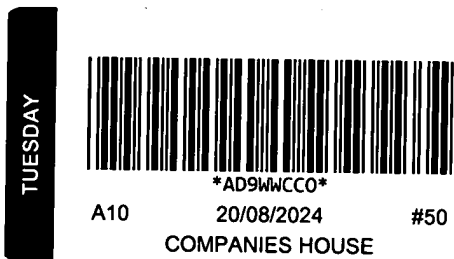


# GREENSLEEVES HOMES TRUST

## ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2024



## **GREENSLEEVES HOMES TRUST**

**(A Company limited by Guarantee not having a share capital –  
Company Registered Number 03260168)**

**(Charity Registration Number 1060478)**

**ANNUAL REPORT AND  
CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2024**

**GREENSLEEVES HOMES TRUST**  
**ANNUAL REPORT**  
**YEAR ENDED 31 MARCH 2024**

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## **GREENSLEEVES HOMES TRUST**

### **LEGAL AND ADMINISTRATIVE DETAILS**

(A Company limited by Guarantee not having a share capital – Company Registered Number 03260168)  
(Charity Registration Number 1060478)

#### **TRUSTEES**

Mr D Bryan  
Mr A Christie (appointed 16 May 2024)  
Ms K Davies  
Mr M Foster  
Mr D P Kelly OBE  
Mr M Lowe (appointed 16 May 2024)  
Ms A Morris (Appointed 16 November 2023)

Ms D Pounds (Chair)  
Mr M Shaha  
Mr P C G Spence  
Ms M Townson  
Ms J Tombs (Resigned 30 October 2023)  
Ms A Willimott (Appointed 16 November 2023)

#### **COMPANY SECRETARY**

Ms T Omoma

#### **CHIEF EXECUTIVE**

Mr P Newman

#### **KEY MANAGEMENT PERSONNEL**

Ms J Clarges – Director of Quality and Compliance  
Mr C Doherty – Chief Financial Officer  
Ms S King – Director of Business Development  
Ms T Omoma – Director of Human Resources and Company Secretariat  
Ms T Nelson – Divisional Director – North  
Ms M Whittingham – Divisional Director – South  
Ms S Weller – Director of Digital Transformation

#### **REGISTERED OFFICE**

138 Cheapside  
London  
EC2V 6BJ

#### **STATUTORY AUDTOR**

Grant Thornton UK LLP  
30 Finsbury Square  
London  
EC2A 1AG

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NG1 5FS

#### **BANKERS**

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London EC2R 8AU

#### **SOLICITORS**

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Bristol  
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**GREENSLEEVES HOMES TRUST**  
**REPORT OF THE BOARD OF TRUSTEES**  
**(INCORPORATING THE REPORT OF THE DIRECTORS AND THE STRATEGIC REPORT)**  
**FOR THE YEAR ENDING 31 MARCH 2024**

The Trustees, who are the directors for the purposes of the Companies Act 2006, present the report and financial statements of Greensleeves Homes Trust ("the Trust"/ "the Charity") for the year ended 31 March 2024. The Trustees confirm that the annual report and financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

**Strategic Report Year Ended 31 March 2024**

**Aims**

Greensleeves Homes Trust is a charitable organisation providing care and accommodation for older people, primarily by operating residential and nursing homes in the South and East of England.

Our mission is to encourage our residents to thrive as individuals, and our employees to practice as caring professionals. Our values of Respect, Openness, and Responsibility support us in achieving this.

Greensleeves Homes Trust aims to expand its charitable impact by increasing the number of beneficiaries receiving our high-quality care and support services.

**Charitable Objectives and Activities**

The objects of Greensleeves Homes Trust as defined by its Memorandum and Articles of Association are:

- The relief of persons who are in need by reason of age, ill-health or disability by the provision, or assistance in the provision, of accommodation and associated facilities, services and amenities or by such other means as may be charitable.
- such other purposes for the benefit of the community as shall be exclusively charitable. in each case for the public benefit.

The Trustees have had regard to the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives and planning future activities to meet these.

Greensleeves Homes Trust meets these objectives through the provision of residential, dementia and nursing care, in care homes across the South and East of England. Care is offered uniformly, regardless of resident background or financial situation. We operate a Home for Life policy, which commits to continuing to provide care for private residents who through financial depletion become eligible for Local Authority funding. This offers reassurance to residents and relatives that a home with Greensleeves is a home for life for as long as we can continue to safely meet their needs.

The Trust's strategic goals are:

- Quality First: Embed continuous quality improvement across our homes to deliver ever-improving person-centred care and safe working conditions.
- Empowered People: Retain over 80% of our colleagues through an inclusive culture, inspiring learning and development programmes and promoting a gold standard employee experience.
- Sustainable Development: Operate more and better homes, where people love to live and work, expanding our charitable impact in a viable, green and affordable manner.

The Trust sets short term and long-term aims to support the furtherance of its objectives and strategic goals. Short-term aims focus on the enhancement of current services, and include:

- Development of activities provisions to meet the needs of all residents.

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- Recruitment, retention and development of high-quality care and support colleagues.
- Increasing the proportion of homes with Care Quality Commission ratings of Good or Outstanding.
- Implementation of new technological solutions for increased efficiency and accuracy.
- Embedding the culture of the Trust into new homes and growing these to capacity.
- Promoting our Home for Life policy, which supports residents who experience financial depletion whilst in our care.

Long term aims include:

- Progression of plans for new-build homes at Newport Pagnell, Westfield and Rye.
- Review of financing arrangements to support future development activity and acquisitions.

The Trust measures success against its objectives through various Key Performance Indicators, including CQC ratings, carehome.co.uk ratings, colleague turnover, occupancy, CQC registered beds, and funded resident percentage.

As at 31 March 2024, we had facilities across the group to care for up to 1,275 residents across 28 homes, an increase of 23 beds and one home compared to the prior year.

In furtherance of our charitable objectives, during the year the charity increased the number of residents it can care for through the acquisition of a 28-bed care home, Broadacres, in Norfolk, which joined the group in February 2024. Mount Ephraim House also reopened as a 57-bed home, following extensive redevelopment. A further two bedrooms were added to Glebelands, our nursing home in Wokingham, Berkshire.

Following an operational review, the decision was taken to transfer our operations at St Cross Grange in Winchester to a local not-for-profit care provider and to close the home. This resulted in a reduction in our capacity by 64 residents.

Our services continue to be highly rated by residents, family and friends, with a Carehome.co.uk group score of 9.6 out of 10 and 22 of our homes achieving this score or greater. Any surpluses generated by the Trust's activities are reinvested into the maintenance and improvement of our homes and services, including supporting our Home for Life policy.

### **Achievements and Performance**

The year to March 2024 was preceded by a challenging year for the Trust, which operated in difficult economic conditions and experienced issues with occupancy and agency usage at some homes. Despite resolving several of these issues during the year, they continued to persist to some extent until March 2024, with an associated impact on financial performance.

#### Occupancy levels:

Occupancy levels increased over the year, averaging 86.5% on a phased basis, and at the end of the year, we cared for 1,056 residents across our services. Sixteen of our homes finished the year with occupancy levels over 90%, having returned to pre-pandemic levels. A small number of homes, however, achieved slower than budgeted recovery from operational issues.

#### Colleague retention and agency workers:

We are proud that our colleague retention remains strong. Our turnover as at year end as 20.9% which is significantly below the average turnover across the care sector of 28.3% (Skills for Care report published in October 2023). We have implemented a strategy to help reduce the need for agency workers. Where agency is being used, we seek to ensure these are regular agency workers who will be familiar with our residents and the work environment in our care homes.

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We achieved Living Wage accreditation which means Greensleeves Care has official status as a Living Wage employer with the mark of responsible pay. We will endeavour to ensure we maintain this recognition annually to support our drive to be an employer of choice.

Our Quality First Initiative has been extended during the year. This scheme provides financial incentives for colleagues to take on additional shifts beyond their contracted hours, aiming to improve the consistency of staffing for residents and reduce reliance and spending on agency workers. Uptake has been mixed across the estate, with several homes using little or no agency workers during the year. However, local recruitment market conditions have proven challenging in a few homes, resulting in heavier reliance on agency workers to maintain safe services. Over a third (37%) of expenditure on agency workers during the year arose from just three homes.

To address staffing challenges, we are investing in recruitment capacity at a home level to support efficient application processing. We are also implementing new time and attendance software to make available shifts visible to colleagues via an app, which should improve shift uptake. During the year, to reduce the financial impact of agency workers requirements, we have implemented an agency booking tool, which helps to ensure value for money by using select suppliers at pre-agreed rates. Early indications during 2024/25 show a marked reduction in agency usage and hourly cost.

CQC ratings:

At the time of writing, 20 of our homes have a CQC rating of Good, two are rated Outstanding, four are currently rated Requires Improvement, and two have yet to be inspected.

Reputation:

We measure our reputational performance by referencing ratings on external websites such as carehome.co.uk and through the receipt of industry awards. At the time of writing, the Trust had a group score of 9.6 out of 10 on carehome.co.uk, with 22 of our homes individually achieving this rating or higher.

During the year, Greensleeves Care has achieved a 'Top 20 Large Care Home Group' Award from leading online care home directory, Carehome.co.uk, for the seventh year running.

Along with its inclusion in the top large care home group list, Greensleeves Care is also celebrating the individual success of one of its homes in the awards, Torkington House in Acton, which was named in the Top 20 Care Homes in London.

The annual Carehome.co.uk Awards recognise care home groups according to their ranking on the platform, which is based on impartial, independent reviews from care home residents, their families and friends.

Mount Ephraim House:

The renovation of Mount Ephraim House was completed during the year following extensive delays, and we welcomed our first residents in June 2023. The home is filling faster than budgeted despite some extended snagging works, now resolved, that restricted admissions in the later part of the year.

Broadacres:

In February 2024, the Trust acquired Broadacres Care Home through a purchase of 100% of the share capital of Broadacres Holdings Limited (11161346). Broadacres Holdings Limited, in turn, is the sole owner of Broadacres Care Home Limited (09185042) and Broadacres Care Home Trading Limited (09185314). Broadacres is an established 28-bed residential care home in Barton Turf, Norfolk. The results of Broadacres Care Home for the period from acquisition to 31 March 2024 are consolidated into these accounts. Work is ongoing to support the home as it embeds into the Greensleeves culture. It is planned that the care home's activity will be hived up into Greensleeves Homes Trust during the year to 31 March 2025, and the subsidiary companies will be dissolved after that.

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Newport Pagnell:

In February 2024, the Trust purchased a plot of land in Newport Pagnell, complete with planning permission for a 60-bed care home, which will serve to re-provision the existing home at Tickford Abbey and add additional capacity to the Trust. The optimal financing strategy for the construction of the home is under review.

