



Annual Report & Financial Statements

April 2023 - March 2024

CEO

Lesleigh Bounds



The past twelve months have been demanding for White Lodge. There were significant changes within the Board of Trustees. We appointed a new chairperson and recruited two new Trustees. We also had staff changes in our Senior Management Team.

In the summer of 2023, we started an organisational strategic review, we consulted with staff, volunteers, customers, and stakeholders. We now have a clear direction for the charity's future ambitions.

We implemented a renewed Surrey Short Breaks contract, which has significant differences from the previous Play and Youth contract. White Lodge now has financial security and stability for the next five years. This enables us to launch a new forward-thinking strategy in 2024-25.

We have made progress on some exciting central office projects. They aim to improve performance and quality. We have been streamlining processes and updating policies and procedures across the organisation. We have also made significant investments in our facilities throughout this past year:

- Completion of a large-scale renovation to our Hydrotherapy Pool. We are now offering sessions to our current customers until our launch later this year.
- Upgrading the heating and boiler systems across all sites. This enhances the eco-friendliness and energy efficiency of our buildings.

Our success this year is due to our staff, volunteers, peer supporters, and Trustees. Their hard work and support made it possible. We have focused on increasing the capacity of our services. We understand our impact and continue to deliver good value and high-quality services. We make sure that every contact counts and is meaningful.

Our corporate and community supporters enable us to continue having this positive impact. Supporters give their time by volunteering, fundraising money, and donating resources. These have a positive influence on our work. For this, we are very thankful.

In the past year, we've helped over 1,300 people. They include adults, children, and families. This was across all our services. This has made a significant impact in our community.

Chair of Trustees Neil McIntyre



At White Lodge, the past 12 months have been both successful and, at certain points, quite challenging. The charity sector across the UK has faced some unprecedented challenges with the cost-of-living crisis. This has put a lot of pressure on our finances and staff. Despite these challenges, our staff deliver high-quality services. They continue to do so with care and empathy for our customers and their families.

As a Board, we are very proud of our staff. They go above and beyond for the people we work with. As our services grow, it allows them to reach more people with that caring attitude.

During this past year, the organisation has embarked on some ambitious initiatives. This has included digitising our internal Board processes and streamlining our governance. We continue collaborating as a Board to keep the organisation safe, efficient, and value-driven. We have approved funding for some important investments in White Lodge's infrastructure.

We have welcomed Sita Soni and Kevin Parke to the Board this year. Both bring a wealth of skills and experience that will provide significant value to White Lodge's future.

The future for White Lodge looks bright, and I am proud to be a part of the charity.

About Us



White Lodge has been operating since the 1950s when a group of parents set up a group for children with Cerebral Palsy.

This year, White Lodge has supported over 1,300 individuals of all ages, and their families/carers. They receive physio, hydro, sports, and/or speech therapy. They attend Nursery or Play and Youth Clubs. They have short breaks at Treetops and day centre activities at Rendezvous.

Vision

A world which is inclusive to all, regardless of ability.

Mission

We provide services and support that enable those with a range of disabilities, their families and carers to lead fulfilling lives.

About Us

Strategic Report

Strategic Report - Achievements and Performance

The past year has been challenging on many levels. Like many charities, we face staffing shortages. Our budget was impacted by the increase in the cost of domestic items like food and utilities due to the cost-of-living crisis. This has impacted our service delivery and year-end performance.

This year, we spent much time consulting our staff, volunteers, customers, and stakeholders. We did this to develop a new 5-year strategy. We received feedback from over 200 people during the review and consultations. The strategy is now in the final draft stage. The Board of Trustees will approve it in November 2024; it will be launched to the public in 2025.

We have progressed with some exciting central office projects. We have worked on streamlining processes and updating policies and procedures across the organisation to drive performance and quality.

We invested in our staff management and recruitment processes by 1. Recruiting a new HR Manager to our SMT. 2. Streamlining our recruitment processes for faster, more efficient staff hiring and onboarding. 3. Implementing online recruitment portals and fast-track DBS checks.



We hired a new Finance Manager. We spent much of our year analysing our finances and reviewing hidden costs to find efficiencies. This project produced a new, detailed budget for 2024/25. It gives our Board and SMT a better analysis of income and expenses.

About Us

Strategic Report

A newly commissioned and designed Short Breaks contract was implemented with great success. We must continue to find new ways to deliver services to meet local families' needs. We acknowledge that the county reduced the budget for this contract and that affected families.

Our refurbished Hydro Pool had some initial issues. Problems with the chemical dosing system delayed its launch beyond October 2023. The pool became operational in February 2024, and it is now launching to the public in November 2024.

Our fundraising team achieved some good outcomes this year. We are thankful for all donations, gifts, and the time and skills given freely by our wonderful volunteers.

