ST CHRISTOPHER'S FELLOWSHIP
(A company limited by guarantee)

REPORT AND GROUP FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

Registered Company no. 321509
Registered Charity no. 207782

ST CHRISTOPHER'S FELLOWSHIP
REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2022

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ST CHRISTOPHER'S FELLOWSHIP
REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2022

LEGAL DETAILS

Registered Name: St Christopher's Fellowship
Other names used: St Christopher's
A company limited by guarantee, registered no. 321509
Registered Charity no. 207782
Registered Provider of Social Housing no. LH1832

REGISTERED OFFICE

1 Putney High Street
London
SW15 1SZ

TRUSTEES/ MEMBERS/ DIRECTORS

The Trustees who are also Directors and members who served from 1 April 2021 up to the date of approval of these financial statements were as follows:

Joe Anichebe	(Honorary Treasurer)
David Brown	(retired 7 September 2022)
Angela Dakin	(Vice Chair)
Rupert Duff	
Kelly Dooley	
John Halliwell	
Noella Hacquard	(appointed 14 September 2021, retired 7 September 2022)
Daniel Hobbs	(retired 7 September 2022)
Victoria Markiewicz	(appointed 11 May 2021)
Bert O'Donoghue	(Chair) (retired 7 September 2022)
Sally O'Neill	(retired 7 September 2022)
Akua Doreen Owusu-Akonor	
Anne Stoneham	(Chair Designate) (appointed 22 June 2022)
Dinesh Visavadia	(retired 7 September 2022)
Jule Wesseman	(appointed 21 June 2022)

COMPANY SECRETARY

Sara Kortenray

ST CHRISTOPHER'S FELLOWSHIP
REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2022

PRINCIPAL STAFF

Doris Afreh FCIPD PG Dip HRM	(Director of People)
Geneva Ellis BA (Hons) M.Sc	(Director of Income & Development)
Faye Puttock ACMA CGMA	(Director of Finance)
Anne Seed	(Director of Operations–Isle of Man)
Philip Townsend BA (Hons) PG Dip HS FCIH	(Director of Operations-UK)
Jonathan Whalley	(Chief Executive)

SOLICITORS

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2 Putney Hill
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SW15 6AB

BANKERS

National Westminster Bank
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EXTERNAL AUDITORS

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St. George's House
215-219 Chester Road
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M15 4JE

ST CHRISTOPHER'S FELLOWSHIP
REPORT OF THE CHAIR
FOR THE YEAR ENDED 31 MARCH 2022

I am delighted to present our Annual Report and Accounts for the year ended March 2022. It has been another difficult year following on from the pandemic and Brexit, which along with the situation in Ukraine has created the cost of living crisis and dramatic increases in inflation. However, despite this the care of children and young people has remained our priority with our placement stability still above the national average.

As ever, credit goes to our staff teams and foster carers for this impressive achievement during these difficult times providing flexibility, creativity, love and professionalism in adapting to the ever-changing environment.

Some of the operational successes over the past year include:

- A two year extension for our contracts on the Isle of Man
- The purchase of a new 6 bed home in London to further extend our Supported Accommodation offer
- The purchase of a Leaving Care flat in the Isle of Man, with another due to be purchase shortly, to support the increasing demand for social, sustainable independent accommodation for young people post 16
- The creation and roll out of our Philosophy of Care
- Recruiting 3 new foster carers in an increasingly competitive environment
- A further extension of our Staying Close project funded by the Department for Education
- Another year of fully fundraised support for the Isle of Man's Support into Employment project.

It continues to be very challenging and competitive environment so I am delighted to report that our revenues stayed stable at £18.2m during the year. The needs of looked after children and young people are at the core of our mission and drive all of our activities. We will always put the children and young people first and so we have added our voice to the fairer fostering campaign, #forchildrennotprofit.

