

Local Welcome Annual report and accounts 2021-2022



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The trustees present the annual report and financial statements of the charity for the year ended 31 March 2022. The financial statements comply with current statutory requirements and the requirements of the Charity's governing document.



a)

Letters from Chair and CEO

Chair's letter

It is my pleasure to be sharing this report with you on behalf of Local Welcome.

Over the last year we have continued to see the impact that the Covid 19 pandemic has brought for communities, organisations and individuals. In February, we saw the beginning of the war in Ukraine which led to a humanitarian crisis that created millions of refugees.

This report highlights how Local Welcome has reflected, learned and adapted throughout the pandemic whilst remaining fiercely committed to its vision, mission and values, and how we have

been able to carefully and successfully restart our meals at a time when human resilience and the power of our communities is needed more than ever.

We are grateful to our funders who have supported us this year and those who have committed to support us in future years. As a small, young charity it means so much to us when funders see the value in our work and back us as a team to achieve our goals. We would like to thank the National Lottery Community Fund, The Dulverton Trust, Herbert Smith Freehills, Samantha Marks, The Rayne Foundation, and St Mark's church Kennington.

I would like to thank all those that have supported us over the last year - our leaders, members, funders, partners and committed trustees and staff, without you none of the achievements we share in this report would have been possible.

Clare Young



CEO's letter

Crikey, it's been another tough year.

We made it through a global pandemic; not unscathed, but we made it, and we're grateful.

During Covid we couldn't run community meals, so we launched ADHD Together, an impactful online peer support service, based on the learning of our community meals combined with our own lived experiences. We delivered impact, learned a lot, and stayed true to our vision and mission, but in January 2022 we decided to pause this new service, and start the work of relaunching our meals.

Local Welcome started in 2015 as a response to the Syrian refugee crisis. A crisis that was fueled, in part, by Russian bombs. In January 2022, we obviously didn't know for sure that Russia would invade Ukraine, but we did realise that if an invasion happened, Europe would face another refugee crisis. We also felt that the risks of Covid were reducing enough for in-person gatherings to start again.

From 2015 to 2020 we demonstrated that the shared activity of our community meals can help diverse groups to reduce isolation and quickly build trusting connections, particularly between people seeking sanctuary, and their local host communities.

Our meals have always been a form of simple, local action, building trust in the face of complex global chaos.

In 2020 Covid forced us to pause our meals not knowing if or when they would restart. However, we were clear that our vision was broader than supporting refugees, or running community meals. We wanted to learn if we could translate the impact of our meals into safe online spaces and address wider social challenges. We rooted these decisions in our own lived experiences and expertise, and the needs of our partners, many of whom were focused on the basic needs of refugees for food and safety.

At first glance ADHD Together sounded like a total change of direction, but in reality, it helped us stay true to our mission and learn important lessons about scaling our impact, and working from our lived experience.

Demand for the peer support groups was significant, and the impacts were clear, but unfortunately, they simply weren't growing fast enough, or generating enough membership income to become sustainable. We knew that we couldn't operate ADHD Together while relaunching our community meals, so we chose again to pause and respond to changing circumstances.





Resilience is core to our vision statement, but we couldn't have known how vital it would be, both for us, and the communities we're a part of. This period has been full of hard decisions, often made under pressure.

Writing this report is a chance to pause, reflect, and share some learning. Our values of courage and humility are hard to live up to, but they help us to focus on what's important, even when it's hard.

When we paused our meals we had groups in 8 UK cities. Since relaunching we've recruited more than 1,500 new members, and as we publish this report, we're planning the launch of our 16th group. We've also rebuilt the team to focus on iterating the meals into an even more scalable and adaptable shared activity.

As CEO, I'm grateful for all the support the team has given me personally, and as a team, we're grateful for the ongoing support of our trustees, partners, and funders.

We think the need for diverse, resilient and powerful communities is greater than ever, and that shared activities, tools and rituals can help us reduce isolation, build trust, develop leaders and take common action.

These are the things we're focused on. They are the vision and mission we're still committed to, and the impacts we're learning to amplify and scale.

Ben Pollard

Our vision is diverse, resilient, and powerful communities, acting together for their common good.

Our mission is to design digital infrastructure and shared rituals for community leaders.

b)
Objectives
and activities

Goal

OPERATE IMPACTFUL, INCLUSIVE RITUALS, THAT ARE MEMBERSHIP- FUNDED

Our vision and mission

Our vision is diverse, resilient, and powerful communities acting together for their common good

Our mission is to design digital infrastructure and shared rituals for community leaders

Our purpose and public benefit

Promote social inclusion

People feel more connected to their community and overcome barriers to inclusion e.g. due to their mental health or language skills.

Tackle isolation and loneliness

People at risk of loneliness find a social outlet that helps them feel part of their community and increases their wellbeing.

Activate new leaders within communities

People who had never considered themselves community leaders start to lead, increasing their confidence and building local capacity.

2021-22 Objectives

Our objectives and activities during the year were divided into two chapters: the first part focused on ADHD Together, the second on resetting our objectives and refocusing our energies on Local Welcome meals.

Period	Objectives
April 2021 - December 2021	<ol style="list-style-type: none"> 1. Develop ADHD Together peer-support groups 2. Develop health-based partnerships for ADHD Together 3. Increase organisational capacity and resilience 4. Build digital infrastructure
January 2022 - March 2022	<ol style="list-style-type: none"> 5. Pause ADHD Together peer-support groups 6. Relaunch Local Welcome refugee meals 7. Redevelop refugee meal partnerships

1. Develop ADHD Together peer-support groups

What we did:

[ADHD Together](#) offers structured online meetings that help people with ADHD to connect, and support each other, in a safe non-judgmental space.

Throughout 2021 we developed and improved the ADHD Together support group model, based on feedback from members and leaders, and input from health professionals.

