objects

Camphill Village Trust's objects, contained in the company's Memorandum of Association (which were first adopted in this format in 2012) are: "for the public benefit, to relieve sickness, promote good health, provide care to and advance the education and training of people with a disability (whether mental or physical), the young, the old, or people otherwise in need, in accordance with the principles of Dr Rudolf Steiner (as summarised in the Appendix to this Memorandum), particularly (without limitation) by the establishment and maintenance of communities in the form of villages, residential houses, day centres, kindergartens, schools, colleges or other types of social and/or educational community, in which they otherwise resort in community with persons providing support."

## Our vision

To see more people with learning and other disabilities lead a life of opportunity.  
**What does this mean for us all?**  
We want to inspire, support and value adults with learning disabilities to live safe, well and fulfilled lives in supported communities.

## Our mission

To empower the people we support to lead more connected and fulfilled lives and make informed life choices through a culture of co-production and partnership.



*We want to focus on enabling people with a learning disability to lead healthy, active and fulfilled lives through well informed life choices developed within our culture of co-production, advocacy and education.*

# Our values

## Building connections

Like the regional forums that bring together community members from around the country, giving them the opportunity to share ideas, be heard, strengthen relationships and build new friendships.



## Enabling potential

Like Claire starting work as an intern at the Co-op Hertfordshire where she is gaining new customer experience skills. Or Harriet working at the local pet shop in Newham two days per week.



## Promoting purpose

Like the weekly healthy eating workshops run at Croft Community. Or Sophie taking up badminton to manage her diabetes. Or the Botton Braves taking part in the Inter Care Home and Supported Living Summer Olympics and winning the bronze medal. All keeping healthy and active.



## Environmental respect

Like the fifteen green initiatives pitched by our community members to get the support of the Dragons' Dell – from a clothes swap shop at Delrow, a pop bottle greenhouse at Stourbridge, to a composting project between Croft and local schools in Malton.



## Social impact

Like the Delrow Kindness Crew who completed the construction of a musical wall for the local primary school where they volunteer every Friday afternoon to help pupils with activities and gardening. Or Botton community members who celebrated Earth Day volunteering at Danby Station, painting planters and planting seeds.



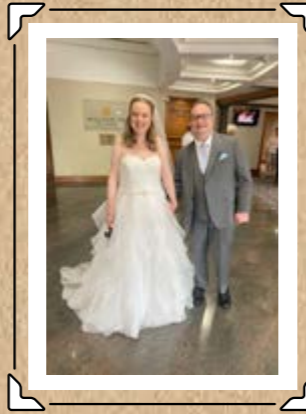
# Our year

## April



Laura and Ian at Taurus Crafts prepped Severn Zero for opening day. Meanwhile, Mark had a fantastic debut volunteering with North Yorkshire Police at Croft. And Alex's Mainsgill Farmshop visit was topped by a Shetland pony petting moment.

## May



May 14th marked a special day as Andrew and Karen tied the knot after a postponed wedding due to lockdown. Meanwhile, animal lover Debbie swam an incredible 400 lengths to support SARA Animal Rescue.



## June



Our communities marked the Queen's Platinum Jubilee with various parties. Andrew was hard at work decorating Larchfield!



## July



"Fireman" Joe welcomed Cleveland Fire Brigade to Larchfield, eager to learn fire prevention tips. At Delrow and St Albans, residents united for Festover - a first taste of music festivals and camping for many!



## August



Big congrats to Ollie from St Albans for achieving his DI Driving Test - well done! Over at Croft, fifteen community members had a blast on a guided tour of Leeds United Football Club. And in Botton, the Garden Team had a great time visiting the Steam and Moorland Garden & Machinery Centre.



## September



Train enthusiasts Andrew and Geoffrey had a dream journey on the Orient Express Pullman, from Gloucester to Paignton. Meanwhile, David had a fantastic day organising the Sports Day at Gloucestershire Communities. Plus, Cancer Research received a boost with Steph from Larchfield, completing a 4k run and raising an impressive £256 for them!



## November

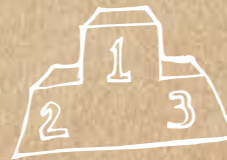


Botton community members planted 2,000 bulbs in preparation for spring. Meanwhile, at Stourbridge, Daniel beamed with joy as he got the keys to his new flat. And Kane's artistic talent shone as his artwork got featured on Cleveland Police's new community engagement van.

## October



After acing her AQA in Animal Care & Horticulture, Zoe's now volunteering at Ashfield Garden. Meanwhile, the Botton Braves clinched the bronze at the Inter Care Home and Supported Living Summer Olympics. And let's not forget about Suzette, the Beatles fan, who struck a pose at Penny Lane during her visit to Liverpool!



## December

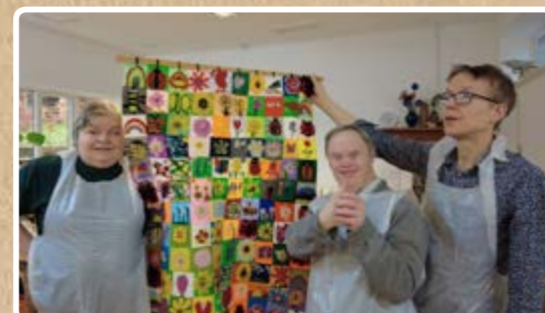


Lucy's triumph shone bright as she secured 4 gold & 2 silver medals at the Down Syndrome Swimming GB. While at Croft, community members wowed the audience with their magical twist of "The Elves and the Shoemaker"



## January

Croft community united, crafting a lovely felted wall hanging. Over at Taurus Crafts, Abbie and Susie proudly got their hospitality AQA certificates at Severnside Skills' launch ceremony. Plus, Botton's Karate Club celebrated Alfie joining as their 20th licensed student.



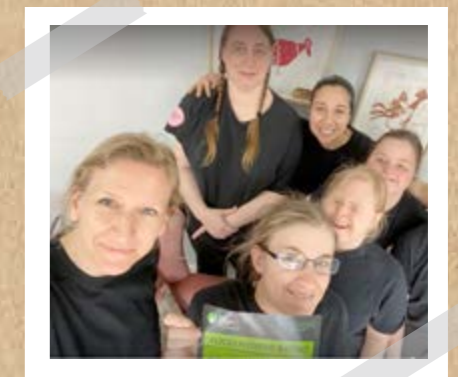
## February



Adam was shattered but happy after helping loading containers of chairs and desks to be send to a school in Gambia. In Stourbridge, the community had a warm welcome for Suzanne Webb MP. Plus, the Delrow and St Albans "Players" spread smiles with their charming performance of "Dick Whittington and His Cat."