Going forward we are facing more change. Operationally we have agreed a year of investment with a deficit budget whilst we:

- Bolster our People Team to support recruitment, training and retention of staff
- Increase our Fundraising department to support the organisation with the essential value added work such as Life Skills and Support into Employment
- Change the staffing model in our UK children's homes to increase the number of more experienced staff available on each shift line.
- Ensure that we pay the Living Wage respectively for the Isle of Man, Midlands and London region

Strategically we are changing as a board of trustees and a number of us have reached the end of our third term and as we welcome a new Chair. I will stand down in September along with Sally O'Neill, Dan Hobbs, Dinesh Visavadia and David Brown. We have been building our board for the past couple of years in preparation for this moment. And Noella Hacquard, Vicki Markiewicz and Jule Wesemann have joined us in the past year. During the early part of this year, with the assistance of an external recruitment company, we went through a very thorough exercise to recruit a replacement for me as Chair. We were absolutely delighted with the calibre of candidates that expressed a wish to work with St. Christopher's and we ultimately selected Lady Anne Stoneham who joined us as Chair designate in June. Anne has had a distinguished legal and academic career and is an experienced Chair in the charity sector and will bring immense value to the organisation.

We are indebted to all those who share our vision, and have supported us throughout the year: foster carers, commissioners, local authorities, government departments, Ofsted and volunteers. Thank you also to our donors who have provided funding for laptops, home-schooling and therapeutic support, and our employment services. You have enabled us to add value beyond what we are contracted to do – creating brighter futures for our children and young people.

I would like to say a big thank you to my fellow trustees, who volunteer their time and expertise selflessly. Your guidance has been invaluable, both to me and the senior leadership team. And finally, to end where I started, my thanks go to our staff who have worked tirelessly throughout the pandemic to support the children and young people in our care. Without you, we could not achieve our mission or impact young people's lives as we do. My admiration and respect for you all is endless.

Bert O'Donoghue
Chair of Trustees

7 September 2022

ST CHRISTOPHER'S FELLOWSHIP
STRATEGIC AND BOARD REPORT
FOR THE YEAR ENDED 31 MARCH 2022

1. MANAGEMENT

AIMS AND ACTIVITIES

At St Christopher's we work in the British Isles as a charity and Registered Provider of Social Housing. We currently work in Southern, Eastern and Central England and the Isle of Man, providing services to young people in care, care leavers and those on the edge of care. Our services include foster homes, children's homes (including a secure children's home), homes for care leavers and homeless teenagers, outreach support, return home interviews for young people who run away from home, preventative outreach, education support and therapeutic provision. We also provide consultancy to local authorities and charities.

OBJECTS SET OUT IN GOVERNING DOCUMENT

Our objectives as set out in the Articles of Association are to assist people in need, particularly children and young people and people with learning disabilities, to relieve poverty and to undertake any other charitable purpose.

Our priorities during the year continued to be:

- continual improvement in service quality to create even better outcomes for children and young people
- speeding up recruitment processes and improve retention by better staff support and progression
- improving spot purchase capabilities to meet or exceed financial and occupancy targets
- maximising asset usage to further enable and enhance service delivery
- expanding capability to respond creatively to the needs of children and young people, and commissioners, to drive growth and create more brighter futures

STRATEGIES FOR ACHIEVING OBJECTIVES

In November 2017, we started the process of setting our Vision and Strategy for 2018 to 2023. We felt it was important that the strategy properly reflected St Christopher's by being participative, aligned with our ways of working, and centred on young people. Children, young people and staff from across the organisation had their say on our strategy so that it is built upon ideas that will benefit those we work with, now and in the future.

Our three strategic aims are:

1. Create more excellent homes, fostering and support for children & young people

Children and young people have told us that it's the relationships with carers in our fostering and residential services that make their houses feel like homes. Over the five years of the strategic plan we are developing more excellent homes to support even more children in care and care leavers. We are doing this by focusing on growing our residential, fostering and support to provide services to double the number of children and young people by 2023.