We had run our first ADHD Together session in November 2020, and by March 2021, there had been 22 ADHD Together sessions across three groups, with 96 members attending at least once. Building on this successful launch, we turned our focus to developing new leaders and building the systems for them to safely run peer support sessions without a member of Local Welcome staff in the room. To enable this we developed online training sessions and 'leader forums', as a way to bring together leaders from different groups to share knowledge, learning and feedback.

Despite Covid making in-person gathering impossible, we had chosen to recruit people into local online groups to allow the possibility for groups to meet face-to-face in the future.

As part of these online, place-based groups we also ran tests in new cities to explore how much people would be willing to pay for sessions, particularly in low-income communities outside of London.

As well as running these various pricing tests, we also worked to iterate and improve the structure of the sessions themselves. This included broadening the selection of questions, and adding an open discussion section to allow leaders and members to focus on topics that emerge from participants' answers to the structured questions.

In total **848** tickets had been made available and **75%** of these were allocated.

What we learned:

We learned that, particularly as the pandemic continued, many people with ADHD were struggling with isolation and mental health challenges. Demand remained high for our service, and particularly among adults who had sought out a diagnosis during the pandemic.

We had already learned in the previous reporting period that structured online peer support groups can have real impact, but we also learned that online groups in particular can prove more accessible for some people than in-person gatherings. Partly because of this increased accessibility, we were also delighted

by the continued diversity of the groups we built. This included diversities of age, gender, ethnicity, education level and income.

In the sessions themselves, we found that structured coaching questions can help people feel seen, heard and respected, and also make it easier for peer-leaders, with no professional training, to hold a space where connection and positive reflection can flourish.

Perhaps the greatest impact we observed was the positive experience that participants reported when simply sharing a space with people facing similar challenges. Participants found it profoundly impactful to hear stories they could personally identify with, particularly regarding situations in which they too had often felt misunderstood, judged, and isolated. This is an area that we hope to research further if or when we revisit peer-support groups, either in person, or online.

adhd together

2. Develop health-based partnerships for ADHD Together

What we did:

By March 2020 we had begun a new partnership with [South London and Maudsley NHS Trust \(SLaM\)](#). The Maudsley Hospital is England's leading centre for the treatment of ADHD, and other neurological and mental health conditions.

During the course of the year we worked with the clinical directors to design a pilot aimed at referring young adults with ADHD to our groups. The pilot was supported by researchers from King's College London, [King's Improvement Science \(KIS\) research programme](#) on secondment to SLaM.

In the pilot, SLaM referred young adults to our online peer support service to test the feasibility, sustainability and impact of the specific partnership, and of online structured peer support.

Our intentions were to explore possible avenues of NHS funding, replicating similar partnerships across the UK, and in future to develop support groups for a broader range of conditions and lived experiences.

What we learned:

We were pleased with how quickly the partnership developed, and the willingness of the clinical staff to engage with such a new service. As with many forms of partnership, it was the trusting personal relationships we formed with the clinical directors that made the most difference in helping us to navigate complex NHS processes and procedures.

However, despite this support, the NHS overall was extremely challenging to collaborate with. This was mostly due to their lack of technical capacity, but also because there seemed to be no precedent for innovative collaboration with small charities or community groups in areas that strayed too close to having genuine clinical impact. Perhaps this is understandable in terms of maintaining clinical standards, but it was frustrating to realise that our partnership, receiving no NHS funding, was partly blocked from proceeding further because our model started to compete with far more expensive services that clinical psychologists had been commissioned to deliver.

Despite these challenges, we would be open to exploring NHS partnerships again in the future, but would approach them more cautiously, and would seek to involve commissioners in our partnership conversations at the earliest possible stage.

3. Increase organisational capacity and resilience

What we did:

Following attempts to recruit two new permanent roles, we chose to increase our team capacity in other ways. We contracted product and tech support from various agencies and contractors, and hosted a fellow from [Year Here](#). We also developed new risk management processes, in areas which include financial operations, cybersecurity and intellectual property. We issued 17 new HR policies.

What we learned:

We learned that our small team was more resilient and had more growth capacity than we ever imagined. Our increased organisational resilience can't be separated from the fact that our small team has weathered some intense storms together. Some key team members left the organisation in 2021, and those of us who stayed have each taken on significantly more responsibility, learning countless new skills along the way. We've achieved this with support from trustees, by investing in individual growth, and by trusting our values-based culture and innovative ways of working.

4. Build digital infrastructure

What we did (2021):

We started creating bespoke digital tools to enable us to scale our work more efficiently and effectively. This marks an exciting departure from our previous technology approach of adapting commercially available software as best we could, towards building bespoke tools specifically designed to meet our needs.

What we learned (2021):

The first example of this in the ADHD Together context was when we used Application Programming Interfaces (APIs) to embed video conferencing software into our own web pages alongside a bespoke timer, for our ADHD Together groups. This first experiment not only improved the experience for ADHD Together leaders, but also gave us valuable learning we could later apply to our meals when we relaunched in the new year.

What we did (2022):

In the new year, it was clear that the digital services that had previously helped us scale to 8 meal groups were reaching the limits of their capacity, so we made the decision to bring software engineering skills into the team directly. We recruited a part-time developer, allowing

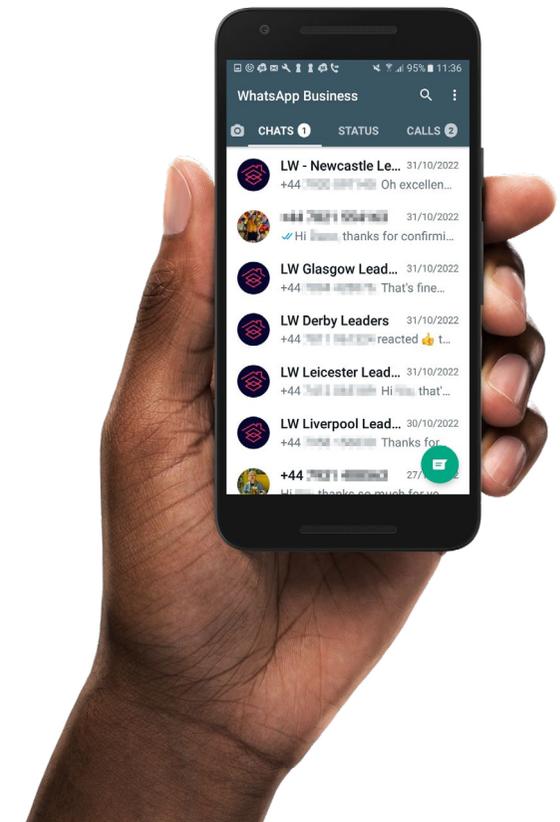
us to create bespoke digital tools that put more power in the hands of our leaders. For example, our developer created a leader dashboard visible on our website, which shows groups how close they are to being ready to launch.