## March



What a perfect way to celebrate International Women's Day - by honoring our incredible female community members!



# Strategic focus

## 1. Our Supported Living Services

Co-produced good quality, safe and inclusive services. Outcome-focused enterprise and Life of Opportunity activities. Safe and effective housing that has a focus on continuous improvement.

## 2. Our Homes & Environment

Clear recognition that we are a supported homes provider not just a support provider. Knowledge that the quality of people's home environment makes a difference to their wellbeing, and the need for a rolling programme to refurbish and refresh the homes of people we support to reflect changing needs and an aging population. A focus on the natural environment and its benefits for beneficiaries and sustainability.

## 3. Our People

The people working for the Trust are happy and well-equipped to do a great job. A People Strategy that will reflect the role all our people play in achieving the charity's outcomes. A re-focus on quality, health, and wellbeing. The resource to deliver against our values and objectives. Embracing the opportunities offered by technology and use it to support everyone to work more efficiently.

## Brilliant Basics - Building strong foundations for a successful future

In April 2022 we launched our two-year Brilliant Basics Strategy as a direct response to the changing environment. Within the strategy we recognised six high level intents:

## 6. Our Engagement

A continued focus on improving efficiencies and effectiveness within fundraising activities to build a secure future for voluntary income. Volunteers will add value to our services and improve our long-term viability.

## 5. Our Engagement

Better celebration of the achievements of the people we support and the people we employ. Stronger focus on stakeholder relationships in a way that adds value to our social purpose.

## 4. Being a resilient and sustainable business

Develop financial operations, management, and strategic thinking throughout the charity. Our Information and Communication Technology (ICT) strengthened so it is resilient and aligned to strategic delivery. Brilliant governance which is appropriate and supports service delivery with assurance to stakeholders.

## Our progress and achievements:

All Trust charitable activities focus on the people we support and are undertaken to further Camphill Village Trust's charitable purposes for the public benefit.

- Undertook a 100% Stock Condition Survey to inform its long-term repairs, investment, and refurbishment priorities.
- Maintained a focus on health and safety compliance resulting in strong performance, improved monitoring and reporting and a significant increase in resource to oversee a complex and diverse range of safety requirements.
- Undertook an independent review of safeguarding practice across the Trust, strengthening the role of the Quality and People Committee, developing a positive action plan for continuous improvement.
- Completed "theory of change" reviews of key services, enterprise, day opportunities, Therapeutic activities, and supported living services. The work will help to better define our target operating model and quality assurance frameworks.
- Launched our first training academy delivering AQA accredited training programmes for adults with learning disability, mental health problems, and autism, offering both classroom learning and vocational experience.
- Aimed to improve our regular and proactive engagement with families and carers through increased communications locally and strategically but know that we still have more work to build clear and meaningful engagement at a local level.
- Worked cross-organisationally to create the business case for ICT replacement applications that are fit for future, drive continuous improvement, and add value to the mission of the Trust for implementation 2023/24.
- Continued meaningful co-production and community development projects and worked hard to maintain our fundraising contributions.
- Continued the review of employee pay and conditions and building a strong people team to support business priorities.
- Continued to review and update the governance of the Trust, developing refreshed terms of reference, improving board succession planning, reviewing board performance, and shaping board appraisals.
- Re-structured the senior management team to better reflect our commitment to the quality of homes and natural environment and re-focus priorities to ensure we delivered our role of landlord as well as supported living provider.



Abi and Susie were among the first recruits to Severnside Skills. At the official opening ceremony in January 2023 they were delighted to receive their AQA certificates for completing their Health and Safety course.

Abi says "I felt very proud on the day because I got my first certificate in basic health and safety in the workplace, it was great to be mentored by professional peers. I'm excited as I look forward to progressing more and I felt that the course allows the outcomes to be achievable and accessible."



Oliver's big dream is to have a job cooking for people. Together with other four trainees, Oliver is doing a year-long course to gain his AQA qualification in Catering. Learning with Severnside Skills suits Oliver's need for familiarity and helps him not to get anxious. Twice a week Oliver helps making the daily special for Taurus Café. He is learning a lot about how to work in a main kitchen and seeing his food going out and getting first hand feedback from real customers.

### Financial

To succeed financially we must be able to prove a resilient and sustainable operating business. Showing clear Return on Investment (ROI) against capital and income expenditure and demonstrating responsible and accountable financial disciplines. Performing against reported KPI metrics to our stakeholders that demonstrate responsible financial stewardship.

### Customers and Stakeholders

To meet our service obligations to the people we serve, we must be able to demonstrate the efficiency, quality and user centricity of our service provision and ensure the delivery of our operating model is proven to meet the needs of the people we serve, their sponsors and our regulators.

## Measuring our performance

The board of trustees agrees the Key Performance Indicators (KPI's) for the charity as part of regular annual review. The KPI's are linked to the four key areas of performance financial, customers and stakeholders, operations, and people capability.

### People Capability

To deliver our goals we must prove how we will effectively acquire, engage, retain, and develop our people capability in a way that sustains our ambitions to change and improve, while demonstrating effective ROT for money invested into this quadrant.

In 2023/24 the results of an independent staff survey will help the board agree the target for engagement across the Trust.

### Operations

Keeping people safe is the primary focus for the charity. The charity operates in a complex set of markets; assets, food preparation, farming and supported living/care and people. Safety priorities are tracked monthly and reported through committees and board.

## Co-production at the heart of what we do

A commitment to co-production continues to underpin all our work to support the Trust's goal to empowering the people we support to lead more connected, fulfilled lives and make informed life choices through a culture of co-production and partnership.

Our Life of Opportunity Reviewers, a team of nine community members employed by the Trust, have completed 24 reviews, visiting communities other than their own and meeting 96 people to assess how well the people living there are able to lead a life of opportunity using our IOI Statements as a benchmark. The lived experience and understanding which our reviewers bring to their work have enabled them to gain a unique insight. As Nicki, one of the reviewers explains:

**WE HAVE A CHECKLIST OF THINGS WE'RE LOOKING FOR IN REVIEWS. AND BECAUSE I'M LIVING THE SAME LIFE, IT'S EASIER FOR ME TO ASK PEOPLE HOW THEY FEEL. YOU DON'T WANT PEOPLE JUST TICKING BOXES, TREATING YOU AS SOMEONE WHO 'NEEDS CARE'. YOU WANT TO BE TREATED AS AN EQUAL.'**

One notable outcome resulting from review recommendations involved the co-development of 'Keeping Me Safe' workshops which were then made available to all people we support.