2. Improve emotional wellbeing

We will develop clinical therapeutic input across all of our services, so young people, carers and staff receive the expert advice and support they need, when they need it. Building on our existing strengths in attachment theory and social pedagogy, we will partner with mental health organisations to develop holistic, empowering, relationship-centred ways to improve emotional wellbeing. After successful development of the Isle of Man therapeutic services, we have been using this learning to inform the ongoing development of our UK based therapeutic service.

3. Promote lifelong learning and thriving

Our staff succeed with young people who have experienced very difficult starts in life through relationship-centred, creative approaches to learning that equip them for life in the world. We are increasing capacity in the education and life skills teams to support more young people to achieve their potential

We will collaborate with young people to help make each step of their journey to independence easier, maintaining important relationships with people that matter most, whether friends, family, carers, or St Christopher's staff. We will continue to invest in training and supporting our staff to enhance learning and develop skills to promote growth and career progression.

May 2022 saw the publishing of the Independent Review of Children's Social Care (England). St Christopher's submitted evidence to the review drawing upon an extensive contribution from the lived experiences of children and young people in care and the practice insight of our staff and carers who support them. Our young people stressed the importance of stability, strong, loving and positive relationships, good education, happy experiences of childhood and Brighter Futures for themselves and parity of outcomes and opportunities with their non-care experienced peers.

Broadly as an organisation we welcome the review's inclusion of emphasis upon the importance of availability and quality of meaningful supportive relationships for young people throughout their journey within the wider care system. The commitment to children's social care workforce development, in particular new national training standards, if agreed, potentially places St Christopher's within an influential position in the sector as an established provider of quality services with an established thorough training program for staff and carers, particularly within supported accommodation and fostering.

St Christopher's remains optimistic about the prospects for real change the review recommendations present and will seek to fully engage with the implementation of the elements formally adopted by the government following its formal initial response expected December 2022. However the review recommendations are limited in their scope of addressing children and young people's emotional wellbeing. We know that the young people placed in our care are highly likely to have pre-existing mental health needs and that their support should encompass a holistic approach to meeting their full needs. The continuing use of therapeutic wraparound services in both the UK and Isle of Man to psychologically inform staff practice and home environments will persist as key for the learning and thriving of young people and staff.

As a charity, we aim to remain financially robust and ensure that the organisation and its activities are sustainable. This will enable the tradition, started in 1870, of providing services for children in care, on the edge of care and leaving care to continue. We also recognise that new initiatives and services can require an initial investment, prior to the services becoming financially sustainable in the longer term. Consequently, we aim to ensure we have sufficient reserves to both manage risk and develop new services.

The Council's target is, in the event that all income for St Christopher's cease, we have 2 months of operating cost in reserves in order to meet our short term obligations

VALUE FOR MONEY

The financial environment was difficult, even prior to the COVID-19 pandemic and has now been exacerbated further with the situation in Ukraine and the cost of living cirisis. There is a clear need to deliver value for money to our partner commissioners. Almost all of our services are delivered and commissioned within competitive markets, whether they are tendered contracts, framework contracts or spot purchase services. Accordingly, we have to take into account both the quality of services and their cost. We are committed to maintaining quality to ensure that all of the children and young people who rely on our services are loved and cared for and have the chance to thrive and grow. Where a service is provided to a single commissioner there is scope to tailor the service to its specific requirements, subject to the ability to sustain a quality service. Where services receive placements from multiple commissioners, we define the service's specification and cost accordingly. We then keep the level of demand for the service under review.

Council seeks to ensure that our assets are used effectively to deliver services for children, young people and adults. We aim to ensure that all services we undertake are financially sustainable in the longer term, and the performance of services is reviewed in this context.

We're grateful for the support of our amazing donors and supporters. This year we have seen people raise money for all manner of activities from sponsored walks, bike rides and raffles – all the money raised helps to enrich young people's time with St Christopher's, help them reach their full potential and create brighter futures.