In addition to this new technology approach, we evolved the responsibilities of our core team; freeing them up to own high-value technical tasks by delegating administrative tasks to our new Member Support Officer roles. This allows us to further increase capacity and reduce costs in the following areas:

- Our Member Support Officers are on-call on Sundays, and handle correspondence with leaders, members and guests.
- Our CEO leads the digital product management, on top of his other duties.
- Our operations lead has responsibility for managing our systems infrastructure, and now supervises the member support officers in the day-to-day delivery of meals.
- Our delivery manager has responsibility for financial management, organisational resilience and good governance, as well as supporting fundraising and venue recruitment.

What we learned (2022):

As we applied this new technology approach to the meals context, we learned about the need to build digital tools that connect leaders while equipping them to deliver shared tasks. In the past, our processes have often required leaders to come to us when they need information or guidance. Our increased capacity is helping us to build new tools that allow leaders to take more responsibility and ownership, without compromising on safety or culture, while continuing to offer guidance and support on a larger scale.



5. Pause ADHD Together peer-support groups

What we did:

By December 2021 ADHD Together groups were growing, meeting a real need, and creating significant impacts. A small number of participants had started paying £50 per month to join the groups, and this represented a potential route to sustainability that we had ended 2021 intending to pursue.

Unfortunately we found that not enough people were willing or able to consistently lead groups, and not enough people were willing to contribute financially to making the groups sustainable. We were also concerned that we would exclude too many people if we remained committed to financial sustainability at the expense of inclusivity.

This, along with reducing Covid restrictions in January 2022, contributed to our decision to put the groups on hold, and start planning the relaunch of our community meals.

What we learned:

We learned that there is significant unmet need for lived experience support groups, particularly for neurodivergent communities and young people transitioning to adulthood. Yet adapting our model to be both affordable and

financially sustainable will require more design and development time, and therefore significant additional funding.

We would like to return to this area of work in the future, and are already incorporating several areas of learning into our current relaunch of community meals.

Irrespective of relaunching 'lived experience' groups, we also hope to maintain relationships with South London and Maudsley NHS Trust, and King's College London, our primary research and development partners for our work with young adults.

At the time of publication, we have begun work on a new simplified design, for an inclusive, shared ritual that we hope can be adaptable enough to create sustainable groups, not just with refugees, migrants and supportive locals, but also allows us to relaunch a form of in-person peer support groups that build on our learning with ADHD Together.

ADHD Together
Sponsored · 🌐

For people with ADHD, by people with ADHD. The world has slowed down, but your mind is still at full speed. Find people who get it, at your local group.

A chance to sit down, reset and connect

adhdtogether.org.uk
A friendly, local group for adults living with ADHD [Learn more](#)

Like Comment Share



Local Welcome
Sponsored · 🌐

Welcome refugee families to Belfast by cooking and eating a delicious meal, together!

Community + Food = Local Welcome

www.localwelcome.org
Come to a Local Welcome meal in Belfast! [Learn more](#)

Like Comment Share

6. Relaunch Local Welcome refugee meals

What we did:

Our decision to pause ADHD Together was also driven by our assessment that Covid risks were reaching an acceptable level to start relaunching Local Welcome meals.

Face-to-face, in-person community activities were becoming, not only possible again, but needed more than ever to help address the trauma and isolations so many of us had experienced during the pandemic. We chose to again focus these meals on refugees as they were particularly affected in this way, and we saw that the need was likely to grow given the situation in Ukraine.

In March 2020 we had paused refugee meal groups in 8 UK cities. In March 2022, building on our learning from ADHD Together, and our increased capacity, we launched a Facebook ad campaign in 16 cities and recruited over 1,000 new leaders and members in the first month. This put us in good stead to relaunch groups at a faster rate than before, being able to return to a pre-Covid level of service delivery in 2022 whilst incurring fewer group and operating costs than in 2020.

What we learned:

We learned that it's possible to pause a service, adapt to significant challenges, and then relaunch an improved version to scale more quickly.

Growing ADHD Together groups required us to develop online training sessions and ongoing support structures for new leaders. We also developed 'leader forums', as a way to bring together small groups of leaders from different areas and groups to share knowledge, learning and feedback. It's an example of how work on ADHD Together helped us to relaunch meal groups and develop more scalable infrastructure.

Our growth in resilience and capacity gives us hope that we can continue to adapt and evolve in the future, by responding to fast changing needs in uncertain times.

7. Redevelop refugee meal partnerships

What we did:

Partnerships are fundamental to what we've achieved so far and to our future growth plans (which reflects why our main funder during the period was the Partnerships programme of the National Lottery Community Fund). So in January 2022, we started the work of rebuilding relationships with refugee sector partners.

Between January-March 2022, we secured refugee 'guest' referral partners in 15+ locations. This includes local partners (such as [Oasis](#) in Cardiff and [Refuweegee](#) in Glasgow), and national partners (such as [Migrant Help](#) and [Save The Children](#)).

When the war in Ukraine broke out, we worked with Save the Children UK (who featured us in a [blogpost](#)) and the Church of England (who featured us in a [toolkit](#)) to accelerate the growth of new groups that could support people fleeing the conflict. (We have since developed a formal partnership with Save the Children UK, see Subsequent events and future plans, below). We are also continuing conversations with the leadership of the [Church of England schools network](#), [The Sanctuary Foundation](#), the [Association of Ukrainians in Great Britain](#), and [Homes for Ukraine](#).