In total there were 724 facilitated co-production meetings. One Trust wide project group co-developed a kitbag of resources to support people with complex communication needs to enable them to fully participate in co-production activity.

The 'My Life' survey was completed by 195 people; the results were fed back via facilitated sessions where suggested actions were collated and shared within communities and with the executive and quality committee.

The regional forums have grown in participation as the impact of Covid has reduced. The forums in Autumn and Spring had a focus on the environment. This culminated in 'Dragons' Dell' events in which 15 groups pitched their ideas for projects aimed at enhancing our green credentials. In total 455 people attended the 9 regional forums.



Partner events were held in Gloucestershire and at Larchfield. The aim was to celebrate our achievements and further develop stakeholder collaborations for the benefit of all. One development was a collaboration with NHS services to co-develop health and wellbeing resources for the benefit of the people we support.

# Fundraising update

Gifts and donations are vital in enabling our community members to lead a life of opportunity. This year, more than ever, we extend our heartfelt thanks to our generous supporters who have supported our appeals. Despite soaring utility bills and an unprecedented cost-of-living crisis, the average gift amount to our winter appeal was £61. We received 64,641 donations during the year, along with many gifts of time and skill from volunteers, organisations and community groups. Gifts in Wills continue to make a vital difference; we received 146 legacies in the last year, including one for £2 million.

Donations and fundraised income help us to cover the full costs of providing our programme of day opportunities, where there is a gap between the funding provided by care commissioners (local authorities) and the full cost of providing our services. Charitable income is also used to fund our co-production work, enabling people to take control of their own life of opportunity and have their say in how our communities are run.

Capital expenditure on new homes and building projects is another area which benefits from charitable income. Generous supporters contributed over £85,000 to our Grange Village fundraising appeal in 2021, and in 2022 we were able to redevelop two new self-contained flats to people who were ready to become more independent.

'Our new resident is a young woman who's taking the big step of moving out of her family home for the first time. She and her family think that moving to Grange Village will offer her the independence and new opportunities - within a safe and supportive environment. We're all looking forward to welcoming her to the community!' says Frank Markham, Acting General Manager at Grange Village.

In 2022 we began work on a new strategy to secure future voluntary income. We are proud of the high standards of donor care we have always provided, and which will continue to inform our direction of travel. However, with the number of active supporters declining we need to develop new approaches to wider audiences in a way which remains true to the values of our long-established fundraising team.

This year we were sad to say goodbye to Fran, who has been sending out newsletters and answering the phones at the Botton Village fundraising office since 1986. She's looking forward to a well-earned retirement and says: 'I've loved working for Camphill Village Trust - it's like a family.'

**WHEN I READ YOUR NEWSLETTER, IT ALL COMES ALIVE, THAT LOOK ON PEOPLE'S FACES WHEN THEY ACHIEVE SOMETHING THEY NEVER THOUGHT THEY COULD."**

Peter, supporter of 33 years.

## How we fundraise

As a member of the Fundraising Regulator, we are committed to ensuring that our fundraising takes place in line with the Code of Fundraising Practice. The Director of Fundraising and Marketing and the Head of Fundraising are both members of the Chartered Institute of Fundraising. Our fundraising has complied with the fundraising standards expected by these bodies. Our Supporter Care Team - who are the first point of call for any donations - received training on supporting vulnerable people.

We received one complaint relating to our fundraising and no complaints relating to our retail operation.

## What we do

- We send appeals, raffles and other requests for support to people signed up on our database.
- We give our supporters control over how many fundraising appeals they would like to receive from us each year.
- We approach grant giving trusts for their support.
- We give talks about our work and encourage local community groups, organisations and companies, who are often based close to our own communities, to support our work.
- We sell products made by our community members or inspired by their designs and ideas.
- We undertake research on our supporters to identify people who may be in a position to give a significant gift, and we may ask those people identified to consider making a transformative donation to our work. We inform people how to opt out of this research.
- We aim to inspire our supporters to donate by telling positive stories about how people with learning disabilities benefit from our services.

## What we don't do

- We don't work with third party fundraisers, asking them to fundraise on our behalf.
- We did not have any commercial participators fundraise for us during the year.
- We don't undertake any door to door fundraising or face to face street fundraising.
- We don't sell or lend our database of supporters to other charities or organisations.
- We do not make unsolicited calls or texts to our supporters. We don't fundraise in a way that feels intrusive, persistent or pressurises people into giving.



## Catherine is our Christmas cards star!

'We do the Christmas cards in art class. I did a card with baubles and greenery and candles and bells. I put the cards and envelopes in wrappers, then I seal them up and then I stick labels on them. We put 10 in each - nine in front and one behind.'

'I enjoy packing the cards. I find it relaxing. And it's interesting too.'



## Paul is already feeling right at home

THE WHOLE COMMUNITY IS JUST AMAZING, I LOVE EVERY MOMENT HERE, IT'S FANTASTIC! I HAVE MADE LOADS OF FRIENDS, AND EVERYONE MAKES ME FEEL SO WELCOME, THE STAFF ARE BRILLIANT TOO!



After helping at the Larchfield Community farm and garden for many years, Paul knew it was the place to be. So, when a flat in the community became available, he jumped at the chance!

'I've always wanted to live at Larchfield, ever since I first started coming here,' says Paul. 'I was offered the flat, and I was all packed up and ready – but then the pandemic happened!'

Lockdown meant that Paul's plans were put on hold, but after a frustrating wait, his move went ahead a year later than expected. Now he's settling in and couldn't be happier with his new home.

'The size of the flat is great, I have my own bedroom, a living room and a big kitchen,' Paul continues. 'I can do my cooking, and the staff look out for me, and help me with cleaning. They've been so supportive'

As well as being closer to his sessions at the farm, Paul has joined more of the regular activities at Larchfield Community. Paul never tried crafts before so he decided to give it a go and now attends the craft session on Tuesday afternoon. He has also joined the Voices of Larchfield group where he shares his thoughts with other community members. "I love getting involved!" says Paul.



## Colleagues who are happy and well equipped to do a great job

Trusted familiar support workers who go the extra mile play a vital role in empowering people with learning disabilities to enjoy a life of opportunity.

In July, members of our Delrow and St Albans Communities came together for our third annual Festover music festival.

The first Festover was held in 2019, at the request of Delrow Community members who had highlighted how music festivals and even camping could be inaccessible for people with disabilities.