Our thanks extends to each and every trust and foundation, corporate partner, major donor, community group, and individual (whether major donor, leaving a gift in will or simply doing sponsored activities), and not forgetting the gifts and presents we have received at Christmas and Easter for our children and young people.

Each year they enable us to deliver life skills work with children to prepare them for independence, provide tailored education support to help children thrive in education, support into employment and to ensure young people's voices are heard.

The Fundraising team are committed to portraying the children and young people at St Christopher's in a respectful way. We see them as people in their own right, not adults in waiting, and their ideas and suggestions bring a fresh perspective. We seek their participation (participation is voluntary) and value their opinion on our fundraising appeals and articles.

We are registered with the Fundraising Regulator and adhere to its Code of Fundraising Practice which covers the requirements charities must follow as set out in the Charities Act 2011. We do not currently raise funds through telephone fundraising or work with an agency to do so. We are clear on our website and fundraising communications how to advise us if our donors no longer wish to receive our mailings or communications from us. We have a clear complaints policy which is accessible from our website and we plan to deal with them quickly and appropriately. We had no fundraising complaints from donors in the year ended March 2022. We are signed up to the Fundraising Preference Service to allow people to opt out of receiving fundraising communications from us and, this year, we actioned one request.

Last year improved and updated our fundraising pages on the website which will improve the user experience, celebrate our wonderful supporters and donors and make it easier for people to support us.

St Christopher's currently have a team of 2 (1.2 full time equivalent) comprising a Head of Fundraising employed directly by the charity, and a longstanding fundraising consultant. Both are members of the Institute of Fundraising.

As a Housing Association, our accounts are prepared under the Housing Statement of Recommend Practice (SORP). These differ slightly from the Charities SORP with one of the differences relating to the treatment of Restricted Grants. Under the Charities SORP income received and not yet spent would be credited to the Restricted Reserve. This is held as deferred income within Creditors Due with One Year under the Housing SORP.

At St Christopher's, we want to break down the barriers that our young people can face that can prevent them from following their dreams and aspirations and trying new things. We support them to access education, training, and work. We want young people to be as prepared as possible for the transition of leaving care.

The diamond model is at the heart of St Christopher's social pedagogic approach to supporting young people and is founded on the belief that we all have a 'diamond' within us that represents our value, skills, talents, potential and ability to shine. As many of our young people have lived through significant trauma and deprivation, they have missed out on ordinary childhood opportunities to try new experiences and, as a result, can struggle to see their unique value and potential. By involving them in a range of different shared activities, our staff create opportunities to discover and share their diamonds, learn new skills, build positive relationships and develop self-esteem and emotional resilience.

We raise funds to ensure we can continue to deliver the following initiatives in line with our strategic aims: Create more excellent homes, fostering and support for children & young people; Improve emotional wellbeing, Promote lifelong learning and thriving.

LIFE SKILLS

Our Life Skills team work alongside our young people to develop the knowledge, skills and attributes needed to thrive in society. They develop practical life skills such as cooking, shopping, budgeting, problem-solving skills, communication skills, and self-awareness.

Our Life Skills team are essential in helping our young people prepare for moving into semi-independent living and leaving care. They help with practical tasks (such as opening a bank account and budgeting) but also building their self-esteem and resilience.

Our young people tell us that loneliness is often the most significant challenge they face when they move on from their children's homes.

OUR PARTICIPATION AND CO-PRODUCTION WORK

At St Christopher's our participation team look for opportunities for young people to be heard in ways that suit them. We don't just listen to them during consultation activities, surveys or council meetings, but in everyday conversations such as on the way to school or when we cook dinner. We think about what they tell us through their behaviour and choices or when they say nothing. Young people set the participation agenda, which initiates changes that have the most significant impact. We use creative methods and group activities to start conversations and discover how we can change.