We are partnering with schools for some of our venues - for example a primary school in Wakefield, and a performing arts school in Croydon. We expect these meal groups to deliver additional outcomes for the school community in terms of increased parental engagement and increased educational outcomes for EAL pupils. In time, we hope that these partnerships may also help us to explore a new version of our 'lived experience' groups, including ADHD Together.

What we learned:

Before Covid, we also recruited a number of leaders who were recent school leavers looking for their first experience of civic leadership. ADHD Together also taught us a lot about the challenges facing young people as they transition into adult life, so we hope in future to integrate this learning into a more diverse cohort of members and leaders.

When we received funding from the National Lottery Community Fund in March 2020, we planned to expand the meal groups to cater for isolated older people, and vulnerable young people. We've since realised that we can deliver more value to these groups, at least in the short term, by including them in meals with refugees. This decision is partly based on the high proportion of our leaders who are retirees looking for new meaningful ways to use their

time, or wanting to make new connections, particularly after the isolation of the Covid pandemic.

Therefore, in the short-term we are going to develop further ways to broaden the diversity of those participating in our shared activities, for example by engaging elderly congregation members of faith groups, and by exploring partnerships with venues that include older people by default such as sheltered living, and elderly care homes.

LOCAL WELCOME

Lunch on Sundays

Book here to attend: 

Arrive 12:30pm

Cook together **Share stories** **Make friends**

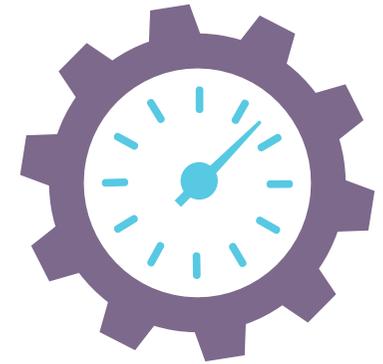
ADHD Together outputs



740
signups



83
sessions



866
hours of social contact

Local Welcome meal outputs



1,197
signups



160
leader applicants



16
cities

c)

Achievements and performance

Having an impact

Our ambition is to scale up to the point where we are a 100% membership funded organisation. We can only do this if there's demand and people are able to pay, and we can only achieve our purposes through social outcomes. The impact we have lies at the intersection of these three things.

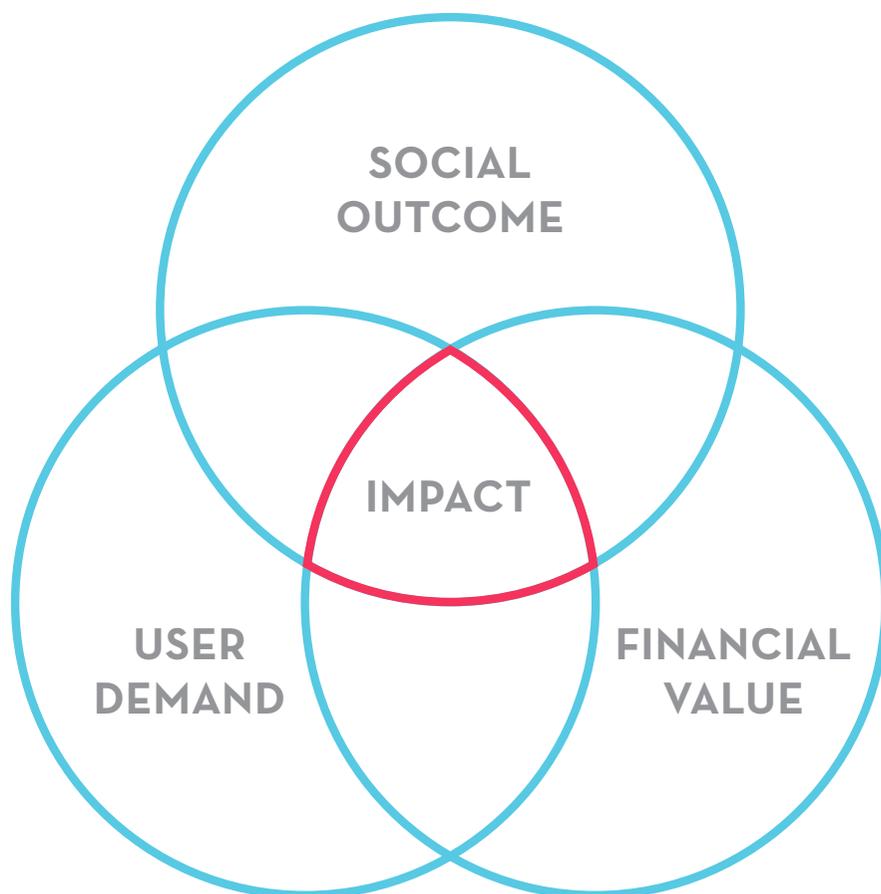
User demand

By March 2022, we were still in the early stages of relaunching Local Welcome meals. The numbers speak for themselves when it comes to a demonstrable demand for our service: 1,197 signups in the first month, across 16 cities, including 160 people who wanted to be trained to organise and lead these meals.

Social outcomes

All our capacity since relaunching Local Welcome meals has gone into starting new groups (although since meals restarted, we review user feedback weekly following each meal). We commissioned independent research into the impact of our meals by The Social Investment Consultancy in 2019, and are confident that the meals continue to have the impacts found in that report. (The research is still available on our website: www.localwelcome.org/impact).

We intend to build on what we're learning from member and leader feedback by investigating, researching and evidencing social outcomes more thoroughly during 2023.



“I liked chatting and engaging with the kids especially. It seemed to give the parents a nice reprieve as well, which made it even nicer.”