Property sales:

St Cross Grange closed in September 2023 following the transfer of the home's operations to a new facility operated by a local, not-for-profit operator. The sale of the site was also completed in September 2023.

Croxley House, a closed home in Croxley Green, Hertfordshire, was expected to sell during the year. Unfortunately, the sale was met with delays, and the property removed from the market. The intention is to remarket the site for sale in the year to March 2025.

Henley House was sold on a sale and leaseback arrangement in January 2024 for £14.8m. Part of the proceeds of this transaction were used to purchase Broadacres care home and the development site at Newport Pagnell.

Colleague well-being:

We continue to progress our Wellbeing strategy and see good levels of engagement with our Thrive app (a mental wellbeing app). Whilst all user data is confidential, anonymous and aggregated, we believe usage of the app is having a positive impact on sickness absenteeism (our average sickness absence rate as at year end was 3.5% which is below the average for the sector of 6%). During the year, we also delivered in person mental wellbeing drop-in sessions to discuss topics such as stress awareness, anxiety, managing mental health in the Workplace

*"I learn something new every day. I've made such great relationships."*

Investment in Financial Wellbeing is of equal importance and in addition to our long-standing Employee Assistance Program, over the last year, we have focused on promoting our financial wellbeing hub which includes planning for retirement.

Employee 'Temperature Check' surveys are routinely conducted at homes to measure the current level of engagement and we see results that indicate Greensleeves Care is a great place to work.

Funded residents:

The Trust aims to support approximately 25% of our residents, funded through Local Authorities or the NHS, to support our charitable aims. In the year to 31 March 2024, 24.3% of our residents were funded in this way. As an organisation, we are seeing an increase in the number of private residents whose financial reserves have depleted and are transitioning to Local Authority or NHS funding under our Home for Life policy. We continue to manage admissions across the Trust to ensure the mix of privately and publicly funded residents remains at our target level.

**Stakeholder Engagement**

Feedback from our residents and relatives provides some of the best measures of performance against our aim of providing high-quality care and helps us shape the work that we do to further our charitable purpose. We receive reviews directly and via platforms such as carehome.co.uk. Some comment highlights from this year include:

- A W (Son of Resident): The experience myself and my family have had over the past few years is nothing but brilliant. The staff are great and the management just the same.
- G D (Son of Resident): You looked after my mum for her last 14 months when we couldn't. You treated her with respect, dignity and love and treated her as one of your family and we as a family will forever be in your debt. Thank you.



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- J N (Resident): I am very happy and settled. The care provided is excellent and from living on my own for a long time I feel really happy and at home.
- L S (Respite Resident): I arrived a mere shadow of myself and left feeling almost normal.
- S G (Son of Resident): I am thrilled to share my heartfelt appreciation for the incredible care now being provided to my mum.
- Callum (Grandson of Resident): Choosing Greensleeves for my nan's care has been one of the best decisions we've made as a family.
- Deborah (Sister of Resident): my sister's quality of life has improved beyond our expectations.

*“Choosing Greensleeves for my nan's care has been one of the best decisions we've made as a family.”*

Our homes are fortunate to benefit from the support of volunteers who give their time freely to assist with activities and fundraising events or offer friendly conversation and companionship to residents. The Trustees wish to thank all those volunteers who helped us deliver a valued and essential service and positively contribute to our residents' lives.

#### Financial Review

The financial statements for the year ended 31 March 2024 comply with Financial Reporting Standard 102 (FRS 102), 'the Financial Reporting Standard in the UK and Republic of Ireland', and the Charities Statement of Recommended Practice (Charities SORP (FRS102)).

The primary source of income during the year to 31 March 2024 was resident care fees, relating to our core activity of providing residential, dementia and nursing care.

During the year, the group generated Earnings before Interest, Tax, Depreciation and Amortisation (EBITDA) of £2.3m, and an underlying net surplus of £2.4m despite cost inflation and stubbornly high agency fees. Once adjustments have been made for the impact of new developments and a number of one-off items described below, this translates into a net deficit of £4.5m for the year after depreciation.

#### Development

The speed of admitting new residents determines the negative impact on net earnings of a new home over the short term. The Trust defines this as the reduction in surpluses arising from a home during the growth phase. Due to initially low resident numbers and the need to recruit staff before admissions, new homes represent an initial drag on resources, typically taking two or more years to reach total operating capacity. The slower the increase in resident numbers, the more expensive this phase becomes. Comparing a home's expected surplus from mature operation with actual results identifies the financial impact on the organisation.

During the year, the Trust had the following homes in the growth phase:

	<b>Development Impact £'000</b>
Buckler's Lodge	2,404
The Meadowcroft	1,384
Mount Ephraim House	1,130
Total Development Impact	<u>4,918</u>

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This development impact represents the total additional surplus that the Trust's current estate can be expected to generate once fully operational.

The underlying performance of the estate, the net loss per the accounts adjusted for non-routine items and development impact, is shown below, giving a clearer picture of the underlying performance of the Trust.

	2023/24	2022/23
	£'000	£'000
<b>Net (loss) per accounts</b>	<b>(4,511)</b>	<b>(15,933)</b>
Add back asset revaluation	-	7,418
<b>Net (loss) before asset revaluation</b>	<b>(4,511)</b>	<b>(8,515)</b>
Non-routine items detailed below	2,001	4,860
Development Impact	4,918	4,863
<b>Underlying surplus</b>	<b>2,408</b>	<b>1,208</b>
Depreciation	3,448	3,410
Loan interest	3,378	3,381
<b>Underlying EBITDA</b>	<b>9,234</b>	<b>7,999</b>

Non-routine items

The results have been adversely affected by one-off items relating to four homes, together with one home closure and one sale:

- Viera Gray House: During the prior year, Viera Gray House experienced some operating difficulties, resulting in a temporary curtailment of the admission of new residents, which persisted into the year to 31 March 2024, resulting in a further drop in occupancy levels. These issues were resolved during the year, and a new manager was recruited. We have, therefore, been able to carefully admit new residents into the home in the latter part of the year, and occupancy has continued to recover post year-end. The budgetary impact of reduced occupancy levels during the year was £882k.
- St Cross Grange: The decision was made to close St Cross Grange, our home in Winchester, during the prior year, and closure was anticipated in October 2022. An arrangement was made for all colleagues and residents to transfer to a nearby new-build facility opened by another charitable provider. Completion was delayed so the transfer eventually took place in September 2023. This period of uncertainty and costs of delayed building works resulted in the home generating an unbudgeted loss of £206k during the year up to the point of closure.
- Clarendon Lodge: This home is the replacement home for Croxley House. Due to operational issues, we experienced delays to resident admissions until January 2024. This was longer than originally budgeted for. These issues are now resolved, a robust new management team is in place, and occupancy levels are beginning to recover. The financial impact of these delays equated to £722k during the year.
- Croxley House: The sale of Croxley House was expected to be completed in March 2022, but the sale was met with delays and sale has not been achieved. For insurance purposes, the Trust must maintain 24-hour on-site security at the building, which cost £191k during the year.

Balance Sheet

The balance sheet as of 31 March 2024 shows net current assets of £5,997k (2023: £842k). The year-end cash balance was £8,223k (2023: £2,281k), an increase arising from the sales of Henley House and St Cross Grange, offset by purchases including the Broadacres group and the site at Newport Pagnell.

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Post Balance Sheet Events

There have been no material post-balance sheet events.

Reserves

The Reserves Policy is considered annually, and the Board of Trustees review the Trust's reserve levels throughout the year in light of its planned activities, budget and cashflow forecasts. The Board believe it necessary to hold adequate reserves to ensure that future standards of service and accommodation offered to residents can be maintained and improved, as well as to fulfil any committed acquisition and development activity.

As such, the Trust should have sufficient reserves available to fund revenue costs in the event of any unexpected problems. As the Trust's operational sites are widespread, such problems are expected to be isolated to a particular site. Therefore, the reserves provision for revenue costs has been set at 10% of the Trust's three-month ordinary costs. In addition to this requirement and our active development programme, further reserves should be available that are equivalent to actual capital commitments, less any associated finance arrangements already in place.

At the balance sheet date, the Trust's free unrestricted reserves before long-term liabilities were £4,974k, which represents a surplus of £2,266k above the £2,708k required to fulfil the above requirement. The Board are comfortable that holding this higher level of reserves is appropriate given future planned capital works programmes.

On transition to FRS 102, the decision was taken to adopt a deemed cost value at the date of transition for the freehold homes using their value as at 1 April 2014 thus creating a revaluation reserve equivalent to the increased value only of those homes that had risen in value. In the year to 31 March 2023, the fair value model was applied to freehold assets, representing a change in accounting policy. A reserves transfer is applied annually to account for the increased depreciation arising from the revaluation exercise. The balance of the revaluation reserve at 31 March 2024 was £26.9m (2023: £32.7m).

The Trust's Senior Management Team actively monitors reserves on behalf of the Board of Trustees. They are responsible for providing quarterly updates and highlighting any potential problems. Restricted funds of £1,023k (2023: £632k) represent donations received and resident deposits.

Principal Risks and Uncertainties

The Trust maintains an active digital risk register covering operational and financial risks. The Senior Management Team monitors this regularly and reviews it with the Finance & Audit, Property and Care & Quality Improvement Committees, and the Board of Trustees. The Trust also conducts internal and external reviews covering areas such as Care, Health and Safety, HR and Finance to reduce risk across the organisation.

The following are considered the key risks and uncertainties currently facing the Trust:

- **Quality failings:** Issues with the quality of our services result in substandard experiences for our residents. Further risks would include downgrading of CQC ratings, restrictions on admissions, reputational damage, and resultant financial implications. The Trust is reviewing all auditing processes to ensure that any weaknesses are rectified as soon as possible.
- **Workforce difficulties:** High colleague turnover and an inability to recruit quality colleagues result in inconsistent care and reduce our ability to curtail agency spending. We continue to pay a minimum of the Real Living Wage and are investing in schemes to support, develop and progress colleagues.
- **Occupancy:** Failure to increase occupancy, both in our new homes and those recovering from operational issues, threatens the organisation's financial stability. This risk is being mitigated through focused marketing support and the use of targeted offers.

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- Fundraising: An inability to continue to raise funds to further our sustainable development and to refinance the first loan from Retail Charity Bond plc in 2026 would be a concern. We prepare and regularly review a long-term financial plan to monitor the impacts of short and long-term strategies on our financial position. The Trust is already considering options to establish the optimal refinancing solution for the 2026 bond, and progress on the selected option is likely to commence in Autumn 2024.

Going Concern

The past few years have proved challenging for the Trust. Delayed occupancy recovery, coupled with recruitment challenges and broader economic conditions, has had a detrimental effect on the organisation's financial position.