As a result, young people are involved in decisions at all levels of the organisation across all departments. Not only do they shape the way their own homes and services are run, but they also feed into our strategy, policies, recruitment and marketing work.

EDUCATION

We've developed a specialist education service (PULSE) in response to the need to support young people in children's homes to improve lifelong learning and thriving. Educational support to the carers of looked after children and care leavers ensure that our young people receive tailored support to engage in education. The team provides specialist 1:1 bespoke tuition and works with home staff to support and promote understanding of learning requirements and resources, alongside an awareness of trauma-informed learning practice.

SUPPORT INTO EMPLOYMENT

Our experienced Support into Employment team understand the challenges of offering work placements and experience, so we offer support every step of the way for both the employee and employer. As care leavers grow up, they need help to identify career opportunities, navigate their finances, access work experience, and learn workplace etiquette like all of us. The team provide support every step of the way. They don't just focus on getting everyone a job straight away but instead work with each young person to grow their confidence and raise their aspirations to secure the best role for them.

THE DIAMOND FUND

The Diamond Fund exists to help create brighter futures for young people by easing their access to education, training and work and enabling them to participate in enjoyable, creative activities with their peers and staff, building relationships and resilience through positive shared experiences.

Through this initiative, our young people have been able to buy laptops, art materials for a design course, cooking equipment for a catering business and a printer for school work.

WELCOME VOUCHERS

Most young people who arrive at St Christopher's have found themselves in care for reasons beyond their control. For these young people, a safe and established home environment is crucial to help them progress. When these young people come to one of St Christopher's Fellowship's residential homes, we work hard to help them feel welcome and ensure they have a sense of control over an element of their life and future. One of the first ways we do this is through welcome vouchers.

Through feedback gathered from young people, we identified the most effective way to help them feel welcomed and at home when they join us is by allowing them to purchase a small item they want for themselves. Welcome vouchers enable young people to choose an item to personalise their room. This small gift has a positive impact on the lives of the young people who arrive at our services and gives them a sense of control over their environment.

When they leave our care, we don't just want young people to have the skills to survive - we want them to thrive and enjoy happy, fulfilling lives.

VALUE FOR MONEY METRICS

The Regulator of Social Housing issued the new Value for Money ('VfM') Standard on 9 March 2018 together with a Code of Practice. Value for Money metrics was introduced for reporting periods up to 31 March 2018 and aims to provide an agreed set of metrics for housing associations which compare performance and provide a value for money check.

Social housing is one small facet of the work that St Christopher's does, with social housing lettings making up just 1.6% of our Group turnover in the year over 77 owned bed spaces and 10 managed bed spaces. We are therefore impacted by the smaller margins for supported housing as opposed to general needs as well as not having the economies of scale accessible.

	2022 Group	**2022 Parent**	**2021 Group**	**2021 Parent**
Business Health				
Operating Margin (social housing lettings)[1]	0%	0%	1%	2%
Operating Margin (overall)[2]	0%	(6%)	0%	0%
EBITDA MRI Interest Cover[3]	5,390%	(18,217%)	3,039%	2,372%

1 Social Housing letting operating margin as a percentage of turnover

2 Overall operating margin as a percentage of turnover

3 Operating surplus/(deficit) less interest, taxation, depreciation, amortisation plus major repairs divided by interest capitalised, interest payable and financing costs.

The social housing operating margin deteriorated in 2022, largely as a result of an increase in void losses and bad debts. Voids had been an issue in previous years and had been improving year on year, £106k in 2018, £74k in 2019, £29k in 2020 and £29k in 2021. However the reduction in placement movements seen in the COVID-19 pandemic have now eased and voids have increased to £43k in 2022. Increased turnover of staffing in the homes has impacted the levels of bad debt. However staff teams are becoming more stable, which in turn is seeing the debt levels improving.