Financial value

Local Welcome meal groups were relaunched in a tough economic climate, with rising inflation and a growing cost-of-living crisis. Despite that context, we knew that the only way we could plot a new path to self-funding would be through asking members and leaders to pay a revised subscription price which reflected the increased cost of our operations. Therefore, we have been greatly encouraged by the response to changes we made regarding leader and member payments:

- We changed the price of a ticket and subscription to £7 (from £5 pre-Covid), to reflect inflation
- We asked people who wanted to apply to be a leader to begin their £7 subscription from the outset - even before their group was operating meals. (In 2019-20, we would wait for a potential leader to have completed the training process before asking them to pay). This was treated as an up-front investment in the costs of starting the group.

After just two weeks of running our recruitment campaign in March 2022, we already had 58 leader applicants who had started their £7 monthly subscription - we believe this is a strong indication that the service delivers financial value, alongside user demand and social outcomes.

In the **first two weeks** of our relaunch, **58 people** set up a **£7** monthly subscription to be a **leader** for their Local Welcome group.

d)

Financial

review

Our financial results for the year are set out in the Statement of Financial Activities. Our net income was £52,696 (2021 deficit £26,276). We finished the year with unrestricted net funds of £13,009 (2021 £11,395) and restricted net funds of £81,081 (2021 £30,000).

Funders and supporters

We are grateful to our funders who have supported us this year and those who have committed to support us in future years. As a small, young charity it means so much to us when funders see the value in our work and back us as a team to achieve our goals. We would like to thank:



Note: The grants of those above are listed in the accounts, with exception of St Mark's Kennington, to whom we are grateful for subsidising the rent of our office space.

Reserves policy

At any time, we aim to maintain a total of one full month of normal expenditure in reserves. For any elements of our work over the following 12 months fully covered by existing restricted funds, we do not need to also hold unrestricted funds.

One full month's normal expenditure is an approximation for the following more detailed calculation:

- One month of permanent salaries and related employment costs
- One month of contractor costs
- Minimum notice period for rent
- Minimum notice period for recurring supplier contracts
- Zero months of one-off costs

The one month of overall costs is therefore considered a good estimate as no staff currently have a notice period longer than 30 days. Also the only recurring supplier contracts with more than 30 days' notice are relatively small values. If either of those changed, we may need to increase the number of month's reserves accordingly.

At March 2022 this would have equated to unrestricted reserves of £16,533 (2021 £21,421) compared to our actual unrestricted reserves of £13,009 (2021 £11,395).

Financial impact of Covid-19

Our focus on ADHD Together during much of the 2020/21 and 2021/22 financial years meant that we did not use the entire two-year £487,600 grant we had previously secured from the National Lottery Community Fund during the period. However, the Lottery approved of our plan to relaunch Local Welcome meals, and granted us an extension to keep using the remaining funds until September 2022. Similarly, two other grants secured just before the pandemic have been released for scaling the Local Welcome meal model. The Dulverton Trust paid us a grant of £30,000 two years earlier and we were able to start using the funds in 2021/22. Another grant for £30,000 had been awarded by the Rayne Foundation but not paid at the time; we have now drawn this down in July 2022.

During the 2020/21 financial year, most funders understandably switched their focus to support organisations providing direct support for people impacted by the pandemic, and this trend continued into 2021/22. We were therefore excluded from the vast majority of funding available to charities during the year.

It is our intention to build back to the level of unrestricted reserves set out in the reserves policy.

e)

**Structure, governance
and management**

Structure

Local Welcome is a Charitable Incorporated Organisation (CIO) and it operates under the provisions set out in our constitution.

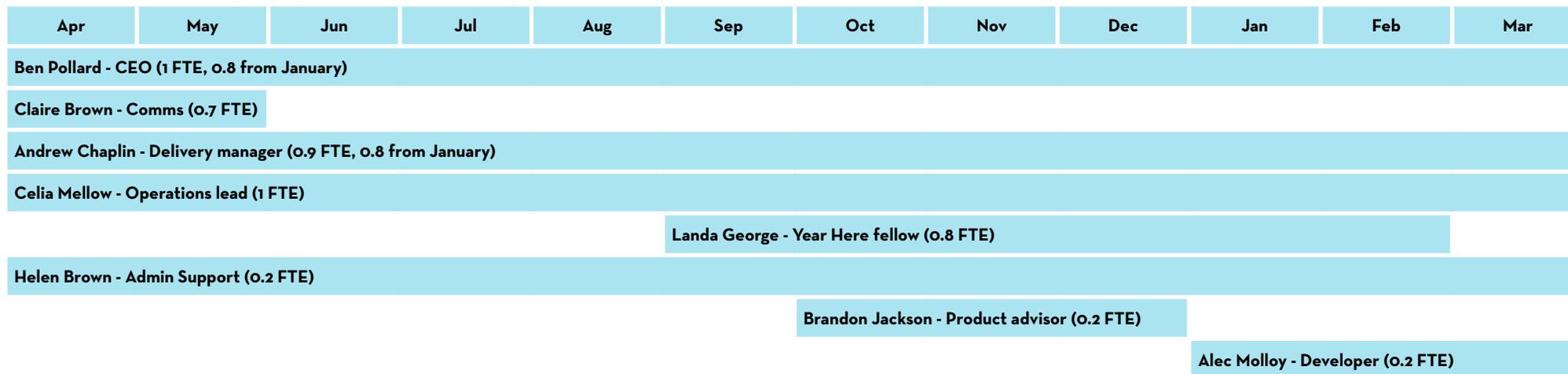
Team

We have a small, multidisciplinary staff team with a mix of backgrounds, skills, and levels of experience led by our founder and CEO, Ben Pollard. [Find out more about our team.](#) We had an average of 3.3 full time equivalent (FTE) team members throughout the year (2021 5.1 FTE).

We have built the kind of multidisciplinary team found in the technology sector because our organisation is rooted in principles like ‘human-centred design’, enabling a project to evolve throughout the delivery period based on cycles of testing, learning and adapting. The aim is to design, build, and grow a service without having to increase the size of the team, achieving greater economies of scale over time. This is why in many ways we don’t reflect the usual structure of a typical charity. We’ve chosen to invest in people with a mix of skills and experience including from the charity, education, design and technology sectors.