Staff and volunteers have shown great ambition and empathy for our beneficiaries. This enables the charity to value compassion, dignity, and respect. White Lodge helps people with disabilities, their families, and carers. It provides services and support to empower them - enabling them to lead fulfilling lives.



About Us

Strategic Report

2025 Strategy

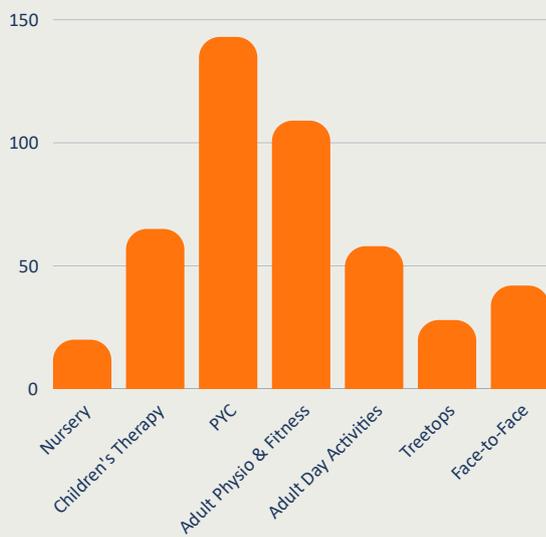
Being launched in 2025, our new five-year targets focus on accessibility, inclusivity, and empowerment.

Our goal is to make our services more accessible. Reducing isolation and fostering community relationships are key priorities. Additionally, promoting our brand and expanding community reach is essential.

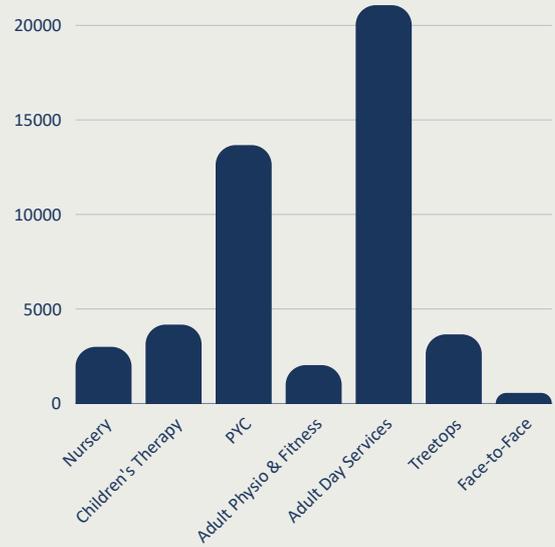
We plan to develop services to reach unmet needs within the community and establish peer support networks. Amplifying customers' voices in health and social care will be central to our efforts. To achieve this, we aim to influence local attitudes to improve our communities' accessibility for our customers. We will ensure sustainability with a strong financial plan. This will uphold our core values.

2023-24 in numbers

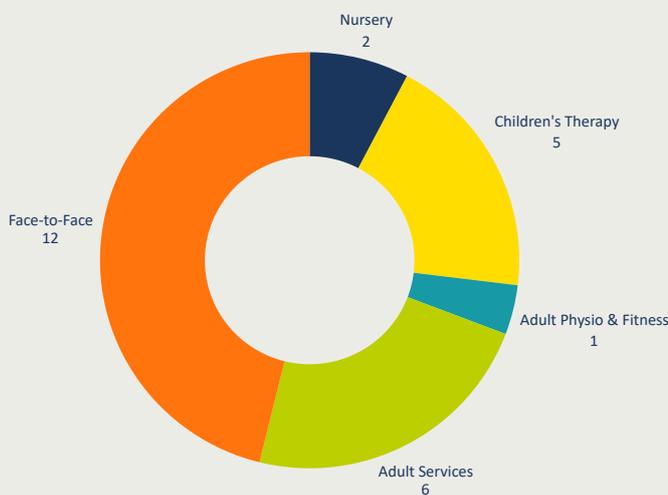
Total number of individuals directly supported in each service (total = 465)



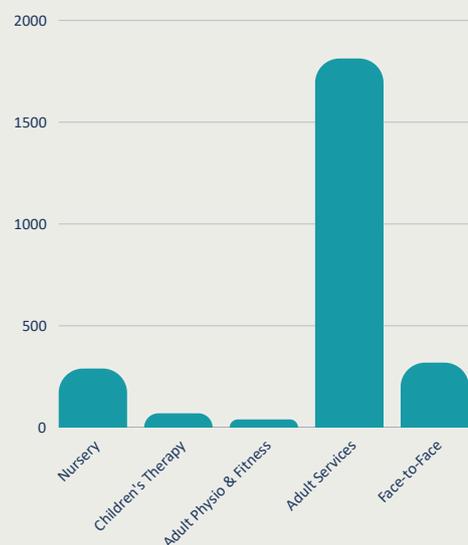
Quantity of delivery hours in each service (total = 22,873)



Quantity of volunteers in each service (total = 26)



Quantity of volunteer hours in each service (total = 2851)



Our Impact

Orlaith

Since joining White Lodge, 23-year-old Orlaith has truly thrived. Attending five days a week with her nurse, she loves the lively atmosphere and being surrounded by friends. Her days are filled with art, sensory activities, music, and pampering sessions, which she particularly enjoys. Known for her fabulous style, Orlaith is a fashionista well-loved by both members and staff for her calming demeanour.