Greg, who lives at Delrow Community, is a keen musician. Having a support worker who shares his passion means he can explore his interest and find new ways to express himself.

The Festover involved music and dancing into the night, and just before midnight everyone settled down around the campfire, before the final night owls wandered back to their tents at about 3am.

A night under the stars guarantees a hearty appetite. So from 7am next morning, the first early risers were heading to the café for bacon and egg sandwiches, before packing away the tents and stage for another year.

This year we had the fabulous sounds of the Delrow Choir and band, Ollie from St Albans Community, and many local bands too.

Community member Gemma says: 'It was absolutely brilliant, one of the best nights ever!'

I'VE PERFORMED AT EVENTS AT DELROW A FEW TIMES NOW – AT THE REGIONAL FORUM, AND THE DELROW FESTIVAL LAST YEAR,' SAYS GREG. 'I DO THE VOCALS, WITH MINE AND TEMI'S MUSIC IN THE BACKGROUND. TEMI'S ONE OF THE SUPPORT WORKERS AND HE HELPS ME A LOT. HE'S A MUSICIAN HIMSELF SO WE'VE GOT A LOT IN COMMON.'



# Our year in figures

455

People attended Regional Forums



195

People we support completed the annual My Life survey



64,641

Donations



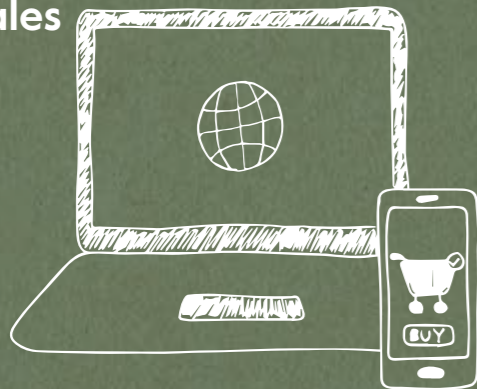
Largest single gift:

£30,000



£20,447

Online sales



800

Species of plants and animals live in our environment



£24,572

Direct marketing brochure sales



514 People supported by the Trust

415

People attended co-designed 'keeping safe' sessions



10,000

Litres rain water harvesting system installed



146

People left a legacy



Largest single legacy £2,000,000



100

New trees planted, and a 200m hedge



724

Co-production meetings



Life of Opportunity Reviewers spent time with

96

community members & Co-produced



24

Life of Opportunity review reports

# Structure, governance and management

The Camphill Village Trust Limited ("Camphill Village Trust") is a charitable company limited by guarantee, registered as a charity, and incorporated in England and Wales as The Camphill Village Trust Limited on 26 October 1954. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association. The last updates to the Articles of Association, incorporating the Memorandum of Association, were adopted by special resolution at a General Meeting on 22 December 2012.

## The Board of Trustees

The Board of Trustees (the members of which are also directors of the charitable company, under company law) comprises nine members, being the maximum permitted by the Memorandum and Articles. Full details of the trustees who held office during the period are set out on page 33 of this report.

All new trustees undertake an induction programme including a structured introduction to the charity, its founding philosophy as well as visits to communities. The focus is on ensuring we recruit a diverse board that have a range of skills and experience aligned to the strategic direction and purpose of the charity. Training and development sessions in key areas are facilitated annually and include safeguarding, health and safety and governance training.

All trustees are recruited through a robust and transparent process that involves our community members plus references are obtained and DBS checks completed.

Many of our board members have a personal or professional knowledge of the social care sector. They give their time voluntarily and receive no benefit from the charity in respect of their duties as trustees. Any expenses reclaimed from the Trust are set out in note 9 of the Financial Statements.

## Audit and Risk Committee

Provides focus and oversight in respect of the financial reporting processes, planning and budgeting compliance, corporate risk and internal controls.

## Investment and Innovation Committee

Following its governance review, the Board re-set priorities for its committees and by doing so set up a new Investment and Innovation Committee. The remit of the committee is to oversee the investment portfolio, advise and oversee matters of significant asset or ICT investment, fundraising and large change programmes. The inaugural meeting of the committee was Dec 2022.

## Ruth Fund Committee

Advises the board on matters of the discretionary grants in respect of the charity's former co-workers. It has delegated responsibility to administer the financial distributions approved by the board on a discretionary basis. Two trustees are members of this committee.

## Quality and People Committee

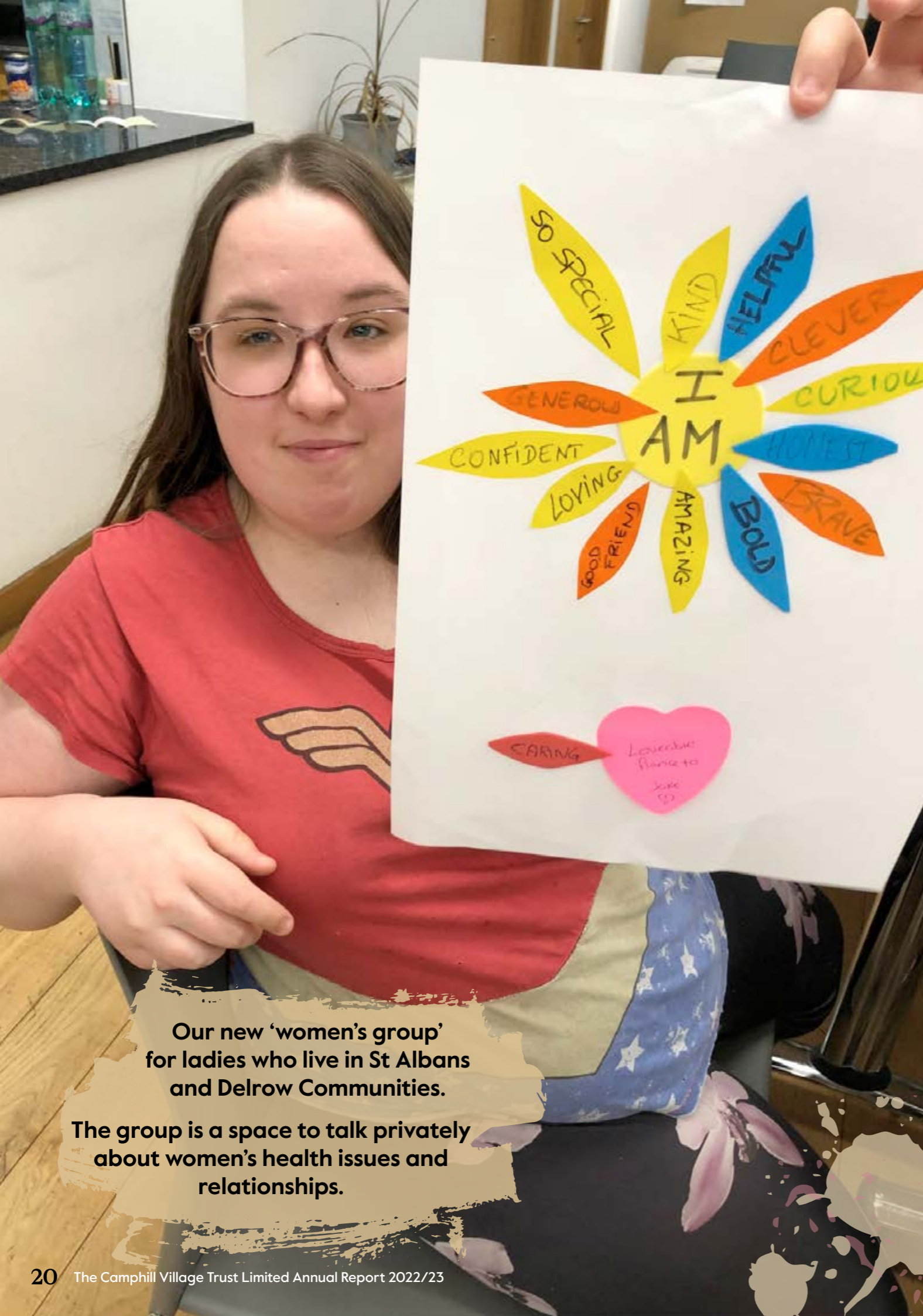
Reviews and monitors the quality of services delivered to people supported by the charity and oversight of the safeguarding practice. Promotes the delivery of best practice and organisational learning and receives updates from Life of Opportunity reviewers.