We were especially grateful to Claire Brown and Helen Brown for their incredibly valuable service to Local Welcome. We also appreciated the short-term additional capacity supplied by Landa George and Brandon Jackson.

Team resource during the year broken down by role:



Furlough

The trustees placed Ben, Celia and Andrew on flexi-furlough for a short period in May 2021, and Ben again in July 2021. This reflected reduced operational requirements at that time whilst ADHD Together sessions were running less frequently and whilst certain routine tasks were underway. Oversight of these tasks in this period was carried out by other staff in consultation with the trustees.

Governance

Our trustees met 6 times during the year (about every 8 weeks). They regularly review finances, policy, strategy, progress against Objectives and Key Results, as well as safeguarding policy and practice. [Find out more about our trustees.](#)

Many of our trustees had served for a number of years and in 2020/21 we had started a plan to bring in a number of new trustees. Three new trustees had joined us in early 2021, and this allowed others to step down. This process is continuing in 2022. In September 2021 Nasser Youssef and Martin Dittus left the board, followed by Bekele Woyecha in February 2022. We are very appreciative of their service.

We are grateful for Kylie Havelock taking over the position of Martin Dittus as Secretary. At the time of writing, we are excited to have just identified two further potential trustees, Claire Price (who would be our first leader-trustee) and Sana Rao; and we expect to appoint them both shortly.

Management

The day-to-day management of Local Welcome is undertaken by the team of paid staff, led by the CEO.



f)

**Subsequent events and
future plans**

Since the end of the reporting period (March 2022) we have continued the relaunch of our community meals described above (see Objectives & Activities). Here is a summary of the main areas of work involved and some examples of our recent activities and our plans for the months ahead:

Recruiting new members

Restarting Local Welcome meals has required a significant investment over recent months in recruiting and onboarding new leaders, members, guests and venues. Although 'on paper' this is the relaunch of a service that we were forced to pause in February 2020, viewed from the perspective of most of the people who have joined, this is a brand new initiative. Fewer than 20% of leaders this year had been leaders before. Most members and guests are also new, as are the majority of the venues hosting our meals. In this context, returning to the same level of delivery in a shorter space of time and with a smaller team is a significant achievement.

Releasing an updated and improved version of the cooking ritual

As meals have restarted and as kits have been sent out to the respective venues, we have supplied groups with a new version of the

equipment, along with a new 'leader guide'. (This release capitalised on consolidation work done during the pandemic, which is described in the Activities section of our 2020-21 annual report). The improvements delivered through the new kit and guide have included clearer and more accessible instructions; smoother transitions between the setup, cooking, eating and packdown stages; and new recipes to increase variety and keep people engaged.

Developing new partnerships

As mentioned in section 7 of Objectives and Activities, building new partnerships is integral to restarting our meal groups. We have developed relationships with the Association of Ukrainians in Great Britain to broaden our networks for refugee guest invitations, and a large number of local and regional organisations such as Refuweegee, who host our Glasgow meals. We have also developed relationships with a variety of schools to explore their potential as venues, and in June, we began a formal partnership with Save the Children UK. The partnership forms a part of their response to the Ukraine crisis and focuses on our shared objectives to:

1. Welcome refugee families to the UK and help grow the community welcoming movement
2. Develop and devolve an effective community

run mechanism of localised participatory politics

3. Promoting rights and justice for refugees and other migrants by identifying and tackling structures and systems that may deny them their rights.
4. Demonstrate civil literacy in action.

f) Subsequent events and future plans

Recruiting new people to our team and our board

The way our team has developed and shifted roles and responsibilities in response to delivery needs has been discussed in section 4 of Objectives and Activities. As well as recruiting Member Support Officers, we have since secured additional team capacity, namely in communications, service design, fundraising, and CEO support. As noted above (in Structure, Governance and Management) we are also excited to have identified two new trustees.

As a small charity, we are proud of our recruitment processes which we consider reflect a mature and values-oriented organisation.

Iterating the system to be more scalable, with lower capital inputs

In October, we began a new research and design phase aiming to find new ways to reduce the costs and complexity of the current meal ritual, whilst maintaining its impact. The impetus of this strategic focus is that the system we operate must be able to scale to self-funding - that is, by growing the number of groups while maintaining the size of the team, membership fees will generate sufficient operating surplus to cover the running costs of the charity.

Key advisors

We are grateful for the support and guidance of our advisors:

Legal

[Herbert Smith Freehills LLP](#)

Richard Norridge
Exchange House
Primrose Street
London, EC2A 2EG

Safeguarding

Samantha Marks
Safeguarding trainer and consultant

Independent examiner

Nicola Anderson FCA FCIE
189 Baldwins Lane
Croxley Green
Rickmansworth
Herts, WD3 3LL



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Annual accounts

Trustees' responsibilities in the preparation of financial statements

For the year ended 31 March 2022

The trustees are responsible for preparing the trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice).

Charity law requires the trustees to prepare financial statements which give a true and fair view of the state of affairs of the charity and of its income and expenditure for the period. In preparing these financial statements, the trustees are required to

- Select suitable accounting policies, observing the methods and principles set out in the Charities SORP, and apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed subject to any material departures disclosed and explained in the financial statements; and
- Prepare financial statements on a going concern basis unless it is inappropriate to assume that the company will continue on that basis.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable it to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The above report was approved by the trustees on Wednesday 16 November 2022 and signed on their behalf by



C Young
Chair

Independent Examiner's Report to the Trustees For the year ended 31 March 2022

I report to the trustees on my examination of the accounts of Local Welcome CIO (charity no.1180770) for the year ended 31 March 2022 which are set out on pages 31 to 43.