During the year, some of the critical operational issues arising in the prior year were resolved, albeit later than anticipated. These delays have had a detrimental impact on the Trust's financial performance in the current year. Resident numbers at our new and filling homes have also built more slowly than budgeted. Across the organisation, despite solid recruitment efforts, the need to rely on agency workers to maintain safe services has resulted in significant temporary increases in our staffing costs. During the year and since the year-end, we have tackled both the cost of agency workers through improved supplier selection and rate agreements, as well as the number of hours of agency utilised through improved rota management and incentive schemes to encourage overtime uptake. At the time of writing, agency usage has dropped 20% compared to year-end levels.

In January 2024, the Trust entered into a sale and leaseback arrangement on Henley House, our site in Ipswich. This generated cash inflows of £14.8m, part of which was used to purchase the Broadacres group and the land at Newport Pagnell. The overall impact of this has left the Trust in a healthier year-end cash position and enabled us to continue our sustainable development programme, increasing our reach to more older people.

Occupancy levels have started the financial year 2024/25 below budget due to slower-than-expected occupancy growth in the year's final quarter to March 2024. In a number of homes in the occupancy growth phase, savings can be made to offset reduced revenues to some extent. The Trust has flexibility in the financing and timing of building the new Newport Pagnell home, including a loan facility, a sale and leaseback arrangement or development delay. Options are being fully considered before a decision is made. Stress tests and forecast sensitivities, based on a variety of occupancy assumptions, suggest that reducing the cash outflow of the development ensures that in the event of a downturn in occupancy recovery or other worsening of performance, the Trust will have sufficient cash to operate over the next 12 months.

As such, the Trustees consider that Greensleeves Homes Trust has adequate resources to continue in operational existence for the foreseeable future, being a minimum of twelve months from the date these accounts are approved, with no material uncertainties regarding going concern identified. For this reason, these accounts have been prepared on a going concern basis.

**Plans for Future Periods**

In furtherance of our charitable objectives and strategic goals, the Trust has the following vital plans for the coming year:

Recruitment, retention and development: To extend and enhance the Quality First Initiative, which encourages Greensleeves colleagues to take on additional shifts, thereby reducing agency usage and improving care continuity, and to continue to monitor this for effectiveness during the year. We plan to use targeted local recruitment advertising to support key homes and increase our use of sponsorship licences to widen the recruitment pools we can access. These measures and our colleague retention initiatives will enable us to reduce the number of agency hours required. This, coupled with agreeing fair rates with suppliers, will significantly reduce agency spending.

Occupancy: We aim to improve occupancy at all homes operating below pre-pandemic levels and at new homes. This will be achieved through marketing campaigns, raising awareness both online and through local press, and reviewing our resident journey to ensure that it is as seamless as possible. We will also continue to promote our Home for Life policy, enabling prospective residents to consider this as part of their decision-making process.

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Review long-term funding arrangements: To select the optimum long-term funding strategy incorporating repayment of the Retail Charity Bond facility ahead of maturity in 2026.

Care Quality: To implement the Gold Standards Framework across our homes, particularly for residents living with dementia or on end-of-life care. To ensure all colleagues receive high-quality training and development opportunities, enabling them to provide the best standards of care. We also plan to continue to develop internal audit techniques, to identify and rectify weaknesses at the earliest opportunity.

Digital Transformation Programme: To continue implementing and exploring digital tools and software available to support high-quality care and ensure the organisation's efficiency.

Growth and consolidation: To conduct a detailed review of our homes to ensure that all are operating efficiently and contributing positively to the organisation. To consider funding options available in the short and medium term, maintain comfortable working capital levels, and fund the future development pipeline.

**Strategic Report – Companies Act 2006 s172(1)**

The Trustees, both individually and collectively, consider that they have acted in ways that they believe in good faith to be most likely to promote the success of Greensleeves Homes Trust. Decisions made during the year ended 31 March 2024 have been taken to benefit both residents and colleagues. We actively encourage feedback from residents and relatives through annual satisfaction surveys and regular meetings.

Caring for our residents is fundamental to the Trust's success, and we endeavour to provide exemplary and innovative care to all residents, across all of the Trust's homes, at all times. We also strive for our homes to actively be part of the community through engagement with other local organisations.

We recognise that colleagues, both at individual homes and at Head Office, are the Trust's most important asset and aim to be responsible employers in our approach to the pay and benefits our employees receive. The health, safety and well-being of colleagues and residents are of the highest importance, and ensuring these is one of the primary considerations when making decisions and operating the Trust.

**Streamlined Energy and Carbon Reporting**

The Streamlined Energy and Carbon Reporting disclosure presents our carbon footprint within the United Kingdom across Scope 1, Scope 2 and Scope 3, an appropriate intensity metric, the total energy usage of electricity, gas and transport fuel, and an energy efficiency improvements summary.

Scope 1 consumption and emissions include direct combustion of natural gas and fuels used for transportation operations, such as company vehicle fleets. Scope 2 Consumption and emissions refer to indirect emissions related to the consumption of purchased electricity in day-to-day business operations. Scope 3 consumption and emissions cover emissions from sources not directly owned by us. This relates to grey fleet (business travel undertaken in employee-owned vehicles) only.

	Year ended 31 March 2024			Year ended 31 March 2023*		
	Consumption kWh	Emissions tCO <sub>2</sub> e	Intensity Metric *	Consumption kWh	Emissions tCO <sub>2</sub> e	Intensity Metric *
Gas and other fuels (Scope 1)	10,735,557	1,989.34	1.56	11,007,882	2,038.50	1.63
Electricity (Scope 2)	4,428,691	925.74	0.73	4,454,731	861.46	0.69
Transport (Scope 1 & 3)	517,736	119.54	0.09	487,377	113.29	0.09
<b>Overall</b>	<b>15,681,983</b>	<b>3,121.82</b>	<b>2.38</b>	<b>15,949,990</b>	<b>3,013.25</b>	<b>2.41</b>

\* Intensity metric represents tCO<sub>2</sub>e per CQC registered space across currently operating homes.

**GREENSLEEVES HOMES TRUST**  
**REPORT OF THE BOARD OF TRUSTEES**  
**(INCORPORATING THE REPORT OF THE DIRECTORS AND THE STRATEGIC REPORT)**  
**FOR THE YEAR ENDING 31 MARCH 2024**

*# Data for the year ended 31 March 2023 has been restated, as supplier invoices covering multiple months during the reporting period have been re-billed, impacting electricity and natural gas consumption.*

Greensleeves Homes Trust is committed to year-on-year improvements in operational energy efficiency. As such, a register of energy efficiency measures has been compiled with a view to implementation in the next five years.

A Sustainability Working Group has been established to regularly review current policies and procedures to ensure energy efficiency and sustainability is prioritised in the future.

Ongoing measures including those undertaken in this year:

- All lighting upgrades and replacements done using LED.
- Installed smart meters and water meters across the Trust.
- Electricity contracts were renewed with REGO-backed contracts, meaning our supply is now 100% renewable.
- Gas dryers are being replaced with electric dryers as units fail. Two homes have now moved to electric.
- Operating a cycle to work scheme to reduce staff reliance on cars.
- Moved to a centralised waste management contract to increase recycling percentages.

We are pleased to note the reduction in the overall Intensity Metric shown above. Despite our growth, we have achieved a reduction in consumption of both electricity and gas. Electricity emissions have increased; however, this figure is calculated using the average emissions of the National Grid (location-based emissions), which worsened during 2023 (on which this data is based) versus 2022. The Trust switched to a fully renewable electricity supply during the year. Recalculating the electricity emissions (tCO<sub>2</sub>e) using emissions factors specific to the contractual instruments in place (market-based emissions), brings this figure down from 925.74 to 716.61, producing a revised intensity metric of 0.56. The market-based electricity emissions will be reduced to zero going forward as a result of the switch to renewable supply.

Measures for the future include:

- Installation of minimum 2 EV charge points at all new build homes.
- Replacement of single use products with reusable alternatives.
- Creation of food waste action plans to reduce food waste in our homes.
- Solar (PV) units to be installed where possible to homes.
- Surveys of homes being undertaken to assess energy efficiency and produce a strategy for improvements.
- All new homes to have electric systems for heating and hot water.

### **Structure Governance and Management**

Greensleeves Homes Trust is a company limited by guarantee and a registered charity. Its governing document is its Memorandum and Articles of Association.

The Board of Trustees is currently composed of 12 members. These are the legal directors of the company and are responsible for the overall direction and strategy of the Trust and for overseeing its financial affairs.

Trustees are recruited by an external agency specialising in non-executive recruitment. The goal is to attract suitable individuals to enhance the existing Board's skill set and address any skills gaps. Potential candidates are interviewed by the Nominations Committee or a panel of board members, and suitable candidates are recommended to the Board for appointment.

New Trustees receive essential documents such as the Memorandum and Articles of Association, the current annual budget and business plans, and information on regulatory requirements in the care and charity sectors. They also meet with the Chief Executive to discuss strategy and objectives and identify any additional training needs. The Chief Executive and board papers keep Trustees informed about Trust developments and relevant legislation.

**GREENSLEEVES HOMES TRUST**  
**REPORT OF THE BOARD OF TRUSTEES**  
**(INCORPORATING THE REPORT OF THE DIRECTORS AND THE STRATEGIC REPORT)**  
**FOR THE YEAR ENDING 31 MARCH 2024**

The current Trustees have diverse backgrounds and contribute valuable expertise and advice, as well as the support of external advisers.

The Board of Trustees meet regularly throughout the year, at quarterly Board meetings, and in smaller groups at sub-committee meetings. The Trustees currently have the following sub-committees, which report directly to the Board:

- Finance and Audit Committee: Responsible for providing the Board with assurance on the adequacy of all systems, controls, processes including risk management processes, which may affect the Trust's ability to meet its objectives; and to ensure that financial resources are being deployed appropriately.
- Property Committee: Responsible for providing the Board, the Chief Executive and the Senior Management Team with advice on property-related issues consistent with the Trust's objectives.
- Remuneration Committee: Responsible for advising the Board and Chief Executive on pay and reward throughout the Trust, with a particular focus on the pay of senior management, any reward and incentive scheme, and pension issues.
- Care & Quality Improvement Committee: Responsible for the clinical governance and risk management of resident safety and experience, quality standards and compliance, and service development/innovation.
- Nominations Committee: Responsible for effective succession planning for senior roles in the Trust, such as the Chair, Vice Chair, Chair of any standing committee, Trustees and the Chief Executive.

Trustees delegate the day-to-day running of the charity to the Chief Executive, who is supported by the Senior Management Team. Together, these individuals are responsible for developing and enhancing services within the Trust's objectives, recruiting appropriately qualified staff who align with the Trust's values, and maximising the use of Trust assets. They also provide strategic and operational leadership to meet regulatory requirements, maintain service standards within budget, and identify new income streams and development opportunities.