At White Lodge, she benefits from physiotherapy and hydrotherapy; greatly enhancing her well-being. Her family is grateful to have found White Lodge. It provides diverse activities and a social environment with peers her age. This is a far cry from the isolation of a nursing home, their only other option from the local authority.

White Lodge has allowed Orlaith to live a fuller, more engaged life, surrounded by friends and activities that bring her joy.

Our Impact

Play & Youth Clubs (PYC)

Arlo and Charlie have both attended PYC schemes since they were four years old and now join our youth clubs. Their goal was to form new friendships while engaging in our play and leisure services. **Our staff have not only encouraged this outcome but have also reassessed what friendship means for our children and young people.** Through regular attendance, they have formed a unique bond. They connect through non-verbal cues, like touch and facial gestures. They often hold hands when together.

Treetops - Surrey Short Breaks

Anna, 14, benefits greatly from staying at Treetops. The support there helps her enormously. With clever control of her cochlear implants, Anna chooses when to listen by connecting them to her magnets. Her face lights up as she plays her favourite drum or connects her implants to her iPad. **The team knows how to support her emotions and give her the attention she needs.** Anna is safe, but free to explore and enjoy activities with her peers. The care Anna gets at Treetops enables her to thrive, it supports her family allowing them to care for Anna and her siblings.

Nursery & Children's Physiotherapy

Reggie's support and care is under one roof at White Lodge, where the teams coordinate. **The therapy and nursery teams work seamlessly together.** Both teams are made up of people who believe in Reggie and his peers, they believe in enabling him. They know, through the years and years of experience available at White Lodge, how to do that.



Our Impact



Adult Fitness

Jan attends fitness classes and uses the MotoMed bikes. She believes that disability is not inability – if given the opportunity and facilities, anything is possible. She has noticed a big difference in how she is treated today to 10 years ago. ***"Today, if I am in a car park waiting for transport, people come up to me & ask if I'm ok, that never used to happen. I used to struggle in shops and supermarkets. Now, people are much kinder and helpful."***

This is ***"all due to the awareness brought on by all the ambassadors of White Lodge changing people's perceptions. Thank you, you have changed lives."***

“

Face-to-face Befriending Groups

*"The Dad's group is the only outlet I have where I can share in a confidential space with individuals in a similar situation. While everyone's situation is unique, there are many similarities and themes (sleep, food, communication, etc.) that we all face. The group is well facilitated by the befrienders. Everyone has the opportunity to share without judgement and seek support/advice if wanted. **This is a key part of the support a Dad needs through their parenting journey.**"*

*"I have only positive things to say about the service. Without any exaggeration, Face-to-Face and the way you assessed my needs initially and **connected me with the most appropriate people served as a lifeline in difficult times.**"*

*"I found the befriending very helpful and felt emotionally supported by my befriender. **Since speaking to her I have felt less isolated and better able to manage my family situation.** My befriender is lovely and is very understanding and supportive."*

”

Fundraising Statement

We have our own fundraising team that handles all our campaigns and events and works with our supporters and volunteers. We don't hire professional fundraisers or use commercial companies to ask for donations, and we don't plan to do so in the future. There haven't been any complaints about our fundraising activities this year.

To respect our supporters' privacy, we only keep personal data if they've given us permission. We don't sell or share anyone's data, and we've never bought fundraising data from others.



Fundraising

Voluntary fundraising continues to be a vital source of income for White Lodge. We have had engagement with local schools, golf clubs, corporates, and members of the public who have supported us to reach our goal.

Our donors, supporters, and partners joined forces to raise **£602,000** in 2023-24. Without this, White Lodge would not be able to deliver its services- services that so many people rely on.

This total comes from regular or one-off donations, a bigger focus on promoting events, more corporate partnerships, gifts from trusts and foundations, and gifts given in wills. We continue to build relationships with schools, groups, small businesses, and other organisations.

We are registered with the Fundraising Regulator. We follow the Code of Fundraising Practice. We are also members of the Chartered Institute of Fundraising.

HIGHLIGHTS of 2023-24

£41,000

From the annual **BIG GIVE** Christmas Challenge. Used for funding the running costs of our new hydrotherapy pool.