The overall operating margin has remained at 0% in line with the prior year. The current year and prior year include significant underperformance in spot purchase and fostering placement numbers. Plans are in place to address the issue with income, reviewing both how to increase level so of occupancy and also reduce expenditure levels to bring them into line with income achieved. The Parent overall operating margin has reduced from 0% to a deficit of 6%. This is caused in part by the impairment of the investment of Future Families, with the remainder as a result of lower occupancy level in spot purchase homes in the UK creating reducing income compared to target.

St Christopher's has no long or short-term debt and therefore has no interest accruing other than the interest on the recycled capital grant fund, which was recycled against the new property purchase towards the end of the financial year.

	2022 Group	2022 Parent	2021 Group	2021 Parent
Development - Capacity & Supply				
New Supply Delivered (Supported Housing)[4]	8%	8%	0%	0%
New Supply Delivered (Non-Supported Housing)[5]	0%	0%	0%	0%
Gearing[6]	(47%)	(6%)	(82%)	(37%)

4 Total social housing units developed or newly built divided by total social housing units owed at the end of the financial year

5 Total non-social housing units developed or newly built divided by total non-social housing units owed at the end of the financial year

6 Short and long-term loans, cash and cash equivalents, amounts owed to group undertakings and finance lease obligations divided by tangible fixed asset housing properties at cost.

A new property was purchased towards the end of the year, with plans for the home to be open within 2022-23 providing 6 additional bed spaces.

The gearing percentage is negative as St Christopher's Group and Parent currently has no long or short-term debt and the Parent holds more in cash than is owed to its subsidiary undertakings.

	2022 Group	2022 Parent	2021 Group	2021 Parent
Effective Asset Management				
Return on Capital Employed[7]	0%	(7%)	0%	0%
Operating Efficiencies				
Headline Social Housing Cost Per Unit[8]	£2,900	£2,900	£3,127	£3,127
Investment				
Reinvestment efficiency percentage[9]	22%	22%	0%	0%

7 Overall operating surplus/(deficit) plus gain/(loss) on disposal of fixed asset housing properties divided by total assets divided by current liabilities.

8 Social housing costs (management charges, service charge, routine maintenance, planned maintenance, major repairs expenditure, lease costs, capitalised major repairs costs for the period) divided by social housing units owned and/or managed.

9 Development of new properties, new properties acquired, works to existing properties and capital interest divided by tangible fixed asset housing properties at cost.

The Group return on capital employed is in line with the prior year. The reduction of the Parent return on capital employed from 0% to a deficit of 7% is caused in part by the impairment of the investment of Future Families, with the remainder as a result of lower occupancy level in spot purchase homes in the UK creating reducing income compared to target.

The headline social housing cost per unit is largely in line with the prior year.

A new property was purchased towards the end of the financial year creating the increase in the reinvestment efficiency percentage.

The Value for Money metrics were reviewed against budgeted targets, as well as an average of the 2020/21 results for peers. The group of peers were chosen for either their similarity to the breadth of work with children and young people or their number of units.

The peers chosen were Centrepoint Soho, Look Ahead Care and Support Limited, St Mungo's Community Housing Association and YMCA – St Paul's Group for similarity of breadth of work.

	2022 Group	**2022 Budget target**	**2021 Average of peers**
Business Health			
Operating Margin (social housing lettings)	0%	9%	(3%)
Operating Margin (overall)	0%	2%	(14%)
EBITDA MRI Interest Cover	5,390%	N/A	116%

The Operating Margin for social housing lettings is a smaller surplus than budgeted as a result of higher voids costs and bad debts in actual results. However it is better position than the average of peers.

The overall operating margin is zero is also below the budgeted level, with poor performance in occupancy levels in UK spot purchase services within the year. It is again a better position than that of the average of peers. However the individual margins vary dramatically from (79%) up to 14%. The average of the peers' results is also for 2021, which would have been substantially impacted by the COVID-19 pandemic.