The Trust has a Remuneration Policy that is regularly reviewed and helps ensure that we appropriately reward and motivate colleagues. The Trust is committed to ensuring we pay our colleagues fairly while responsibly managing our financial resources. The Board of Trustees makes the final decision on any employee-wide pay increases as part of the annual budget-setting process.

The pay of the Senior Management Team is independently reviewed and benchmarked against other similar care providers annually. The Remuneration Committee determine the final level of increase, giving specific consideration to Executive pay, namely the Chief Executive, the Chief Financial Officer, the Director of Quality and Compliance, the Director of Business Development and the Divisional Director posts. In setting the salary for these roles, the Trust will consider market data and Greensleeves Homes Trust's future growth plans.

#### **Disabled Persons**

We are committed to encouraging diversity amongst our workforce and seek to make reasonable adjustments to ensure our premises and working conditions meet the needs of disabled employees and job applicants. All colleagues are afforded the same opportunities.

#### **Employee involvement**

The Trust has established work practices that enable effective communication and engagement with colleagues, such as the quarterly newsletter and the engagement survey. Team meetings are held at all homes regularly, allowing employees to discuss any issues and make suggestions on how their home operates.

**GREENSLEEVES HOMES TRUST**  
**REPORT OF THE BOARD OF TRUSTEES**  
**(INCORPORATING THE REPORT OF THE DIRECTORS AND THE STRATEGIC REPORT)**  
**FOR THE YEAR ENDING 31 MARCH 2024**

**Fundraising**

Part of the Trust's income is from donations and fundraising. Donations are generally unsolicited and received from the residents' families after they have left the home. Fundraising income is generated by events held at homes, such as raffles, summer fayres, or Christmas parties. Any monies raised are used for resident benefit, general amenity purposes, or more significant purchases. Events are organised in-house by our teams, sometimes with the assistance of local volunteers. We have strict controls around fundraising and ensure that two or more people handle any cash. Participation in any fundraising is voluntary, and we do not unduly pressure people to give money or other donations. No third parties are engaged to assist with fundraising efforts. The Trust received no complaints in relation to fundraising during the year.

The Trustees formally approve the Report of the Board of Trustees and the Strategic Report. They also approve the Strategic Report in their capacity as company directors.

By Order of the Trustees

*Dallas Pounds*

Ms D Pounds – Chair, Greensleeves Homes Trust

30/7/2024  
Date: .....



**GREENSLEEVES HOMES TRUST**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**YEAR ENDED 31 MARCH 2024**

The trustees (who are also directors of Greensleeves Homes Trust for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees confirm that:

- so far as each trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's 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.

**Qualifying third party indemnity provisions**

The company has granted an indemnity to all of its trustees (who are also the directors of the charitable company for the purposes of company law) against liability in respect of proceedings brought by third parties, subject to the conditions set out in the Companies Act 2006. Such qualifying third party indemnity provisions remains in force as at the date of approving the Report of the Board of Trustees.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREENSLEEVES HOMES TRUST**

### **Opinion**

We have audited the financial statements of Greensleeves Homes Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024, which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102; The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2024 and of the group's and the parent charitable company's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Statement of Recommended Practice: Accounting and Reporting by Charities, 2019 Edition; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under that Act. We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

We are responsible for concluding on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's and the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

In our evaluation of the trustees' conclusions, we considered the inherent risks associated with the group's and parent charitable company's business model including effects arising from macro-economic uncertainties such as the impact of inflation and the cost of living crisis, we assessed and challenged the reasonableness of estimates made by the trustees and the related disclosures and analysed how those risks might affect the group's and parent charitable company's financial resources or ability to continue operations over the going concern period.

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

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

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

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREENSLEEVES HOMES TRUST**

### **Other information**

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

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

We have nothing to report in this regard.

### **Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' Report, prepared for the purposes of company law, included in the Report of the Board of Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Strategic Report and the Directors' Report included in the Report of the Board of Trustees have been prepared in accordance with applicable legal requirements.

### **Matter on which we are required to report under the Companies Act 2006**

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included in the Report of the Board of Trustees.

### **Matters on which we are required to report by exception**

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

- adequate accounting records have not been kept by the parent charitable company, or
- returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 13, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREENSLEEVES HOMES TRUST**

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the group through our general not for profit and charity sector experience and discussions with management. We determined that the following laws and regulations were most significant: Charities SORP 2019, FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', Charities Act 2011, Companies Act 2006, Data Protection Act 2018 and Care Standards Act 2000.
- We enquired of management concerning the group's and parent charitable company's policies and procedures relating to:
  - the identification, evaluation and compliance with laws and regulations;
  - the detection and response to the risks of fraud; and
  - the establishment of internal controls to mitigate risks related to fraud or non-compliance with laws and regulations.
- We enquired of management and the Finance and Audit Committee, whether they were aware of any instances of non-compliance with laws and regulations or whether they had any knowledge of actual, suspected or alleged fraud.
- We assessed the susceptibility of the group's and parent charitable company's financial statements to material misstatement, including how fraud might occur, by evaluating management's incentives and opportunities for manipulation of the financial statements. This included the evaluation of the risk of management override of controls. We determined that the principal risks were in relation to:
  - journal entries that increased revenues or that reclassified costs from the income statement to the balance sheet
  - potential management bias in determining accounting estimates
  - potential management bias in the revaluation of revalued freehold properties
  - potential management bias in the valuation and recognition of the acquisition of the Broadacres Group
- Our audit procedures involved:
  - identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
  - challenging assumptions and judgements made by management in its significant accounting estimates, such as valuations of certain freehold properties;
  - identifying and testing journal entries, in particular manual journal entries;
- In addition, we completed audit procedures to conclude on the compliance of disclosures in the Annual Report and Consolidated Financial Statements with applicable financial reporting requirements.
- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error and detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it;
- Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:
  - understanding of, and practical experience with audit engagements of a similar nature and complexity through appropriate training and participation

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GREENSLEEVES HOMES TRUST**

- knowledge of the industry in which the client operates
- understanding of the legal and regulatory requirements specific to the entity/regulated entity including:
  - the provisions of the applicable legislation
  - the regulators rules and related guidance, including guidance issued by relevant authorities that interprets those rules
- The team communications in respect of potential non-compliance with laws and regulations and fraud included the potential for fraud in revenue recognition, improper use of charitable funds and serious incident reports submitted to the Charity Commission in the period;
- In assessing the potential risks of material misstatement, we obtained an understanding of:
  - the group's and parent charitable company's operations, including the nature of its revenue sources, products and services and of its objectives and strategies to understand the classes of transactions, account balances, expected financial statement disclosures and business risks that may result in risks of material misstatement.
  - the group's and parent charitable company's control environment, including the policies and procedures implemented to comply with the requirements of its regulator, including the adequacy of the training to inform staff of the relevant legislation, rules and other regulations of the regulator, the adequacy of procedures for authorisation of transactions, internal review procedures over the entity's compliance with regulatory requirements and procedures to ensure that possible breaches of requirements are appropriately investigated and reported.

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

### **Use of our report**

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



James Bird  
Senior Statutory Auditor  
for and on behalf of Grant Thornton UK LLP  
Statutory Auditor, Chartered Accountants  
London  
Date: 30/7/2024

**GREENSLEEVES HOMES TRUST**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)**  
**YEAR ENDED 31 MARCH 2024**

		Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	Notes	2024	2024	2024	2023	2023	2023
		£	£	£	£	£	£
<b>INCOME FROM</b>							
<b>Charitable activities</b>							
Residents' care fees		77,976,567	-	77,976,567	63,449,452	-	63,449,452
Residents' sundries		474,944	-	474,944	410,540	-	410,540
Covid-19 Funding		-	-	-	-	162,728	162,728
Rental income		319,370	-	319,370	426,957	-	426,957
<b>Raising funds</b>							
Donations and fundraising		-	391,205	391,205	-	46,917	46,917
Investments	2	8,500	-	8,500	6,224	-	6,224
<b>Other</b>							
Miscellaneous income		35,080	-	35,080	652,135	-	652,135
Surplus from sale of fixed assets		764,832	-	764,832	-	-	-
<b>TOTAL</b>		<b>79,579,293</b>	<b>391,205</b>	<b>79,970,498</b>	<b>64,945,308</b>	<b>209,645</b>	<b>65,154,953</b>
<b>EXPENDITURE ON</b>							
<b>Charitable activities</b>							
Residents' care costs	3	79,007,651	-	79,007,651	69,503,844	203,345	69,707,189
Head Office costs	3	5,113,957	-	5,113,957	3,545,659	-	3,545,659
Rental costs	3	196,242	-	196,242	259,296	-	259,296
<b>Raising funds</b>							
Cost of raising finance	3	163,769	-	163,769	158,055	-	158,055
<b>Other</b>							
Loss of revaluation of assets	3	-	-	-	7,417,596	-	7,417,596
<b>TOTAL</b>	3	<b>84,481,619</b>	<b>-</b>	<b>84,481,619</b>	<b>80,884,450</b>	<b>203,345</b>	<b>81,087,795</b>
<b>NET INCOME / (LOSS)</b>		<b>(4,902,326)</b>	<b>391,205</b>	<b>(4,511,121)</b>	<b>(15,939,142)</b>	<b>6,300</b>	<b>(15,932,842)</b>
<b>Transfer between funds</b>	13	-	-	-	-	-	-
<b>Gain on revaluation of assets</b>	13	-	-	-	23,804,996	-	23,804,996
<b>NET MOVEMENT IN FUNDS</b>		<b>(4,902,326)</b>	<b>391,205</b>	<b>(4,511,121)</b>	<b>7,865,854</b>	<b>6,300</b>	<b>7,872,154</b>
<b>FUNDS AT 1 APRIL 2023</b>	13	<b>39,185,768</b>	<b>632,118</b>	<b>39,817,886</b>	<b>31,319,914</b>	<b>625,818</b>	<b>31,945,732</b>
<b>FUNDS AT 31 MARCH 2024</b>	13	<b>34,283,442</b>	<b>1,023,323</b>	<b>35,306,765</b>	<b>39,185,768</b>	<b>632,118</b>	<b>39,817,886</b>

All of the above results are derived from continuing activities.

The parent company has elected not to present its unconsolidated SOFA under section 408 of the Companies Act 2006.

The notes on pages 22 to 40 form part of these financial statements.