**SPORTING AND
ADRENALINE EVENTS**

£96,000

£24,000

By 9 people who ran the London Marathon.



£23,000

By 18 teams who completed the Superhero Tri.

By 18 walkers completing the Thames Bridges Trek.



£11,000

£10,000

By 47 people who braved the Firewalk.



£74,000



**FROM THE
GOLFING
COMMUNITY**

**FROM LEGACIES
& SUPPORTER'S
WILLS**



£77,000

£7,000



**FROM THE
WHITE LODGE
CHRISTMAS FAYRE**

Volunteering

Our volunteers continue to play a crucial part in ensuring we can offer the best possible care. Corporate team volunteering days have grown. This has improved the White Lodge facilities and inspired new fundraisers.

“ We love White Lodge.
We believe in White Lodge. ”
Mick & Betty

“ White Lodge is such an inspiring place and the impact they make on people’s lives is so evident. It’s also so good to work alongside the team. They are all so positive and I get a real buzz in supporting the charity in any way I can. ”
Kevin Lynch

“ We find volunteering for White Lodge very rewarding. It is great doing something useful for other people now we are retired, after a working lifetime of paper pushing. We have had the pleasure in getting to know some of the members of the Centre. All of them are inspiring. We have made new friends among the volunteers and staff. Working with them is great fun! ”
Ian & Carol

CORPORATE

291 VOLUNTEERS

1,455 HOURS



FUNDRAISING



16 VOLUNTEERS

272 HOURS

SERVICE

25 VOLUNTEERS

3,850 HOURS



TOTAL NO. OF VOLUNTEERS: **332**

TOTAL TIME: **5,577**HOURS

TOTAL VALUE: **£103,732**



Thank you

Thanks to the many donors and organisations throughout 2023-24 who help us run the charity. This includes anonymous donations and the following who have made charitable grants to White Lodge:

Chertsey Combined Charity

Donated £20,000 to support our hydrotherapy pool refurbishment project.

LoCase (Low Carbon Across the South and East)

Donated £20,000 to support the boiler replacement project in Pathways.

HSBC Foundation – Supporting Our Community Programme

Donated £19,685.05 to the decking replacement project in Pathways.

St Faith’s Trust

Donated £15,000 towards Play and Youth Clubs.

The Manali Charitable Trust

Donated £10,000 to support core organisational costs.

The Three Guineas Trust

Donated £7,000 towards Play and Youth Clubs.

The Michael O’Sullivan Charitable Trust

Donated £5,000 towards Rendezvous hub activities services.

Runnymede Borough Council – Contain the Outbreak Management Fund

Donated £5,000 towards Rendezvous adult activities services.

AJ & K Barnett Charitable Trust

Donated £3,000 to support core organisational costs.

Loseley & Guildway Trust

Donated £2,500 to support core organisational costs.

Reed Foundation

Donated £2,237 to support the Christmas BigGive - Big Splash Hydro Appeal.

The FJ Wallis Charitable Settlement Fund

Donated £2,000 to support core organisational costs.

Financial Overview

For the year ending 31 March 2024, White Lodge's income was £2,994,000, which is £160,000 higher than last year. We're grateful for the donations we received and the hard work of our volunteers. Despite this, fundraising continues to be challenging, especially with grants from charitable trusts. However, we've seen a positive rise in community and corporate fundraising since the pandemic.

We aimed to raise £746,000 through both restricted and unrestricted funds. For restricted funds, we raised £103,000 out of a £120,000 goal. For unrestricted funds, we raised £499,000 against a target of £626,000. These funds came from trusts (£36,000), legacies (£77,000), and other donations (£489,000).

Our total expenses were £3,250,000, which is £262,000 more than last year. This was due to increased costs: IT (£10,000), staff (£23,000), and direct costs (£65,000) for planned and unplanned building work, transport, and activities.

This led to a deficit, after depreciation, of £256,000. This is £102,000 more than last year's deficit of £154,000.



Financial Overview

	2023/24	2022/23
	£000s	£000s
Net deficit on services before fundraising and depreciation	(-337)	(313)
Fundraising surplus	353	426
Net surplus / (deficit) before depreciation	16	113
Depreciation	(272)	(267)
Net deficit	(256)	(154)

The Trustees focus on achieving a positive operational balance each year, with major spending on equipment funded separately through fundraising. In 2023/24, the target was a £30,000 surplus before accounting for depreciation.

Total fixed assets for the year are £4.716 million, down from £4.853 million last year, mainly due to the depreciation charge of £272,000. However, this was offset by additions during the year for the hydro pool, new boilers as well as other small assets totalling £135,000.

A government-backed loan from the pandemic still remains. The charity repaid £20,000 during the year, leaving a balance of £43,000 as of March 2024.