Responsibilities and basis of report

As the charity trustees of the charity, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) in

preference to the Accounting and Reporting by Charities Statement of Recommended Practice issued 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

I understand that this has been done in order for the financial statements to provide a true and fair view in accordance with Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2019.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. Accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. The accounts do not accord with those records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Nicola Anderson FCA FCIE
Chartered Accountant and Independent Examiner
189 Baldwins Lane
Croxley Green
Rickmansworth
Herts. WD3 3LL



Dated: Wednesday 16 November 2022

Statement of financial activities

For the year ended 31 March 2022

				2022	2021
	Note	Restricted Funds	Unrestricted Funds	Total Funds	Total Funds
		£	£	£	£
Income from:					
Donations	2	247,668	1,212	248,880	261,994
Charitable activities	3	-	558	558	(169)
Bank interest		-	54	54	120
Total income		247,668	1,823	249,491	261,945
Expenditure on:					
Raising funds		17,189	-	17,189	41,539
Direct charitable activities		179,398	209	179,607	246,681
Total expenditure	4	196,586	209	196,796	288,221
Net income (deficit) for the year	5	51,081	1,614	52,696	(26,276)
Reconciliation of funds					
Funds brought forward		30,000	11,395	41,395	67,670
Funds carried forward	12	81,081	13,009	94,090	41,395

The notes on pages 33 to 43 form part of these accounts.

Balance Sheet

As at 31 March 2022

	Note	2022		2021	
		£	£	£	£
Fixed Assets	8		-		-
Current Assets					
Debtors and prepayments	9	1,360		2,338	
Cash at bank and in hand	10	101,220		51,344	
		102,580		53,682	
Creditors: Amounts due within one year	11	(8,489)		(12,287)	
Net current assets			94,090		41,395
Net assets			94,090		41,395
Funds of the charity:					
Restricted funds			81,081		30,000
Unrestricted funds			13,009		11,395
Total funds	12		94,090		41,395

The notes on pages 33 to 43 form part of these accounts

The financial statements on pages 31 to 43 were approved by the trustees and authorised for issue on Wednesday 16 November 2022 and are signed on its behalf by:



Clare Young
Chair



Nick Gretton
Treasurer

Notes to the accounts

For the year ended

31 March 2022

1. Accounting policies

Basis of accounting

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the updated Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019 (SORP FRS102)

The accounts have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved applying 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) effective 1 January 2019' rather than the version of the Statement of Recommended Practice referred to in the regulation but which has since been withdrawn.

The charity constitutes a public benefit entity as defined by FRS102.

Going concern

The trustees have reviewed the income and expenditure requirements for the charity and are satisfied that the cash position and expected income are adequate to meet ongoing expenses for at least 12 months from the approval of these financial statements and therefore the trustees believe that it is appropriate to prepare the financial statements on a going concern basis.

Statement of cashflows

The trustees have taken advantage of the exemption in accordance with SORP FRS 102 for smaller charities and have not included a statement of cashflows in the accounts.

Significant accounting policies applied in the preparation of these accounts are as follows:

Income

Income is recognised when entitlement passes to the charity, receipt is probable and the amount can be measured.

Donations and unrestricted grants are recognised on the earlier of receipt or due date in accordance with any agreement with the donor or grant funder. Donations and grants are only deferred if they relate exclusively to a future accounting period as determined by the donor.

Performance related grants and contracts are recognised when the service has been delivered

Expenditure

Expenditure is recognised when a liability is incurred. Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

Event costs include all costs relating to running the events including food, equipment, promotion, venue costs and travel.

Computers and other equipment with costing over £500 and with an estimated useful life in excess of one year are capitalised and depreciated at rates estimated to write off cost, less realisable value, as follows:

- Computers: 3 years
- Other equipment: 5 years

Funds

Restricted funds comprise income received that is restricted by the donor to activities that are narrower than, but within, the charity's general objects. Expenditure which meets these restrictions is charged against restricted income with any amounts unspent at the yearend carried forward to be applied within the restrictions in future accounting periods.

Unrestricted funds comprise income received that can be applied by the trustees at their discretion to the general objects of the charity

Financial Instruments

The charity has elected to apply the provisions of Section 11 “Basic Financial Instruments” and Section 12 “Other Financial instruments Issues” of FRS 102, in full, to all of its financial instruments. Financial instruments are classified and accounted for according to the substance of the contractual arrangement as financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the entity after deducting all of its liabilities.

Basic financial assets, which include other debtors and accrued income are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost.

Basic financial liabilities, which include accruals, are initially measured at transaction price and subsequently measured at amortised cost.

2(a). Grants and Donations - Current Year

	Restricted	Unrestricted	2022 Total
	£	£	£
Government Grants			
National Lottery Community Fund	243,800	-	243,800
Coronavirus Job Retention Scheme (Furlough)	2,543	-	2,543
	246,343	-	246,343
Donations			
Herbert Smith Freehills LLP	1,150	-	1,150
Individuals	175	1,212	1,387
	1,325	1,212	2,537
Total	247,668	1,212	248,880

2(b). Grants and Donations - Prior Year

	Restricted	Unrestricted	2021 Total
	£	£	£
Grants			
National Lottery Community Fund	243,800	-	243,800
Coronavirus Job Retention Scheme (Furlough)	9,828	-	9,828
	253,628	-	253,628
Donations			
Herbert Smith Freehills LLP	5,372	-	5,372
Individuals	175	2,820	2,995
	5,547	2,820	8,367
Total	259,174	2,820	261,994

3 Income from charitable activities

	2022	2021
	£	£
Participation fees	558	(169)

4(a). Allocation of Expenditure - Current Year

	Raising Funds	Charitable Activities		Support	Governance	2022 Total
		Local Welcome meals	ADHD Together			
	£	£	£	£	£	£
Salaries and other staff costs (note 7)	11,762	23,467	73,914	40,720	7,494	157,358
Events	60	3,329	3,527	235	240	7,391
Office	202	3,140	9,016	8,829	664	21,852
Professional fees	-	-	9,245	150	-	9,395
Independent Examination	-	-	-	-	800	800
Depreciation	-	-	-	-	-	-
Total direct costs	12,024	29,937	95,703	49,934	9,198	196,796
Apportionment of support and governance	5,165	12,859	41,108	(49,934)	(9,198)	-
Total costs	17,189	42,796	136,811	-	-	196,796