**GREENSLEEVES HOMES TRUST**  
**CONSOLIDATED AND CHARITY BALANCE SHEETS**  
**31 MARCH 2024**

	<u>Notes</u>	<u>Group</u> <u>2024</u> £	<u>2023</u> £	<u>Charity</u> <u>2024</u> £	<u>2023</u> £
<b>FIXED ASSETS</b>					
Tangible assets	7	104,170,007	113,765,339	99,850,083	113,765,339
Investment in Subsidiaries	5,12	-	-	4,462,147	4
		<u>104,170,007</u>	<u>113,765,339</u>	<u>104,312,230</u>	<u>113,765,343</u>
<b>CURRENT ASSETS</b>					
Debtors	8	4,620,115	3,714,990	4,597,361	3,714,986
Bank and cash balances	9	8,222,925	2,280,907	7,854,002	2,280,855
		<u>12,843,040</u>	<u>5,995,897</u>	<u>12,451,363</u>	<u>5,995,841</u>
<b>CURRENT LIABILITIES</b>					
Amounts falling due within one year	10	(6,845,668)	(5,153,097)	(6,573,944)	(5,153,101)
<b>NET CURRENT ASSETS</b>		<u>5,997,372</u>	<u>842,800</u>	<u>5,877,419</u>	<u>842,740</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>110,167,379</u>	<u>114,608,139</u>	<u>110,189,649</u>	<u>114,608,083</u>
<b>CREDITORS</b>					
Amounts falling due after more than one year	10	(74,860,614)	(74,790,253)	(74,860,614)	(74,790,253)
<b>NET ASSETS</b>		<u>35,306,765</u>	<u>39,817,886</u>	<u>35,329,035</u>	<u>39,817,830</u>
<b>UNRESTRICTED FUNDS</b>					
General funds	13	7,432,151	6,522,744	7,455,421	6,522,688
Revaluation reserve	13	26,851,291	32,663,024	26,851,291	32,663,024
	13	<u>34,283,442</u>	<u>39,185,768</u>	<u>34,306,712</u>	<u>39,185,712</u>
<b>RESTRICTED FUNDS</b>	13	<u>1,023,323</u>	<u>632,118</u>	<u>1,022,323</u>	<u>632,118</u>
<b>TOTAL FUNDS</b>	13	<u>35,306,765</u>	<u>39,817,886</u>	<u>35,329,035</u>	<u>39,817,830</u>

The Charity's Net Loss for the year was £4,511,121 (2023: loss of £15,932,844).

30/7/2024

Approved by the Board of Trustees and authorised for issue on ..... and signed on their behalf by:

*Dallas Pounds*

Ms D Pounds – Chair, Greensleeves Homes Trust  
 Company Registered Number 03260168

The notes on pages 22 to 40 form part of these financial statements.

**GREENSLEEVES HOMES TRUST**  
**CONSOLIDATED CASH FLOW STATEMENT**  
**31 MARCH 2024**

	<u>Notes</u>	<u>2024</u>		<u>2023</u>
		£	£	£
<b>Cash flows from operating activities</b>		<b>(1,751,458)</b>		<b>(6,033,185)</b>
<b>Cash flows from investing activities</b>				
Interest received	2	8,500		6,224
Net cashflow from acquisition		<b>(3,587,931)</b>		-
Purchases of tangible assets	7	<b>(7,458,682)</b>	(6,864,255)	
Proceeds from sale of tangible assets		<b>18,661,228</b>		-
		<hr/>	<hr/>	
<b>Net cash provided by (used in) investing activities</b>		<b>7,623,115</b>		<b>(6,858,031)</b>
		<hr/>	<hr/>	
<b>Cash flows from financing activities</b>				
Amortisation of capitalised costs	9	<b>70,361</b>	70,168	
		<hr/>	<hr/>	
<b>Net cash provided by financing activities</b>		<b>70,361</b>		<b>70,168</b>
		<hr/>	<hr/>	
<b>Change in cash and cash equivalents in the reporting period</b>		<b>5,942,018</b>		<b>(12,821,048)</b>
		<hr/>	<hr/>	
Cash and cash equivalents at beginning of reporting period		<b>2,280,907</b>		<b>15,101,955</b>
		<hr/>	<hr/>	
<b>Cash and cash equivalents at end of reporting period</b>		<b>8,222,925</b>		<b>2,280,907</b>
		<hr/> <hr/>	<hr/> <hr/>	
<b>Reconciliation of net income to net cash flow from operating activities</b>				
Net income for the reporting period		<b>(4,511,121)</b>		<b>(15,932,842)</b>
(Increase) in debtors		<b>(885,930)</b>		<b>(1,047,999)</b>
Increase in creditors		<b>941,383</b>		<b>126,492</b>
Depreciation	7	<b>3,477,533</b>		<b>3,409,780</b>
Loss on revaluation	7	-		<b>7,417,596</b>
Dividends & interest from investments	2	<b>(8,500)</b>		<b>(6,224)</b>
Gains on fixed asset disposals	7	<b>(764,832)</b>		-
Write off of tangible assets	7	<b>9</b>		<b>12</b>
		<hr/>	<hr/>	
<b>Net cash used in operating activities</b>		<b>(1,751,458)</b>		<b>(6,033,185)</b>
		<hr/> <hr/>	<hr/> <hr/>	
<b>Analysis of cash and cash equivalents</b>				
		<b>Cash at</b>		<b>Cash at</b>
		<b>31 March</b>		<b>31 March</b>
		<b>2024</b>		<b>2023</b>
<b>Cash at bank</b>		<b>8,222,925</b>		<b>2,280,907</b>
		<hr/> <hr/>	<hr/> <hr/>	

The notes on pages 22 to 40 form part of these financial statements.



**GREENSLEEVES HOMES TRUST**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**31 MARCH 2024**

**1 ACCOUNTING POLICIES**

**(a) Basis of accounting**

Greensleeves Homes Trust is a Company limited by Guarantee and is incorporated in England and Wales. It is also a Charity that constitutes a public benefit entity as defined by FRS 102.

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value. They are in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The currency used in the financial statements is Pound Sterling.

**(b) Judgements in applying accounting policies and key sources of estimation uncertainty**

Preparation of the financial statements requires the Trustees to make judgements, estimates and assumptions concerning the future. The areas of the financial statements that are subject to these judgements are as follows:

- Care home debtors: An allowance for bad and doubtful debts is maintained in respect of estimated losses resulting from the inability of the Charity's debtors to settle amounts due.
- Fixed asset valuation: Freehold properties are held under the revaluation model. Properties are periodically revalued to market value by experienced independent valuers, and revaluations are based on recognised techniques and supported by relevant market and performance data. Revaluations are conducted with sufficient frequency to ensure that the carrying value of the assets does not differ materially from fair value. Subsequent additions are stated at cost less depreciation. The existence of impairment indicators is considered by the Trustees at each reporting date, as is the continuing appropriateness of the depreciation policy.
- Loan measurement: Future payments have been estimated in respect of the loan in computing the effective interest rate at inception, with a periodic re-assessment being undertaken of the effective rate as a floating rate instrument based on actual outcomes during the loan term.
- Subsidiary Loan: A loan was made to Broadacres Care Home Limited to enable the repayment of a mortgage, such that the property could be acquired unencumbered. This loan has been accounted for as part of the acquisition consideration.

**(c) Income recognition**

Residents' care fees, rental income and donations are recognised when the Charity has entitlement to the amounts due and their receipt is probable. It is accounted for on a receivable basis.

Income from investments or bank interest is included when receivable and the amount can be measured reliably by the Charity; this is normally on notification by our investment advisor or by the bank.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued. Grant income is included gross within the Statement of Financial Activities and not netted against the associated expenditure.

**(d) Expenditure recognition**

Expenditure is recognised once there is a legal or constructive obligation to make a payment where it can be reliably measured and it is probable settlement will be required. Expenditure is recognised gross of VAT.

Expenditure is allocated to the particular activity where it directly relates to that activity. Any that is not directly attributable to one activity is allocated as appropriate.

Expenditure on raising funds comprise the fees paid to the manager of our investment portfolio and the amortisation of initial costs incurred in respect of the loans from Retail Charity Bonds Plc.

Rental costs are in respect of a small number of rental properties owned by the Trust.

**GREENSLEEVES HOMES TRUST**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**31 MARCH 2024**

**1 ACCOUNTING POLICIES - continued**

**(e) Fixed assets**

**Freehold Property**

Freehold properties are held under the revaluation model. Properties are periodically revalued to market value by experienced independent valuers, and revaluations are based on recognised techniques and supported by relevant market and performance data. Revaluations are conducted with sufficient frequency to ensure that the carrying value of the assets does not differ materially from fair value.

The effects of revaluations are recorded in the revaluation reserve on the balance sheet. Revaluation gains are recognised as 'Gains/(losses) on the revaluation of fixed assets' within the SoFA, unless they reverse a charge for impairment that has previously been recognised as a cost within the expenditure headings of the SoFA. Revaluation losses are recognised as an expense in the SoFA except to the extent to which they offset any previous revaluation gains, in which case the loss is shown in the 'Gains/(losses) on the revaluation of fixed assets' section of the SoFA.

Subsequent to revaluation, further additions to freehold property are capitalised at cost, and properties are depreciated as follows.

Each freehold property value is split into a land element and building element, with the building element further analysed between Core (being the core fabrication of the building, such as foundations, walls, rooves, drainage) and Renewables (being items with shorter useful lives, such as windows, roof coverings, bathrooms, mechanical and electrical services).

Depreciation is charged on assets that are available for use. Depreciation is on a straight line basis as follows:

Land	-	Not depreciated
Freehold property (Core)	-	over the lower of 50 years or the estimated remaining useful life of the home
Freehold property (Renewables)	-	over the lower of 20 years or the estimated remaining useful life of the home

**Other Assets**

Fixed assets other than Freehold Property are stated at cost less accumulated depreciation. Cost includes the original purchase price and any associated costs directly attributable to bringing the asset to its working condition for its intended use.

Depreciation is charged on assets that are available for use. Depreciation is charged on a straight line basis as follows:

Long-term leasehold property	-	over the period of the specific lease
Computer equipment	-	over three years
Furniture and equipment	-	over five years
Motor vehicles	-	over four years

Where a development at one of our homes is being funded by way of bank finance, any loan interest and associated charges that are attributable to the period during which the works are being undertaken are capitalised as part of the project's cost.

A review for indicators of impairment of a fixed asset is carried out at each reporting date to determine if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. If there is an indication of possible impairment, the recoverable amount of any affected asset is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the statement of financial activities.

**GREENSLEEVES HOMES TRUST**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**31 MARCH 2024**

**(f) Investments**

Investments in subsidiaries are measured at cost less accumulated impairment.

The Charity does not acquire put options, derivatives or other complex financial instruments.

**(g) Debtors**

Debtors include trade debtors, prepayments and accrued income (see note 8). Residential care home debtors are amounts billed to customers for services but yet to be received. Prepayments are payments made for goods or services that will be received in the future. These are initially recorded as assets and amortised over time as the benefit of the prepaid expense is realised. Accrued income corresponds to revenue earned during the period but not yet billed to the customer.