Income & Expenditure

TOTAL INCOME

£2,994,000

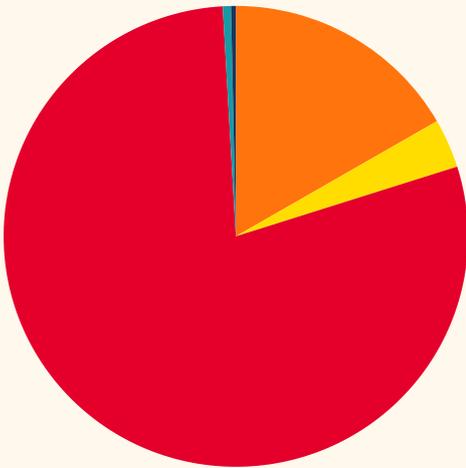
Unrestricted donations and legacies - £499,000

Restricted donations and legacies - £103,000

Income for charitable activities - £2,365,000

Income from trading activities - £17,000

Income from investments - £10,000



This is £160,000 higher than last year's result of £2,834,000.

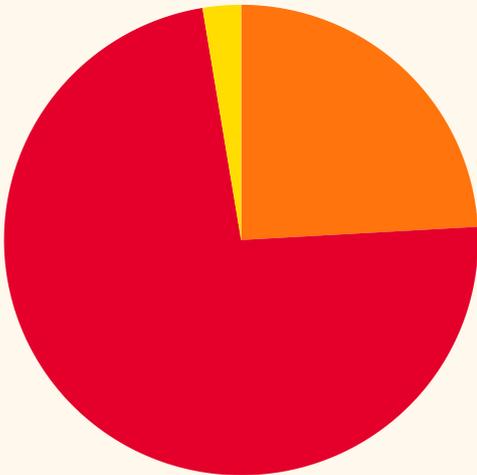
OUR EXPENDITURE

£3,250,000

Expenditure on adult's services - £699,000

Expenditure on fundraising - £249,000

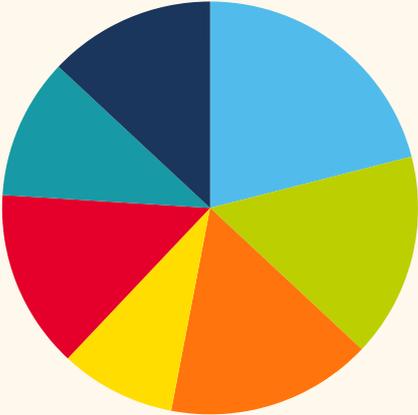
Expenditure on children's services - £2,302,000