4(b). Allocation of Expenditure - Prior Year

	Raising Funds	Charitable Activities			Support	Governance	2021 Total
		Local Welcome meals	Local Together walks	ADHD Together			
	£	£	£	£	£	£	£
Salaries and other staff costs (note 7)	34,178	77,016	15,403	92,419	30,491	5,759	255,267
Events	-	1,107	1,053	2,437	-	-	4,597
Office	83	4,792	944	5,662	9,270	-	20,751
Professional fees	-	1,192	238	1,430	3,152	446	6,459
Independent Examination	-	-	-	-	-	800	800
Depreciation	69	72	14	87	87	17	347
Total direct costs	34,330	84,180	17,652	102,036	43,000	7,022	288,221
Apportionment of support and governance	7,209	17,839	3,568	21,407	(43,000)	(7,022)	-
Total costs	41,539	102,019	21,220	123,443	-	-	288,221

5. Net income

This is stated after charging

	2022	2021
	£	£
Independent examiner's fee	800	800
Depreciation	-	347

6. Trustee expenses, remuneration and related party transactions

No trustee received any remuneration or reimbursement for expenses in the year (2021: none)

There were no other related party transactions (2021: none)

7. Staff costs and key management remuneration

	2022	2021	2022	2021
	Headcount		£	£
Staff costs comprise:				
Employees - Gross salary			123,482	114,352
- Social security costs			9,255	8,144
- Employer pension contributions			2,727	2,493
Total employee costs	3	3	135,464	124,989
Other staff:				
Self-employed contractors	2	4	18,982	129,649
Volunteers' expenses			339	-
Staff related costs:				
Training and recruitment			1,676	587
Travel and subsistence			897	42
	5	7	157,358	255,267
The average number of employees and contractors in the year (based on headcount) spent on each activity was:				
Raising Funds	0.4	0.8		
Direct activities	3.7	5.3		
Support and governance	0.9	0.9		
	5.0	7.0		
Full-time equivalent (based on standard hours worked)	3.3	5.1		
Number of employees were paid over £60,000 (gross salary)	1	1		
The aggregate remuneration paid to key management in the year, including employer's national insurance and pension, was:			70,073	69,100

8. Fixed Assets

	Computer
	£
Cost	
At 1 April 2021 and 31 March 2022	1,389
Depreciation	
At 1 April 2021 and 31 March 2022	1,389
Net book value	
At 1 April 2021 and 31 March 2022	-

9. Debtors

	2022	2021
	£	£
Miscellaneous debtors	1,360	2,338

10. Cash at Bank

	2022	2021
	£	£
Current and deposit accounts	101,220	51,344

Cash is held in instant access accounts with Metrobank.

11. Creditors: amounts due within one year

	2022	2021
	£	£
Tax and social security costs	2,930	3,684
Other creditors	4,260	7,665
Accruals	1,300	939
	8,489	12,287

12(a). Movement on funds - current year

	At 1 April 2021	Income	Expenditure	At 31 March 2022
		£	£	£
Restricted Funds				
Dulverton Trust	30,000	-	6,667	23,333
National Lottery Community Fund	-	243,800	186,052	57,748
Coronavirus Job Support Scheme	-	2,543	2,543	-
Professional fees	-	1,325	1,325	-
Total restricted funds	30,000	247,668	196,586	81,081
Unrestricted Funds	11,395	1,823	209	13,009
Total funds	41,395	249,491	196,796	94,090

The charity has been given extensions on the grant periods for Dulverton Trust and National Lottery Community Fund. These grants both fund Local Welcome meals but with geographical restrictions. (NLCF is England only, Dulverton is UK excluding Greater London and Northern Ireland). The remaining funds for both grants are being spent in 2022/23.

12(b). Movement on funds - prior year

	At 1 April 2020	Income	Expenditure	At 31 March 2021
		£	£	£
Restricted Funds				
Dulverton Trust	30,000	-	-	30,000
National Lottery Community Fund	-	243,800	(243,800)	-
Coronavirus Job Support Scheme	-	9,828	(9,828)	-
Professional fees	-	5,547	(5,547)	-
Total restricted funds	30,000	259,174	(259,174)	30,000
Unrestricted Funds	37,670	2,771	(29,047)	11,395
Total funds	67,670	261,945	(288,221)	41,395

13(a). Analysis of net assets by fund - current year

	Restricted funds	Unrestricted funds	Total funds
	£	£	£
Fixed Assets	-	-	-
Debtors	1,360	-	1,360
Cash at bank	88,211	13,009	101,220
Creditors: amounts due within one year	(8,489)	-	(8,489)
	81,081	13,009	94,090

13(b). Analysis of net assets by fund - prior year

	Restricted funds	Unrestricted funds	Total funds
	£	£	£
Fixed Assets	-	-	-
Debtors	2,338	-	2,338
Cash at bank	39,949	11,395	51,344
Creditors: amounts due within one year	(12,287)	-	(12,287)
	30,000	11,395	41,395

14 Government and local authority grants

At 31 March 2022 the charity held £57,748 (2021: £nil) in unspent government grants as explained in note 12(a).

15. Statement of Financial Activities - prior year

	Note	Restricted Funds	Unrestricted Funds	Total Funds 2021
		£	£	£
Income from:				
Donations	2	259,174	2,820	261,994
Charitable activities	3	-	(169)	(169)
Bank interest		-	120	120
Total income		259,174	2,771	261,945
Expenditure on:				
Raising funds		12,962	28,577	41,539
Direct charitable activities		246,212	469	246,681
Total expenditure	4	259,174	29,047	288,221
Net income (deficit) for the year	5	-	(26,276)	(26,276)
Reconciliation of funds				
Funds brought forward		30,000	37,670	67,670
Funds carried forward	12	30,000	11,395	41,395