**(h) Cash and bank balances**

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

**(i) Creditors**

Creditors include trade creditors and other short and long-term financial instruments (see note 10). Accruals are amounts expected to be incurred for goods and services received during the year but not yet invoiced. These are recorded as liabilities and released as the expense is incurred. Deferred income corresponds to revenue received in advanced for services not yet delivered. Resident's deposits are amounts charged to residents on admission, and returned on leaving our care. The Trust stopped collecting deposits in 2020.

**(j) Non-current creditors**

Non-current creditors correspond to loans from Retail Charity Bond Plc. Arrangement costs and surplus funds from issuing bonds above coupon are amortised over the term of the loan.

**(k) Funds**

General funds include all current and prior period retained surpluses and deficits.

The revaluation reserve comprises the gains arising from increases in the value of freehold property. The accounting policy at 1(e) explains when transfers to the profit and loss reserve are made.

Restricted funds compromise donations raised for specific projects within the homes.

**(l) Going concern**

During the year, some of the critical operational issues arising in the prior year were resolved, albeit later than anticipated. These delays have had a detrimental impact on the Trust's financial performance in the current year. Resident numbers at our new and filling homes have also built more slowly than budgeted. Across the organisation, despite solid recruitment efforts, the need to rely on agency workers to maintain safe services has resulted in significant temporary increases in our staffing costs. During the year and since the year-end, we have tackled both the cost of agency workers through improved supplier selection and rate agreements, as well as the number of hours of agency utilised through improved rota management and incentive schemes to encourage overtime uptake. At the time of writing, agency usage has dropped 20% compared to year-end levels.

In January 2024, the Trust entered into a sale and leaseback arrangement on Henley House, our site in Ipswich. This generated cash inflows of £14.8m, part of which was used to purchase the Broadacres group and the land at Newport Pagnell. The overall impact of this has left the Trust in a healthier year-end cash position and enabled us to continue our sustainable development programme, increasing our reach to more older people.

Occupancy levels have started the financial year 2024/25 below budget due to slower-than-expected occupancy growth in the year's final quarter to March 2024. In a number of homes in the occupancy growth phase, savings can be made to offset reduced revenues to some extent. The Trust has flexibility in the financing and timing of building the new Newport Pagnell home, including a loan facility, a sale and

**GREENSLEEVES HOMES TRUST**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**31 MARCH 2024**

leaseback arrangement or development delay. Options are being fully considered before a decision is made. Stress tests and forecast sensitivities, based on a variety of occupancy assumptions, suggest that reducing the cash outflow of the development ensures that in the event of a downturn in occupancy recovery or other worsening of performance, the Trust will have sufficient cash to operate over the next 12 months.

As such, the Trustees consider that Greensleeves Homes Trust has adequate resources to continue in operational existence for the foreseeable future, being a minimum of twelve months from the date these accounts are approved, with no material uncertainties regarding going concern identified. For this reason, these accounts have been prepared on a going concern basis.

**(m) Pension**

The Trust operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Trust in an independently administered Scheme. The contributions are recognised as an expense when they are due. Amounts not paid are shown in accruals in the balance sheet.

**(n) Basis of consolidation**

The Group financial statements consolidate the financial statements of the Charity and its subsidiary undertakings to 31 March each year. The results of subsidiaries acquired or sold are consolidated for the periods from or to the date on which control passed. Business combinations are accounted for under the purchase method. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the Group. All intra-group transactions, balances, income and expenses are eliminated on consolidation.

**2 INVESTMENT INCOME**

	<u>Group</u> <u>2024</u> £	<u>Group</u> <u>2023</u> £	<u>Charity</u> <u>2024</u> £	<u>Charity</u> <u>2023</u> £
Bank interest	8,500	6,224	8,500	6,224
Intercompany loan interest	-	-	7,448	-
	<b>8,500</b>	6,224	<b>15,948</b>	6,224

**GREENSLEEVES HOMES TRUST**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**31 MARCH 2024**

**3 EXPENDITURE**

**(a) Analysis of expenditure**

	<u>Staff costs</u> (note 4) £	<u>Other care costs</u> (note 3b) £	<u>Other Support costs</u> (note 3c) £	<u>Governance costs</u> (note 3d) £	<u>Total 2024</u> £	<u>Total 2023</u> £
<b>Unrestricted funds</b>						
<b>Charitable activities</b>						
Residents' care costs	54,481,486	24,526,165	-	-	79,007,651	69,503,844
Head Office costs	1,412,381	-	3,296,859	404,717	5,113,957	3,545,659
Rental costs	19,196	-	177,046	-	196,242	259,296
<b>Raising funds</b>						
Cost of raising finance	-	-	163,769	-	163,769	158,055
<b>Other</b>						
Loss on revaluation of assets	-	-	-	-	-	7,417,596
	<u>55,913,063</u>	<u>24,526,165</u>	<u>3,637,674</u>	<u>404,717</u>	<u>84,481,619</u>	<u>80,884,450</u>
<b>Restricted funds</b>						
<b>Charitable activities</b>						
Residents' care costs	-	-	-	-	-	203,345
Head Office costs	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>203,345</u>
<b>Total expenditure</b>	<u><u>55,913,063</u></u>	<u><u>24,526,165</u></u>	<u><u>3,637,674</u></u>	<u><u>404,717</u></u>	<u><u>84,481,619</u></u>	<u><u>81,087,795</u></u>

**GREENSLEEVES HOMES TRUST**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**31 MARCH 2024**

**(b) Analysis of other care costs**

	<u>2024</u>	<u>2023</u>
	£	£
<b>Charitable activities</b>		
Food	3,109,209	2,578,145
Medical costs	378,192	389,728
Activities	769,344	654,882
Care Quality Commission fees	233,280	187,111
Maintenance	3,366,319	4,564,646
Cleaning and housekeeping	1,254,108	1,230,715
Insurance	501,319	454,661
Utilities costs	2,127,577	2,631,691
Administration costs	844,640	791,754
Loan interest and charges	3,378,351	3,380,764
Leasehold rents	5,086,293	3,640,263
Depreciation	3,477,533	3,408,107
Loss on revaluation	-	7,417,596
	24,526,165	31,330,063

**(c) Analysis of head office support costs**

	<u>2024</u>	<u>2023</u>
	£	£
Professional fees in respect of development plans	414	780
HR, health & safety, energy consultancy plus other professional fees	293,672	282,351
Trust-wide computer services	1,733,080	820,819
Head office running costs	1,269,693	991,153
Depreciation	-	1,685
	3,296,859	2,096,788

**(d) Analysis of governance costs**

	<u>2024</u>	<u>2023</u>
	£	£
Legal and professional fees	244,554	140,685
Audit fees for current year	86,640	55,650
Audit fees in respect of previous year	(2,046)	9,400
Auditor's charges re Corporation Tax Returns	6,000	5,080
Auditor's charges re Service Charge Accounts	5,280	4,880
Auditor's charges re VAT consultancy	7,200	-
Internal auditor fees	37,500	29,788
Trustees' expenses	1,569	841
Trustee recruitment, training and development	18,020	7,244
	404,717	253,568

**GREENSLEEVES HOMES TRUST**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**31 MARCH 2024**

**4 WAGES AND SALARIES**

	<u>2024</u>	<u>2023</u>
	£	£
<b>Summary of wages and salaries allocation in respect of:</b>		
Residents' care costs	54,481,486	45,794,722
Head Office costs	1,412,381	1,195,303
Rental costs	19,196	17,662
	55,913,063	47,007,687
<b>Analysis of wages and salaries:</b>		
Salaries	40,000,007	32,360,252
National insurance costs	3,407,841	2,705,626
Pension costs	1,355,724	1,096,740
Apprenticeship Levy	349,712	145,310
Agency staff	9,246,626	9,225,778
Training	499,684	431,028
Recruitment	324,958	384,627
Other staff costs	728,511	658,326
	55,913,063	47,007,687

Central staff costs are allocated solely to unrestricted funds with 75% apportioned to residents' care costs and 25% to head office costs. Each member of central staff will support homes in varying degrees; some fully and some to a much lesser extent. Therefore, this split is considered an appropriate allocation.

As at 31 March 2024, total pension contributions still to be paid over to employees' policies amounted to £221,537 (2023: £304,966).

The average number of persons employed during the year was:

	<u>2024</u>	<u>2024</u>	<u>2023</u>	<u>2023</u>
	FTE	Number	FTE	Number
Residents' care	1,281	1,636	1,163	1,486
Head office – Homes' support	39	47	34	42
Head office – Central administration	13	16	11	14
	1,333	1,699	1,208	1,542

**GREENSLEEVES HOMES TRUST**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**31 MARCH 2024**

The number of employees whose emoluments amount to over £60,000 in the year was as follows:

	<u>2024</u>	<u>2023</u>
	Number	Number
£60,001 to £70,000	23	11
£70,001 to £80,000	10	4
£80,001 to £90,000	3	1
£90,001 to £100,000	2	5
£100,001 to £110,000	3	1
£110,001 to £120,000	1	-
£120,001 to £130,000	-	1
£130,001 to £140,000	1	-
£190,001 to £200,000	-	1
£210,001 to £220,000	1	-
	44	24

Pension contributions paid on behalf of the 44 employees above for the year amounted to £262,899 (2023: £133,049 for 24 employees).

Key management personnel consist of the Chief Executive, Chief Financial Officer, Director of Quality and Compliance, Director of Business Development, Director of HR, Director of Digital Transformation, and two Divisional Directors, whose total employment benefits for the year including employer's national insurance and pension contributions were £1,199,942 (2023: £978,110).

**5 SUBSIDIARY UNDERTAKINGS**

The following were subsidiary undertakings of the Trust:

Name	Company Number	Registered Office	Class of Shares	Holding
Greensleeves Developments Limited	02898839	Greensleeves Homes Trust, 138 Cheapside, London, England, EC2V 6BJ	Ordinary	100%
Broadacres Holdings Limited *	11161346	Greensleeves Homes Trust, 138 Cheapside, London, England, EC2V 6BJ	Ordinary	100%

\*acquired 14 February 2024

Indirect Subsidiaries of the Trust, being subsidiaries of Broadacres Holdings Limited:

Name	Company Number	Registered Office	Class of Shares	Holding
Broadacres Care Home Trading Limited	09185042	Greensleeves Homes Trust, 138 Cheapside, London, England, EC2V 6BJ	Ordinary	100%
Broadacres Care Home Limited	09185042	Greensleeves Homes Trust, 138 Cheapside, London, England, EC2V 6BJ	Ordinary	100%

During the year, the Trust acquired the Broadacres Group, consisting of Broadacres Holdings Limited and its subsidiaries Broadacres Care Home Limited, and Broadacres Care Home Trading Limited.