Fundraising sources

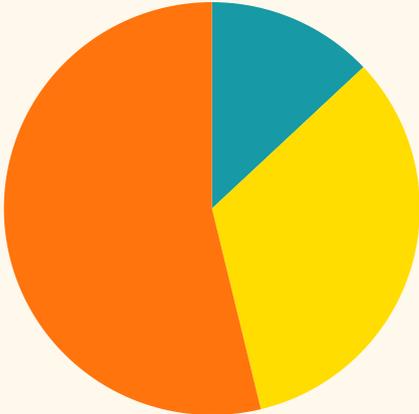
FUNDRAISING SOURCES

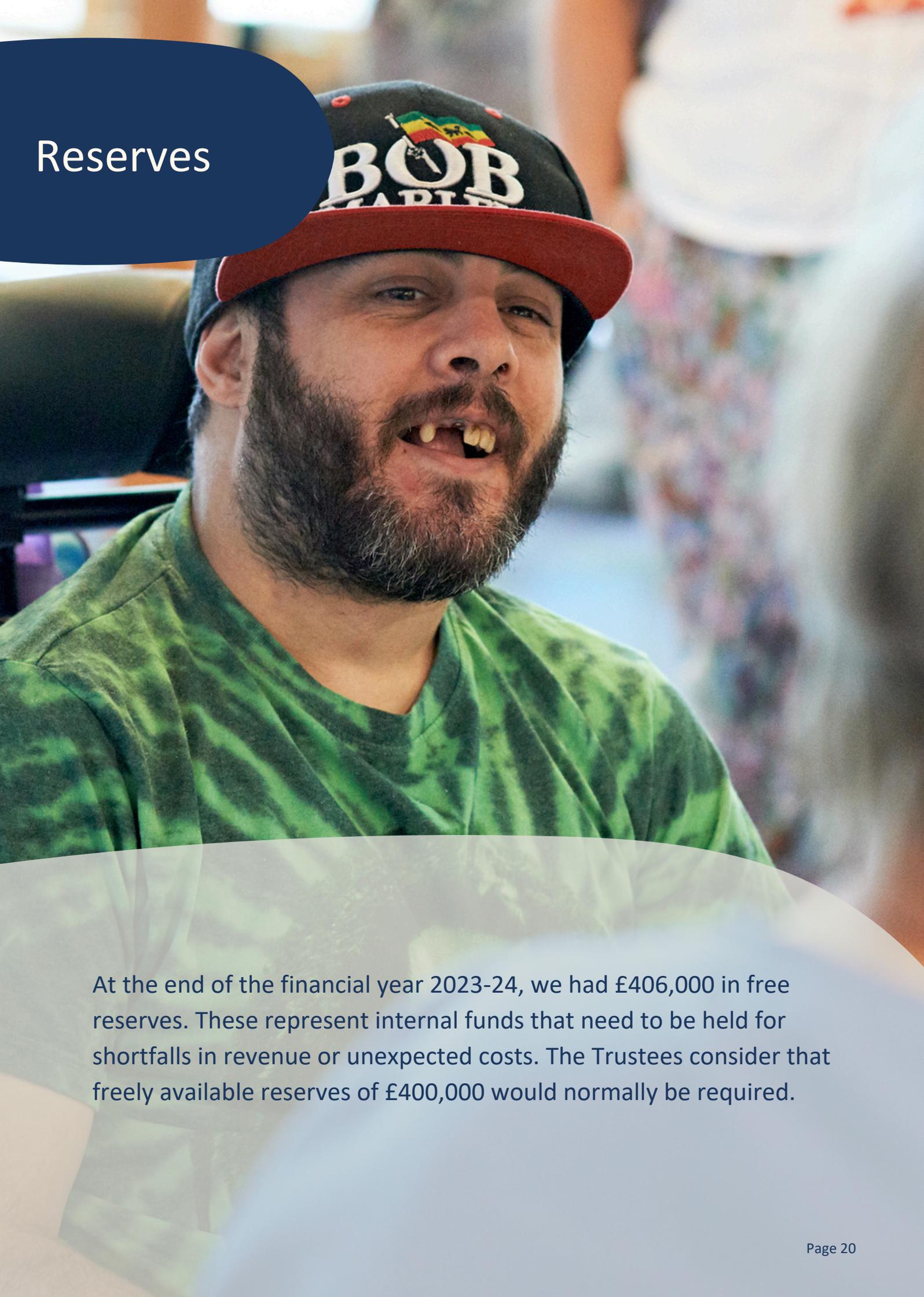
Trusts and Foundations	21%
Individual Giving	16%
Community	16%
Corporates	9%
Challenge	14%
White Lodge events	11%
Legacies	13%



GIFTS IN KIND

32 goods valued at a total of £2,130
£5,450 worth of services provided
£6,819 worth of vouchers donated to assist with auctions and raffles



A photograph of a man with a full beard and mustache, wearing a black baseball cap with a red brim and the text 'BOB MARLEY' on it. He is wearing a green t-shirt with a camouflage pattern. He is looking slightly to the right with a slight smile. The background is blurred, showing what appears to be a crowd of people.

Reserves

At the end of the financial year 2023-24, we had £406,000 in free reserves. These represent internal funds that need to be held for shortfalls in revenue or unexpected costs. The Trustees consider that freely available reserves of £400,000 would normally be required.

Risk

The Board of Trustees guides our approach to risk at White Lodge. We understand that we can't completely eliminate all risks; some are just part of the nature of our work and beyond our control. The Senior Management Team (SMT) monitors these risks and manages them. We want to be in the best position possible, though we can't guarantee 100% protection.

We've got a solid system in place to monitor risks. We rank them based on how likely they are to happen and how much impact they could have on White Lodge.

Our main challenges are to:

- Keep our services at a high standard.
- Recruit and retain great staff.
- Maintain a sustainable funding model.
- Meet our voluntary income targets.



The Risk Register, which tracks these risks, gets reviewed quarterly. Day-to-day risk management is handled by SMT, who stay on top of it throughout the year.

The Board approves an annual budget and plan for White Lodge, and regularly checks how we're doing against these plans. Any big changes or new financial forecasts are shared with the Finance Committee and the Board.

With these systems, and our financial controls and reserves policy, the Board is confident we can handle any challenges.