## Remuneration Committee

Oversees all matters relating to the recruitment, succession, appraisal and remuneration of the Chair, members of the board and the CEO. Reviews and advises on all matters in relation to the remuneration framework and Reward Strategy.

## Trustee duties

The trustees undertake the duties laid down in the charity's governing documents. As trustees, they fully acknowledge they are ultimately responsible for the governance of the charity and the protection of its assets. The board takes ultimate responsibility for the implementation of equal opportunities and health and safety within the Trust. To discharge these responsibilities, the formal board met regularly during the year, as well as holding additional, externally facilitated governance and strategy workshops. Meetings of the various board committees and other advisory groups in which trustees lead and participate were held regularly throughout the year at intervals commensurate with business needs.



**Our new 'women's group' for ladies who live in St Albans and Delrow Communities.**

**The group is a space to talk privately about women's health issues and relationships.**

The directors and trustees of Camphill Village Trust have complied with their duties regarding matters in section 172(l) of the Companies Act 2006 in the following:

### Long term plans

All key decisions that will have an impact on the long-term future of the charity are discussed at the relevant sub-committee and board. For major and long running projects, the board receives regular updates to ensure that there is appropriate oversight, and that appropriate action is taken where necessary.

### Strategic risks to the charity

The board, through the executive team, maintains a detailed risk register identifying principal risks and impact to the operation and stakeholders should certain scenarios transpire. A full review of risks associated with such key decisions and related mitigations in event of the occasioning of risks is conducted monthly by the executive team and quarterly by the Audit and Risk Committee in detail. Strategic risks are reviewed by each relevant committee and overseen by the Audit and Risk Committee.

### Investments

Investments are maintained to provide security of liquid resources and a return in line with risk. The funds are managed professionally by third party finance specialists and risk aversion is a factor for the trustees to review on a continual basis. Investment is only sanctioned in permitted activities and locations. The Trust is undertaking a review of its investment and cash management processes in 23/24 and will be approving an investment policy that makes best use of our cash reserves

### Public benefit

The trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2011, by referring to the Charity Commission's general guidance on public benefit when reviewing the aims and objectives of the charity and in planning its future activities. The trustees consider how all existing and planned activities will contribute to the aims and objectives set out in its governing documents.

### Membership policy

Camphill Village Trust exists to further its charitable aims, rather than to benefit its members. This policy aims to ensure that any changes to the membership of the Trust will benefit the charity, and the people it exists to support, now and in the future.

All membership application decisions ultimately lie with Camphill Village Trust's trustees. Decisions are made in accordance with the Trust's governing document (its Memorandum and Articles of Association) and any rules made by the charity trustees in accordance with the governing document, based on what is in the best interests of the charity.

On 31 March 2023, the charity had 472 (2022: 500), members. All members have full voting rights under the charity's Articles of Association. Each member guarantees to contribute an amount not exceeding £1 to the assets of the charitable company in the event of a winding up.

Rules relating to membership are at the discretion of the trustees, including the admission of new members and removal of members in accordance with the relevant paragraphs of the charity's Articles of Association.

### Remuneration policy for key management personnel

The trustees regard the executive management team as its key management personnel in the context of the Charities SORP (FRS102).

The charity, led by its trustees, aims to ensure that its key personnel are of suitable quality and have the necessary commitment to manage the affairs of this complex and high-profile charity to a high standard. With these objectives in mind, the trustees accept that the charity needs to offer a remuneration package that will attract and retain suitably skilled senior managers.

The remuneration packages for all executive management of the charity are specifically approved by the trustees. All roles are benchmarked by reputable external specialist reward consultants.

Post the year end, the Board of Trustees approved the re-establishment of a Remuneration committee which will review all pay structures for key management annually.

The EMT members have the same pensions and other benefits as all staff in the charity including a modest car allowance for staff whose role requires extensive business travel. There are no performance bonus arrangements in place.

## Employee Information

### Employee engagement

There are regular engagement opportunities for both trustees and staff and people we support through quarterly planned Regional Forums and community visits. In addition, there are a range of internal engagement opportunities including the Employee Forum.

### Employee Forum

The Employee Forum convenes four times a year, providing an opportunity for experiences to be shared and queries or concerns to be raised. The Forum has a planned re-launch and re-brand in 2023.

### Staff Turnover

Recruitment and retention are captured as a key strategic risk and turnover is a key indicator of how well the Trust is managing it. The impact of Covid on the attitude of the country's workforce meant retaining the best people



became more of a challenge than ever. By continuing to offer competitive salaries and improving recruitment practices, the Trust's turnover has improved significantly over the course of the year. At the end of 2022/2023 the Trust achieved less than 17% turnover, a figure more than 10% less than sector comparators. This will continue to be monitored and the Recruitment/Candidate attraction strategy and the development of the value proposition "becoming an irresistible employer of choice" aim to continue to mitigate risks.