**GREENSLEEVES HOMES TRUST**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**31 MARCH 2024**

The Charity's investment in subsidiaries is summarised as follows:

	<u>Equity</u> <u>Investments</u> £	<u>Non-Equity</u> <u>Investments</u> £	<u>Total</u> £
<b>Cost</b>			
At 1 April 2023	4	-	4
Additions during the year	3,753,578	708,565	4,462,143
	<hr/>	<hr/>	<hr/>
<b>At 31 March 2024</b>	<b>3,753,582</b>	<b>708,565</b>	<b>4,462,147</b>
	<hr/>	<hr/>	<hr/>

At acquisition, a loan of £701,117 was made to Broadacres Care Home Limited to enable the repayment of a mortgage, such that the property could be acquired unencumbered. Interest is being charged at 3% above the Bank of England base rate. The loan and accrued interest is shown above under non-equity investments.

**6 TRUSTEE AND RELATED PARTY TRANSACTIONS**

The Trustees received no remuneration for their services during the current or prior year. 5 trustees were reimbursed a total of £1,338 for travel expenses incurred during the year (2023: 5 trustees, total £841).

During the year, Greensleeves Homes Trust made a loan of £701,117 to Broadacres Care Home Limited to enable the repayment of a mortgage on acquisition, such that the property could be acquired unencumbered. Interest is being charged at 3% above the Bank of England base rate. Interest of £7,448 has been accrued to 31 March 2024. At the year end, £708,565 was recognised in fixed asset investments in relation to this loan.

**GREENSLEEVES HOMES TRUST**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**31 MARCH 2024**

**7 TANGIBLE ASSETS – Group and Charity**

**Group:**

	<u>Freehold property</u> £	<u>Long term leasehold property</u> £	<u>Computer equipment</u> £	<u>Furniture and equipment</u> £	<u>Motor vehicles</u> £	<u>Total</u> £
<b>Cost</b>						
At 1 April 2023	107,943,903	5,062,589	2,555,104	7,065,165	206,916	122,833,677
Disposals during the year	(19,056,730)	-	(341,361)	(71,543)	(3,000)	(19,472,634)
Additions during the year	5,779,264	1,449,285	149,409	80,724	-	7,458,682
Acquired on business combination	4,303,692	-	2,318	12,108	1,806	4,319,924
Written off during year	-	-	-	(127,719)	-	(127,719)
<b>At 31 March 2024</b>	<b>98,970,129</b>	<b>6,511,874</b>	<b>2,365,470</b>	<b>6,958,735</b>	<b>205,722</b>	<b>115,011,930</b>
<b>Depreciation</b>						
At 1 April 2023	1,939,155	463,491	1,704,338	4,767,064	194,290	9,068,338
Disposals during the year	(1,187,567)	-	(339,035)	(46,936)	(2,700)	(1,576,238)
Charge for the year	2,108,579	194,729	386,783	777,027	10,415	3,477,533
Written off during year	-	-	-	(127,710)	-	(127,710)
<b>At 31 March 2024</b>	<b>2,860,167</b>	<b>658,220</b>	<b>1,752,086</b>	<b>5,369,445</b>	<b>202,005</b>	<b>10,841,923</b>
<b>Net book value at 31 March 2024</b>	<b>96,109,962</b>	<b>5,853,654</b>	<b>613,384</b>	<b>1,589,290</b>	<b>3,717</b>	<b>104,170,007</b>
Net book value at 31 March 2023	106,004,748	4,599,098	850,766	2,298,101	12,626	113,765,339

Freehold property includes £34.6 million of land (2023: £34.0 million) which is not depreciated.

**GREENSLEEVES HOMES TRUST**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**31 MARCH 2024**

**Charity:**

	<u>Freehold property</u> £	<u>Long term leasehold property</u> £	<u>Computer equipment</u> £	<u>Furniture and equipment</u> £	<u>Motor vehicles</u> £	<u>Total</u> £
<b>Cost</b>						
At 1 April 2023	107,943,903	5,062,589	2,555,104	7,065,165	206,916	122,833,677
Disposals during the year	(19,056,730)	-	(341,361)	(71,543)	(3,000)	(19,472,634)
Additions during the year	5,779,264	1,449,285	149,409	80,724	-	7,458,682
Written off during year	-	-	-	(127,719)	-	(127,719)
<b>At 31 March 2024</b>	<b>94,666,437</b>	<b>6,511,874</b>	<b>2,363,152</b>	<b>6,946,627</b>	<b>203,916</b>	<b>110,692,006</b>
<b>Depreciation</b>						
At 1 April 2023	1,939,155	463,491	1,704,338	4,767,064	194,290	9,068,338
Disposals during the year	(1,187,567)	-	(339,035)	(46,936)	(2,700)	(1,576,238)
Charge for the year	2,108,579	194,729	386,783	777,027	10,415	3,477,533
Written off during year	-	-	-	(127,710)	-	(127,710)
<b>At 31 March 2024</b>	<b>2,860,167</b>	<b>658,220</b>	<b>1,752,086</b>	<b>5,369,445</b>	<b>202,005</b>	<b>10,841,923</b>
<b>Net book value at 31 March 2024</b>	<b>91,806,270</b>	<b>5,853,654</b>	<b>611,066</b>	<b>1,577,182</b>	<b>1,911</b>	<b>99,850,083</b>
Net book value at 31 March 2023	106,004,748	4,599,098	850,766	2,298,101	12,626	113,765,339

Future capital expenditure contracted for at 31 March 2024 but not provided for in these accounts amounted to £nil (2023: £399k).

None of the above assets are used as security for the Trust's borrowings.

**8 DEBTORS – Group and Charity**

	<u>Group 2024</u> £	<u>Group 2023</u> £	<u>Charity 2024</u> £	<u>Charity 2023</u> £
<b>Amounts due within one year:</b>				
Residential care home debtors	2,868,003	2,041,833	2,847,175	2,041,833
Other debtors	162,315	163,045	162,315	163,041
Prepayments and accrued income	1,589,797	1,510,112	1,587,871	1,510,112
	<b>4,620,115</b>	<b>3,714,990</b>	<b>4,597,361</b>	<b>3,714,986</b>

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**9 BANK AND CASH BALANCES**

Cash and cash equivalents are comprised of:

	<u>Group</u> <u>2024</u> £	<u>Group</u> <u>2023</u> £	<u>Charity</u> <u>2024</u> £	<u>Charity</u> <u>2023</u> £
Cash at bank and in hand	8,222,925	2,280,907	7,854,002	2,280,855
	<u>8,222,925</u>	<u>2,280,907</u>	<u>7,854,002</u>	<u>2,280,855</u>

**10 CREDITORS – Group and Charity**

	<u>Group</u> <u>2024</u> £	<u>Group</u> <u>2023</u> £	<u>Charity</u> <u>2024</u> £	<u>Charity</u> <u>2023</u> £
<b>Amounts due within one year:</b>				
Trade creditors	3,003,691	2,481,878	2,995,246	2,481,878
Other creditors and accruals	2,942,744	1,707,107	2,726,360	1,707,111
Deferred income	365,785	313,498	365,785	313,498
Residents' deposits	533,448	650,614	486,553	650,614
	<u>6,845,668</u>	<u>5,153,097</u>	<u>6,573,944</u>	<u>5,153,101</u>
<b>Amounts due after more than one year:</b>				
Loans from Retail Charity Bonds Plc				
Due 30 March 2026	49,859,809	49,789,328	49,859,809	49,789,328
Due 17 December 2030	25,000,805	25,000,925	25,000,805	25,000,925
	<u>74,860,614</u>	<u>74,790,253</u>	<u>74,860,614</u>	<u>74,790,253</u>

Deferred income relates to fee invoices raised, or monies received, before the year end which cover periods in the following year. The amount of £313,498 at the end of 2023 was released in full in the year ended 31 March 2024.

The residents' deposits amount is decreasing as, in February 2020, we elected to no longer collect deposits from new residents. Current deposits will be repaid as residents leave.

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**Loan from Retail Charity Bonds Plc – Due 30 March 2026**

On 30 March 2017, Retail Charity Bonds Plc (RCB Plc) launched the Greensleeves Homes Trust Retail Charity Bond which was issued through their Retail Charity Bonds platform and is listed on the London Stock Exchange under stock code GSHT.

RCB Plc raised £33million from the issue of bond. It was issued for a period of nine years with a maturity date of 30 March 2026 and the option to extend the term by a further two years. It has a fixed rate of interest of 4.25%. All funds raised were loaned to the Trust on the same terms as the bond. Interest is paid six monthly in arrears. There is an annual arrangement fee at an initial rate of 0.1% of the loan which is payable six monthly in advance. This fee is subject to a yearly increase in line with the Retail Price Index.

Since the initial issue of £33million, a further £17million of bonds have been issued; £3million during the year ended 31 March 2019 and a further £14million during the year ended 31 March 2020 with the proceeds being loaned to the Trust in the two respective years at the same terms as the original advance. The effective interest rate of the two retained bonds tranches is lower than the 4.25% as both were issued at the price the bond was trading at when they were issued.

In total, costs in respect of all tranches of £599,937 have been capitalised and are being amortised over the term of the loan. £70,481 has been released to the Statement of Financial Activities in the current year (2023: £70,289).

**Loan from Retail Charity Bonds Plc – Due 17 December 2030**

On 17 December 2020, RCB Plc launched a second Greensleeves Homes Trust Retail Charity Bond. Similarly to the first bond above, this was issued through their Retail Charity Bonds platform and is listed on the London Stock Exchange under stock code GHT2.

This bond is for a total of £25m with £15m being issued initially. The bond was issued with a term of ten years with an expected maturity date of 17 December 2030. There is the option to extend the term for a further two years. It was issued at a fixed rate of interest of 5%. The entire £15m of the initial issue was loaned to the Trust on the same terms as the actual bond. Interest is to be paid six monthly in arrears. There is an annual arrangement fee of 0.1% payable six monthly in advance which is subject to an annual increase in line with the Retail Price Index.

The retained portion of £10m was drawn down in 2022. The effective interest rate of the retained bonds tranche is lower than 5.00% as it was issued at the price the bond was trading at when they were issued.

Set up costs of £421,066 and surplus funds of £400,000 are amortised over the term of the loan. Surplus of £120 was released to the Statement of Financial Activities in the current year (2023: £120).