Going Concern

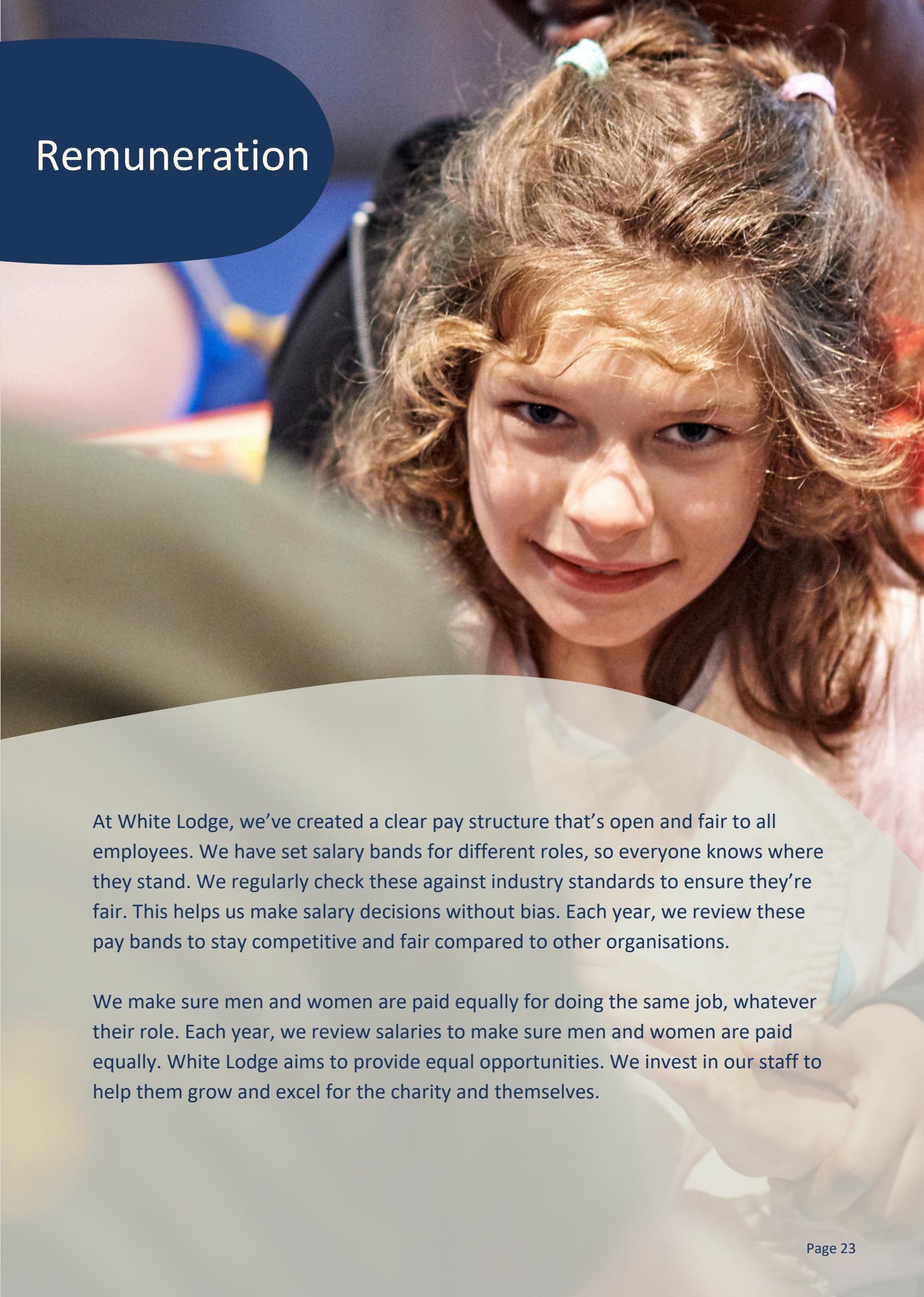
At White Lodge, the Trustees take financial governance seriously. Every quarter, they review finance reports, cashflow, and KPIs. This monitors whether we are meeting our charitable goals and can continue to do so.

We've put together a detailed budget for 2024/25 that predicts a small surplus of £9,000 before depreciation. This assumes that the net services deficit before depreciation will be £347,000. Our fundraising goal is £611,000 with costs of £255,000 leaving us with a surplus of £356,000.

The Board of Trustees agrees that White Lodge is in a strong position and will continue to be for the foreseeable future. Reasons for this are:

- There's a high demand for our services.
- We have contracts in place or being renewed.
- Our financial governance is solid, and our current financial position is strong.
- We've got good management controls and regular oversight.
- Our SMT is proactive and effective.
- We clearly provide public benefit.
- We have a well-thought-out strategic plan.
- Our income generation plan is well-informed and on track.





Remuneration

At White Lodge, we've created a clear pay structure that's open and fair to all employees. We have set salary bands for different roles, so everyone knows where they stand. We regularly check these against industry standards to ensure they're fair. This helps us make salary decisions without bias. Each year, we review these pay bands to stay competitive and fair compared to other organisations.

We make sure men and women are paid equally for doing the same job, whatever their role. Each year, we review salaries to make sure men and women are paid equally. White Lodge aims to provide equal opportunities. We invest in our staff to help them grow and excel for the charity and themselves.