### Gender Pay Gap

The Trust is required by law to collect, report, and publish its gender pay gap on an annual basis. Our mean pay gap is 7.3% which compares favorably with the national average of 14.9%. The pay gap is driven by the significant number of roles we have that are most associated with the social care sector. We operate in a market heavily weighted by female employees. Our gap in comparison to the benchmark compares favorably and is worthy of celebration.

### Equality, diversity and inclusion (EDI)

The Trust is committed to providing an environment in which the people we support, and colleagues can thrive, regardless of their personal circumstances.

The charity is committed to increasing its communication and impact within the areas of equality, diversity and inclusion through its immediate and associated Stakeholder groups.

The charity's objectives ensure it works directly to provide support and development to a range of persons and stakeholders with challenges in their development and integration into their communities. Most of its residents receive personal support accommodation and services in various geographic locations.

### Relationships with stakeholders

The board receives regular updates in respect of all stakeholder complaint levels and any underlying

themes. The board regularly discusses the nature of the relationships it wants with key stakeholders and there are clear processes for engagement with suppliers and donors. Stakeholders are also assessed for their suitability to be associated with the charity.

The charity has the following direct stakeholder groups:

Residents & supported individuals	514
Charity personnel	607

The Trust has enacted various EDI policies within all its operations to ensure the practices and culture of the activities support all aspects of current EDI best of standards.

### Energy and Carbon Reporting

The UK government's Streamlined Energy and Carbon Reporting (SECR) policy was implemented on 1 April 2019, when the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 came into force. Camphill Village Trust meets SECR qualification criteria in the UK.

The reporting period for the compliance is 1st April 2022 – 31st March 2023. Included within that are Scope 1 & 2 emissions. The GHG Protocol Corporate Accounting & Reporting Standard and UK Government's GHG Conversion Factors for Company Reporting have been used as part of carbon emissions calculation.

The footprint is calculated in accordance with the Greenhouse Gas (GHG) Protocol and Environmental Reporting Guidelines, including streamlined energy and carbon reporting guidance. Activity data has been converted into carbon emissions using published emissions factors.

The results show that Camphill Village Trust total energy use and total gross Green House Gas (GHG) emissions amounted to 3,905,935KWh (4,264,203 KWh 2021/22) and 760 (871 2021/22) tonnes of CO2 emissions respectively in the 2022/23 financial year. The Trust's total emissions are 13% lower than the previous year. This is attributed to the electricity consumption which reduced by 16% and the direct transport usage which reduced by 8%. The Intensity Ratio (IR) was 1.9 which is 17% lower than the previous year. This is due to lower total emissions and a higher Intensity Metric (IM).

In the period covered by the report and in line with identified key performance indicators, Camphill Village Trust has begun to implement a programme of energy efficiency measures across their community portfolio designed to reduce energy consumption and improve energy efficiency.

These actions include, but are not limited to:

- Full lighting upgrade implementing an LED strategy,
- General energy management,
- Insulation improvements.



# Financial review

## Our overall result for the year

The financial statements show Camphill Village Trust having a net deficit of £1.04m (2022: £1.65m surplus). The reduction of £2.69m from the prior year is in part due to the reduction in the value of the charity's investment portfolio in 2023 of £456K. The charity continues to face the challenges of providing day services within a model of care and support that is not fully funded by local authority commissioners, and which is a significant contribution to the operating deficit identified in the table.

## Operating results

The table below shows a reduction in the operating result compared to the prior year, from a deficit of £4.9m for the prior year to a deficit of £7.62m for the year ended 31 March 2023.

The net operating deficit results are a consequence of the continued social sector challenges in respect of funding which is not covering our cost for delivering care. The operating result has been impacted by the national minimum wage increase, without the equivalent uplifts from commissioners. Camphill Village Trust has not compromised on delivery of quality care or our focus on efficiencies and continues to work with the local authorities in addressing this issue of underfunded services.

As in previous years, the Board of Trustees have a clear and approved plan which applies charitable contributions to the provision of services, activities and enterprise through fundraising and legacy donations. The Charity actively fundraises to ensure that the unique offer of Camphill Village Trust can be sustained, and that fundraising directly contributes to the quality of life of its beneficiaries.

	2023 £m	2022 £m
Total income from charitable activities	22.47	21.08
Investment income	0.48	0.43
Total operating income	22.95	21.51
Expenditure on charitable activities	(30.57)	(26.41)
Net operating deficit	(7.62)	(4.90)
Impairment Provision	-	(0.06)
Fundraising donations (net of costs)	1.84	2.09
Legacy donations	5.06	2.65
Other income	0.49	1.06
(Deficit)/surplus before net investment gains	(0.23)	0.84
Net gains on investments	(0.81)	0.81
Net movement in funds per SOFA	(1.04)	1.65

## An analysis of our income by type together with comparable information from the prior year.

Income by type	2023 £m	2022 £m
Community, care & housing	19.8	18.6
Farm, land & workshop production	2.6	2.5
Donations	2.5	2.6
Legacies	5.1	2.6
Other	1.0	1.5
Total	31.0	27.8

### Expenditure by activity

- £30.51m on charitable activities (2022: £26.32m)
- £0.63m on fundraising and Trust marketing activities (2022: £0.52m)
- £0.07m on governance costs (2022: £0.15m)

Income from charitable activities has increased by 7% compared to the prior year whereas expenditure from charitable activities has increased by 16%, showing a reduction in operational results.

## Achievement and performance

### Balance sheet

Tangible assets have decreased by £1.2m to £79.3m, depreciation charge in the year of £1.8m offset by £0.8m capital additions. The major additions in the year included property refurbishments of £0.4m and investment within plant and machinery and fixtures and fittings of £0.4m.

Investments have decreased by £0.4m from £19.2m in 2022 to £18.8m for the year. This includes £0.4m of cash reinvestment. We receive monthly monitoring reports from our professional investment managers which have continued to highlight the global uncertainty in the markets which has led to the net loss on investments of £815k.

The cash balance has increased compared to the prior year and is aligned with working capital requirements.