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The year-end position of the loans was as follows:

	<u>2024</u> <u>Due</u> <u>30 March</u> <u>2026</u> £	<u>2024</u> <u>Due 17</u> <u>December</u> <u>2030</u> £	<u>2024</u> <u>Total</u> £	<u>2023</u> <u>Total</u> £
<b>Loan value</b>				
As at 1 April 2023	50,000,000	25,000,000	75,000,000	75,000,000
Additional borrowing during the year	-	-	-	-
<b>As at 31 March 2024</b>	<b>50,000,000</b>	<b>25,000,000</b>	<b>75,000,000</b>	<b>75,000,000</b>
<b>Capitalised costs</b>				
As at 1 April 2023	(210,672)	925	(209,747)	(279,915)
Additional costs incurred during the year	-	-	-	-
Amortisation of capitalised costs	70,481	(120)	70,361	70,168
<b>As at 31 March 2024</b>	<b>(140,191)</b>	<b>805</b>	<b>(139,386)</b>	<b>(209,747)</b>
<b>Balance shown in the balance sheet</b>	<b>49,859,809</b>	<b>25,000,805</b>	<b>74,860,614</b>	<b>74,790,253</b>

Both loans are unsecured and have two main covenants.

At the year end the total amount of loans outstanding was repayable as follows:

	<u>Group</u> <u>2024</u> £	<u>Group</u> <u>2023</u> £	<u>Charity</u> <u>2024</u> £	<u>Charity</u> <u>2023</u> £
Due within one year	-	-	-	-
Due between two and five years	49,859,809	49,789,328	49,859,809	49,789,328
Due after more than five years	25,000,805	25,000,925	25,000,805	25,000,925
	<b>74,860,614</b>	<b>74,790,253</b>	<b>74,860,614</b>	<b>74,790,253</b>

## 11 OPERATING LEASES – All Charity

All operating leases are in respect of property, namely our homes De Lucy House in Diss, Norfolk; Lavender Fields in Seal, near Sevenoaks, Kent; The Orchards in Ely, Cambridgeshire; The Manor in Windsor; Buckler's Lodge in Crowthorne, Berkshire; The Meadowcroft, in Tooting, London, Henley House in Ipswich, Suffolk, and our Head Office in London.

Rents paid in the year and recognised as an expense in these financial statements amounted to £5,453,084 (2023: £3,640,263) split De Lucy House £564,866 (2023: £542,027), Lavender Fields £995,004 (2023: £842,494); The Orchards £647,684 (2023: £638,485); The Manor £711,339 (2023: £660,045); Buckler's Lodge £994,882 (2023: £957,212); Head Office £366,791 (2023: 48,699); Henley House £165,761 (2023: £nil).

The contract for Henley House commenced on 17 January 2024, following a sale and leaseback arrangement. The lease is for a term of 35 years.

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At the balance sheet date, the Charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases which fall due as follows:

	<u>Due within one</u> <u>year</u> £	<u>Due within two</u> <u>to five years</u> £	<u>Due after five</u> <u>years</u> £	<u>Total</u> £
De Lucy House	574,659	2,301,048	12,301,149	15,176,856
Lavender Fields	1,007,901	4,031,613	24,471,329	29,510,843
The Orchards	656,521	2,628,229	16,622,651	19,907,401
Buckler's Lodge	1,027,057	4,116,118	28,505,524	33,648,699
Meadowcroft	870,878	3,493,056	25,164,371	29,528,305
The Manor	718,798	2,877,000	16,708,276	20,304,074
Henley House	808,500	3,234,006	20,854,912	24,897,418
Head Office	322,187	1,292,280	1,243,598	2,858,065
<b>Total as at 31 March 2024</b>	<b>5,986,501</b>	<b>23,973,350</b>	<b>145,871,810</b>	<b>175,831,661</b>
Total as at 31 March 2023	4,228,890	19,442,865	123,919,081	147,590,836

The amounts payable increase annually over the course of the leases in line with the Retail Price Index. The amounts shown above make no assumption for this and are based on the current annual rent or the initial annual rent in respect of the future home.

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**12 BUSINESS COMBINATIONS**

On 14 February 2024, the Trust acquired 100% of the share capital of Broadacres Holdings Limited (company number 11161346), which in turn wholly owns Broadacres Care Home Limited (company number 09185042) and Broadacres Care Home Trading Limited (company number 09185042) (together "The Broadacres Group"). These companies together operate Broadacres care home, a 28 bed residential home in Barton Turf, Norfolk. The acquisition was accounted for using the purchase method.

**Recognised amounts of identifiable assets acquired and liabilities assumed**

	<b>Book value</b>	<b>Fair value</b>	<b>Fair value</b>
	<b>£</b>	<b>adjustments</b>	<b>£</b>
		<b>£</b>	<b>£</b>
<b>Fixed Assets</b>			
Freehold property	1,942,959	2,360,733	4,303,692
Computer equipment	2,318	-	2,318
Furniture and equipment	12,107	-	12,107
Motor vehicles	1,806	-	1,806
Intangible assets (goodwill)	115,260	(115,260)	-
	<b>2,074,451</b>	<b>2,245,473</b>	<b>4,319,923</b>
<b>Current Assets</b>			
Residential care home debtors	17,269	-	17,269
Other debtors	-	-	-
Prepayments and accrued income	1,926	-	1,926
Bank and cash balances	388,884	-	388,884
	<b>2,482,529</b>	<b>2,245,473</b>	<b>4,728,002</b>
<b>Total Assets</b>	<b>2,482,529</b>	<b>2,245,473</b>	<b>4,728,002</b>
<b>Creditors</b>			
Trade creditors	(2,152)	-	(2,152)
Other creditors and accruals	(224,260)	-	(224,260)
Deferred income	-	-	-
Residents' deposits	(46,895)	-	(46,895)
	<b>2,209,222</b>	<b>2,245,473</b>	<b>4,454,695</b>
<b>Total identifiable net assets</b>	<b>2,209,222</b>	<b>2,245,473</b>	<b>4,454,695</b>
Goodwill	-	-	-
	<b>2,209,222</b>	<b>2,245,473</b>	<b>4,454,695</b>
<b>Total purchase consideration</b>	<b>2,209,222</b>	<b>2,245,473</b>	<b>4,454,695</b>

The adjustments made on acquisition correspond to the write off of goodwill and the revaluation of the property asset to fair value.



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**Consideration**

	£
Consideration paid (cash)	3,073,398
Loan advance paid (cash)	701,117
Deferred consideration (cash)	477,880
Costs of business combination	202,300
	4,454,695

**Deferred Consideration**

Under the purchase agreement, an amount of £250k is payable on the anniversary of the acquisition. A further amount of £278k was paid following finalisation of the completion accounts of the transaction.

**Consolidation results**

The results of The Broadacres Group since acquisition are as follows:

	Current period since acquisition £
Turnover	123,515
(Deficit) for the period since acquisition	(22,322)

**13 FUNDS – Group**

	At 1 April <u>2023</u> £	<u>Income</u> £	<u>Expenditure</u> £	Transfer between <u>Funds</u> £	At 31 March <u>2024</u> £
<b>Unrestricted</b>					
General funds	6,522,744	79,579,293	(84,481,619)	5,811,733	7,432,151
Revaluation reserve	32,663,024	-	-	(5,811,733)	26,851,291
	39,185,768	79,579,293	(84,481,619)	-	34,283,442
<b>Total unrestricted funds</b>					
<b>Restricted</b>					
Amenity funds	632,118	391,205	-	-	1,023,323
	632,118	391,205	-	-	1,023,323
	<b>Total restricted funds</b>	<b>391,205</b>	<b>-</b>	<b>-</b>	<b>1,023,323</b>
	<b>Total funds</b>	<b>79,970,498</b>	<b>(84,481,619)</b>	<b>-</b>	<b>35,306,765</b>

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**FUNDS - Charity**

	At 1 April 2023 £	Income £	Expenditure £	Transfer between Funds £	At 31 March 2024 £
<b>Unrestricted</b>					
General funds	6,522,688	79,464,226	(84,343,226)	5,811,733	7,455,421
Revaluation reserve	32,663,024	-	-	(5,811,733)	26,851,291
<b>Total unrestricted funds</b>	<b>39,185,712</b>	<b>79,464,226</b>	<b>(84,343,226)</b>	<b>-</b>	<b>34,306,712</b>
<b>Restricted</b>					
Amenity funds	632,118	390,205	-	-	1,022,323
<b>Total restricted funds</b>	<b>632,118</b>	<b>390,205</b>	<b>-</b>	<b>-</b>	<b>1,022,323</b>
<b>Total funds</b>	<b>39,817,830</b>	<b>79,854,431</b>	<b>(84,343,226)</b>	<b>-</b>	<b>35,329,035</b>

**General funds** are unrestricted funds held for the general objects of the Trust's work.

The **revaluation reserve** represents the remainder of the increase in freehold homes property values that arose on transition to FRS 102 and the adoption of a deemed cost valuation, plus subsequent revaluations following the change of accounting policy to revaluation model for freehold property in the current year. The transfer between funds relates to additional depreciation charged as a result of revaluations, and the transfer of the balance relating to Henley House at the point of sale.

The **amenity funds** represent monies raised by each home to be spent on specific projects and activities in that home.

**14 ANALYSIS OF ASSETS BETWEEN FUNDS - Group**

	Restricted funds £	Revaluation reserve £	General funds £	Total £
Fixed assets	-	26,851,291	77,318,716	104,170,007
Other current assets	1,023,323	-	11,819,717	12,843,040
Current liabilities	-	-	(6,845,668)	(6,845,668)
Long term liabilities	-	-	(74,860,614)	(74,860,614)
<b>Total net assets</b>	<b>1,023,323</b>	<b>26,851,291</b>	<b>7,432,151</b>	<b>35,306,765</b>

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**ANALYSIS OF ASSETS BETWEEN FUNDS – Charity**

	<u>Restricted funds</u> £	<u>Revaluation reserve</u> £	<u>General funds</u> £	<u>Total</u> £
Fixed assets	-	26,851,291	77,460,939	104,312,230
Other current assets	1,022,323	-	11,429,040	12,451,363
Current liabilities	-	-	(6,573,944)	(6,573,944)
Long term liabilities	-	-	(74,860,614)	(74,860,614)
<b>Total net assets</b>	<b>1,022,323</b>	<b>26,851,291</b>	<b>7,455,421</b>	<b>35,329,035</b>

**15 TAXATION**

Greensleeves Homes Trust is a registered charity and is exempt from taxation on its income and gains to the extent they are applied in pursuance of its charitable purposes.

**16 CONNECTED ENTITIES**

The following entity is connected to the Trust by virtue of common or related objects or by unity of administration:

**WRVS Trust** – A charitable Trust supporting the activities of Greensleeves Homes Trust and the Women's Royal Voluntary Service whose responsibility is to distribute legacies on receipt to the appropriate legatee. There were no transactions during the year.

**17 POST BALANCE SHEET EVENTS**

There were no significant post balance sheet events.