Gender Pay Gap

Over the last 20 years, a lot has been done to reduce pay gaps, but a gender pay gap is still present in many places. At White Lodge, we focus on fairness and equality for everyone who works with us.

The latest figures show that while the gap is minor, men still tend to earn more in the wider UK workforce. According to the Office for National Statistics, the gender pay gap for full-time workers in 2023 was 7.7%. Interestingly, for those under 40, the gap is almost zero, which is in line with our team, where most of our staff are under 40.

In the care sector, it's common to see more women in the workforce, and that's true for us as well. However, we're proud to have a good balance of men working with us compared to other organisations in the field.

The mean (average) gender pay gap in hourly pay favours men. For every £1 a man earns, a woman earns 99.5p.

0.47%

The median gender pay gap in hourly pay. The median is the middle point of a range of numbers arranged in order. This is in favour of women, every £1 a woman earns, a man earns 98p.

-1.95%

Leadership



It is the responsibility of the Board of Trustees to ensure the efficient, legal, and professional performance of White Lodge. The CEO works with the Board to set a strategic framework. They agree on a direction and report on the charity's goals.

The S is delegated the operational day-to-day running of the organisation.

The SMT is:

- Lesleigh Bounds - Chief Executive Officer
- Rob Morello - Director of Operations (resigned August 2024)
- Leyla Beacham - Finance Manager
- Mike Hey - Head of Fundraising and Marketing
- Kathryn Winfield - Service Delivery Lead
- Megan McPate – Human Resources Manager
- Jane Hunter – Marketing and Communications Manager
- Jeremy Woodhall – Facilities Manager

The SMT reports to the Trustees via sub-committee and quarterly meetings.

Trustee Recruitment

After recruitment, our new Trustees must complete governance training by our legal representative. They will also do an induction program managed by the Chief Executive and the HR Manager. New Trustees receive induction material. It helps them understand White Lodge's charity, finances, and plans. The new Trustee should visit the on-site services. They should also attend any charity fundraising activities.



The induction information provided to new Trustees is as follows:

1. Copy of Memorandum and Articles of Association.
2. The Organisational Strategy .
3. Most recent annual report and accounts.
4. Key Policies for Trustees – safeguarding, finance, and fundraising.
5. Annual Risk Register.
6. Copies of Charity Commission leaflet CC3 “The Essential Trustee: what you need to know” and Companies House booklet “Being a Director” .
7. The Roles and Responsibilities of a Trustees Document - there is additional information within this document.
8. Committee terms of reference.

Trustee Roles & Responsibilities

Roles & Responsibilities

The Trustees set and track the charity strategy. They delegate this to the CEO and SMT. There are regular Board meetings on all the core activities of the Charity. The Trustees have sub-committees with their terms of reference. These are Finance and Fundraising, Quality and Safety, People & Governance. They are responsible for preparing the Trustees' annual reports and the financial statements. They follow the law and UK Accounting Standards (UK GAAP). The Finance and Fundraising Committee completes this process.

Company law requires the Trustees to prepare annual financial statements. They must give a true and fair view of the charitable company's finances, including its income and expenses for the year.

In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently. Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent. State if any departures from UK Accounting Standards are disclosed in the financial statements.
- Prepare the financial statements on a going-concern basis. Do this unless it is inappropriate to assume the Charity will continue operating.

The Trustees are responsible for keeping accounting records. They must show, with reasonable accuracy, the charitable company's financial position. The records must also ensure that the financial statements comply with the Companies Act 2006.

The Trustees must safeguard the charity's assets. They must also prevent and detect fraud and other irregularities within the charity accounts. They have done all they should to find any relevant audit information. They must also ensure the auditor is aware of it.

Trustees

Admin Report

The organisation is a charitable company limited by guarantee, incorporated on 20 October 1981. The company was established by a memorandum of association, last amended on 10 January 2017. This document set its charitable purposes and powers. It is governed by its articles of association. All Trustees give their time voluntarily and receive no benefits from the charity.

Executive committee

- Neil McIntyre – Chair (appointed as Chair in May 2023)
- Graham Barlow
- Juliette Barnes
- Sophie Taylor
- Jane Stuart-Palikira
- Mike Meredith
- Sita Soni (appointed October 2023)
- Kevin Parke (appointed August 2024)
- Stephen Carrodus – Chair (resigned June 2023)
- Tim Bevans (resigned June 2023)
- Victoria Jones (resigned June 2023)

Advisors - auditors & bank details

Independent auditors: Menzies LLP Chartered Accountants, Magna House, 18-32 London Road, Staines-Upon-Thames, TW18 4BP

Bankers: National Westminster Bank plc, 1 High Street, Weybridge, Surrey, KT13 8UA

Audit Report

Once agreed and signed off by the Board of Trustees, the Auditor's Report will be attached.