### Reserves policy

The level of reserves held by the charity is kept under regular review in accordance with Charity Commission guidance. This is to enable the policy for holding reserves to remain relevant and up to date, while also ensuring:

- Any restricted funds are identified and segregated.
- Appropriate allocations for known or likely future commitments are made (designations).
- The balance of general reserves is sufficient to maintain the financial security of the Trust and at the same time fund its strategic plan.
- Where any excesses or shortfalls in general reserves are identified, the trustees can plan to deal with such, and provide details in this report.
- The trustees can identify the extent general reserves are 'free reserves', in other words the extent to which these reserves are represented by liquid assets in the balance sheet.

The policy is to establish the level of general reserves needed and to estimate the amount of free reserves necessary to maintain financial security. This is informed by the requirements of the charity's strategic plan, the risks to which the charity is exposed and the revenue and

cost budgets for the forthcoming period together with communities' forward forecasts, and capital expenditure budgets not already included in designated funds. It includes, but is not limited to, the need to safeguard against volatile income and align the current cost base to enable sustainability in an environment of reduced voluntary and service income.

The trustees believe that the current level of general reserves of £16.04m (2022 £12.04m), are at an appropriate level necessary. The Trust will be undertaking its annual review of its reserves policy in 2023/24 to continue to clearly demonstrate how and why we use reserves.

### Restricted funds

Restricted funds total £2.12m (2022: £0.11m). They principally comprise historic donations or legacies where the donor has specified the money is to be spent in a particular community or on a particular project. The increases between the two years is due to a donation being received by the Trust for use at the Botton Community.

### Designated funds

Designated funds on 31 March 2023 stand at £94.1m (2022: £96.6m). The key designations are set out in note 25 to the financial statements.



### Free reserves

We have a single reserves measure.

This measure mandates that the charity holds a minimum level of cash and liquid instruments to ensure that the charity will still be able to discharge its financial commitments as they fall due over the course of the current five-year plan. Cash and investments are managed and should exceed a minimum of three months but is not expected to exceed six months annualised forecast operational expenditure.

Derivation of General Reserves	2023 £000	2022 £000
Total reserves	<b>108.26</b>	<b>109.31</b>
Less restricted reserves	(2.12)	(0.11)
Less designated reserves	(94.10)	(96.66)
<b>General reserves - free</b>	<b>12.04m</b>	<b>12.54m</b>

### Free reserves measures

Year actual/ forecast	Costs £000	Free Reserves £000	Months cover
19/20	<b>25,783</b>	<b>9,560</b>	<b>4.45</b>
20/21	<b>28,943</b>	<b>9,560</b>	<b>3.96</b>
21/22	<b>26,990</b>	<b>12,536</b>	<b>5.57</b>
22/23	<b>28,454</b>	<b>12,044</b>	<b>5.29</b>
23/24	<b>30,745</b>	<b>12,540</b>	<b>4.89</b>

### Investment policy

As set out in its Articles of Association, the charity has absolute discretion to invest money not immediately required for operational or capital expenditure.

The charity's investments at 31 March 2023 totaled £18.76m (2022: £19.22m). These investments are managed by HSBC Global Management (£13.02m) and Sarasin Partners (£5.74m). The performance of these investment managers is overseen by the Investment Committee, which reports to the Board of Trustees.

The charity has a statement of investment principles, as recommended by the Charity Commission. Established in line with their guidance, this sets out an appropriate risk approach to managing the investments. The trustees consider that a medium to long-term investment policy, which aims to preserve the capital value of the assets invested while trying to achieve a real return on them, remains appropriate.

The charity's investment managers have general instructions to ensure they apply certain ethical guidelines in selecting investments, these include no direct investment in tobacco, armaments stocks, gambling, adult content, and alcohol.

### Principal risks and uncertainties facing the charity.

The social care and charitable sectors in which the Trust operates continue to be under significant scrutiny and significant downward pressure on funding streams and longer-term stability.

### Key issues and change that create a range of uncertainties for the charity include:

- Sector wide concern regarding the ongoing delays to the Government's Green Paper on the future of Social Care Sector- viewed by many as the key to establishing a long-term financial viability for the sector.
- Impact of the above on commissioning direction and an unwelcome focus on more economical, institutional, and less person-centred care models.
- Limited funding leads to reassessments of the people we currently support, leading to a reduction in support packages.
- The demands and relative low pay within social care which further challenges recruitment and retention of quality support colleagues.
- Inflationary pressures including large increases in the costs of utilities.

The principal risks identified as significant are:

Risks
<p><b>Long term financial sustainability -</b> If the Trust does not have clarity on the long-term sustainability of its funding model and transparency on its value for money ethos, it could be at risk of not having clear plans in place to ensure that the charity is here for the long term.</p>
<p><b>Cyber security -</b> Data breach/Cyber-attack could create a serious and damaging event for the Trust. Weak business continuity planning, or regulatory intervention could reduce the ability of the Trust to act and recover.</p>
<p><b>Data protection -</b> Data Protection/GDPR - a serious breach could damage the reputation of the Trust and lead to a significant fine. In addition, the quality of data and its integrity could put the Trust at risk as data sources are unclear and not tested nor consistent.</p>
<p><b>Health and Safety -</b> Failure to have in place robust Health &amp; Safety policies and ways of working, along with a failure to demonstrate a positive safety culture, could lead to death or injury and with it, serious financial and reputational risk.</p>
<p><b>Regulatory -</b> Failure to have clear and specific Governance and decision-making frameworks in place could damage the quality and purpose of both business oversight and operational delivery.</p>
<p><b>Safeguarding -</b> The potential of service failure and harm to individuals should the Safeguarding ethos, ways of working, training and overall approach be unclear or ill managed across the Trust.</p>
<p><b>Recruitment and Retention -</b> Significant challenges externally and internally in recruitment and retention within a care sector environment and the Trust, post pandemic, could lead to the failure to effectively attract, recruit, and retain high quality people across the Trust putting service quality and an ability to progress at significant risk.</p>
<p><b>Infrastructure and the built environment -</b> Innovative and unusual application to the creation of buildings, below ground infrastructure and an organic approach to community development could significantly increase the costs of compliance and good quality homes in addition to reducing the ability to keep residents warm and safe.</p>

Risk Management and internal controls

The charity continues to carry out and monitor a comprehensive risk-management assessment process. This has identified and addressed the major financial, operational, governance, reputational and regulatory risks which might affect its ability to meet its objectives if not managed well.

The corporate risk register records the charity's exposure to major risks and uses a scoring mechanism based on impact and likelihood. It considers existing controls and the steps taken to mitigate the risks. It then identifies the residual risk to understand whether it is within the acceptable risk framework. Where risks appear to be outside the agreed comfort zone there is a clear focus on actions needed to ensure it is within the risk appetite. The executive management team (EMT) and Board of Trustees, via its Audit and Risk Committee, have kept the risks under review during the period.

The Board of Trustees has overall responsibility for assessing the risks faced by the Trust and ensuring it has appropriate systems of internal control in place. The Audit and Risk Committee is delegated to give oversight to this. The charity undertakes mitigating actions on all the major identified risks.

The trustees are of the opinion that they take reasonable steps to ensure that they identify the major risks to which the charity is exposed. The committee ensures that they have clear systems in place to mitigate risks where ever possible. They are, however, aware that they design such

processes to manage rather than eliminate all major risks and they can only provide reasonable but not absolute assurance over risk management and elimination of material errors.

Going concern

Going concern is a fundamental accounting concept which underpins the preparation of all UK companies' financial statements. Under this concept, it is assumed that a company will continue in operation and that there is neither the intent nor the need to liquidate it or cease trading.

The trustees confirm that they have given due consideration to the key operational and financial sensitivities which may affect the charity's ability to continue its operations.

In the context of the level of free reserves the charity has at its disposal, and through consideration of its strategic plan and financial projections, the trustees consider that there is a reasonable expectation that the charity has more than adequate resources to continue in operational existence for the foreseeable future. Accordingly, we continue to believe it is appropriate to adopt the going concern basis in preparing the annual financial statements.





## Statement of responsibilities of the trustees

The trustees (who are also directors of Camphill Village Trust Limited for the purposes of company law) are responsible for preparing the trustees' annual report including the strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that 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 also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

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 United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees in 2023 was 472 (2022: 500). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.







## References and administrative details

**Company number** 00539694

**Charity number** 232402

**Country of Incorporation** -  
United Kingdom

**Country of Registration** -  
England and Wales

**Registered Office:**

The Kingfisher Offices,  
9 Saville Street, Malton, YO17 7LL

**Trustees**

The charity's members elect all trustees including those appointed by the trustees to fill any interim vacancies, in accordance with the charity's Articles of Association. In such cases, those trustees are required to offer themselves for re-election at the next following AGM. Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

**Michael Nutt** (Chair)

**Tim Bishop** (Vice Chair)

**Ann Kenney**

**Michael Green** (Chair of Investment Committee)

**Jean Henderson** (Chair of Quality & People Committee)

**Stephen Godwin** (resigned 8 November 2022)

**Karen Walker** (resigned 8 November 2022)

**Lindsey Wishart** (Chair of Audit & Risk Committee, resigned 31 March 2023)

**Jeremy Young**

**Andy Simons** (joined 8 November 2022)

**Katie Stevens** (Chair of Audit & Risk Committee, joined 28 February 2023)

**Key management personnel**

**Sara Thakkar**  
Chief Executive and Company Secretary

**Annabel Arkless**  
Fundraising Director  
(resigned 15 July 22)

**Tess Nixon-Spiller**  
Interim Fundraising Director  
(Appointed on a fixed contractual arrangement between 18 October 2022 and 17 July 2023)

**John Nixon**  
Interim Director of Finance & IT  
(appointed 23 May 2022)

**Janine Moorcroft**  
Operations Director  
(resigned 27 May 22)

**Andrew Meyer**  
Interim Operations Director  
(appointed 23 May 2022)

**Lynn Hanford-Day**  
Interim People Director  
(completed contract 21 October 2022)

**John Lucey**  
People Director  
(appointed 1 October 2022)

In 2022, the Trust made a conscious and planned decision to invest in experienced interim staff to support the delivery of the Brilliant Basics programme and accepted that there would be a higher turnover of management personnel when compared to other years based on this decision. The report reflects the Charity emerging from a pandemic and a disrupted internal and external environment. A clear strategy and supporting leadership model were implemented to manage that challenging period of time in the best possible way and to ensure that the beneficiaries of the Charity remained central to our work.

**Bankers**

NatWest Bank,  
2nd Floor Argyll House,  
246 Regent Street, London, W1B 3PB

**Solicitors**

Anthony Collins LLP  
134 Edmund Street, Birmingham, B3 2ES

Lester Aldridge LLP  
Russell House, Oxford Road,  
Bournemouth, BH8 8EX

Grindeys LLP  
Glebe Court, Stoke-on-Trent, ST4 1ET

**Auditor**

Sayer Vincent LLP  
Chartered Accountant and  
Statutory Auditor  
Invicta House, 108-114 Golden Lane,  
LONDON, EC1Y 0TL

**Operational locations**

**Botton Village** - Danby, North Yorkshire [www.camphillvillagetrust.org.uk/locations/botton-village/](http://www.camphillvillagetrust.org.uk/locations/botton-village/)

**Croft Community** - Malton, North Yorkshire [www.camphillvillagetrust.org.uk/locations/croft-community/](http://www.camphillvillagetrust.org.uk/locations/croft-community/)

**Delrow Community** - Watford, Hertfordshire [www.camphillvillagetrust.org.uk/locations/delrow-community/](http://www.camphillvillagetrust.org.uk/locations/delrow-community/)

**Grange Village** - Newnham, Gloucestershire [www.camphillvillagetrust.org.uk/locations/grange-village/](http://www.camphillvillagetrust.org.uk/locations/grange-village/)

**Larchfield Community** - Middlesbrough, Teesside [www.camphillvillagetrust.org.uk/locations/larchfield-community/](http://www.camphillvillagetrust.org.uk/locations/larchfield-community/)

**Oaklands Park** - Newnham, Gloucestershire [www.camphillvillagetrust.org.uk/locations/oaklands-park/](http://www.camphillvillagetrust.org.uk/locations/oaklands-park/)

**St Albans Community** - St. Albans, Hertfordshire [www.camphillvillagetrust.org.uk/locations/st-albans/](http://www.camphillvillagetrust.org.uk/locations/st-albans/)

**Shared Lives West Midlands** - Dudley, West Midlands [www.camphillvillagetrust.org.uk/locations/shared-lives-west-midlands/](http://www.camphillvillagetrust.org.uk/locations/shared-lives-west-midlands/)

**Stourbridge** - Stourbridge, West Midlands [www.camphillvillagetrust.org.uk/locations/stourbridge/](http://www.camphillvillagetrust.org.uk/locations/stourbridge/)

**Taurus Crafts** - Lydney, Gloucestershire [www.camphillvillagetrust.org.uk/locations/taurus-crafts/](http://www.camphillvillagetrust.org.uk/locations/taurus-crafts/)

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