St Christopher's has no long or short-term debt, therefore has no interest accruing other than the interest on the recycled capital grant fund and is a negative due to the deficit position for the year.

	2022 Group	**2022 Budget target**	**2021 Average of peers**
Development - Capacity & Supply			
New Supply Delivered (Supported Housing)	8%	8%	1%
New Supply Delivered (Non-Supported Housing)	0%	0%	0%
Gearing	(47%)	(6%)	29%

St Christopher's had planned to purchase a property creating 6 to 8 new bed spaces and completed the purchase of a property to provide 6 additional bed spaces towards the end of the financial year. Half of the peers had not increased their supply in 2021, with small increases in the other half. However all peers have a greater overall number of bed spaces than St Christopher's.

The gearing percentage is negative as St Christopher's currently has no long or short-term debt.

	2022 Group	2022 Budget target	2021 Average of peers
Effective Asset Management			
Return on Capital Employed	0%	2%	4%
Operating Efficiencies			
Headline Social Housing Cost Per Unit	£2,900	£3,286	£9,826
Investment			
Reinvestment efficiency percentage	22%	19%	3%

St Christopher's return on capital employed is below both the budgeted target and the average of peers due to poor performance of occupancy in UK spot purchase services.

The headline social housing cost per unit is slightly lower than budgeted due to slightly lower expenditure on planned maintenance costs and capitalised major repairs. The actual cost is also lower than the average of peers. However the average is greatly affected by the two peers who can achieve a more efficient cost per unit based on their greater scale offset by one peer whose major works programme increased their headline social housing cost per unit to £25k.

2. OPERATING ENVIRONMENT

The current fiscal environment remains such that local authorities in England as well as the governments of the United Kingdom and the Isle of Man continue to face financial constraints and a need to reduce expenditure; this had been expected to continue for the for foreseeable future and has grown progressively worse with the cost of living crisis, situation in Ukraine and ever increasing inflation.. Whilst many of the services that we provide fulfill statutory obligations of local authorities and the Isle of Man Government, this does not exempt them from a requirement to demonstrate value for money. We are committed to working with our commissioning partners to ensure that services remain relevant to both their needs and those of children and young people.

We recognise that the constrained financial regime can lead local authorities to be cautious about committing to medium and longer-term commissioning arrangements, where they have uncertainty about their future level of demand for services. Consequently, we continue to review and expand our service offer to include services, which can be accessed and paid for as and when required.

Within fostering some commissioners aim to increase the amount of fostering services that they directly provide. This has had the effect of increasing the competition in a market where local authorities are simultaneously, a commissioner of, and a competitor with, St Christopher's. Other local authorities have sought to respond by increasing partnership working and we have been proactive developing such partnerships.

RISK MANAGEMENT

We have a risk management policy and an ongoing process for identifying, evaluating and managing the significant risks that we face. These are recorded in our strategic risk register. Risks are assessed for their likelihood and potential impact and Council focuses its work on those risks which are identified as most significant. Disaster recovery scenarios have been considered and contingency plans are in place.

For all significant risks the potential to mitigate risk is considered and proportionate action is taken. A wide variety of strategies are used to mitigate risk. These include: seeking to mitigate risk through appropriate policies, procedures and controls, spreading risk through ensuring sufficient diversity of activity and commissioning partners, seeking to lay off risk through contract negotiation or insurance. Council has considered the risk of fraud and has adopted an anti-fraud policy. In evaluating new projects, Council assesses risk and will not proceed with projects where the risks are disproportionate to the benefits offered to our children and young people or our organisation as a whole.

The strategic risk register is reviewed by the Senior Leadership Team on a quarterly basis, by the Audit & Risk Committee three times a year and by the Council twice a year. The major risks that we face are recorded in the strategic risk register are:

- Staff Recruitment and Retention: Almost all of our services are for the provision of social care and as such, the qualification and dedication of the front-line staff delivering the services has a real impact on the outcomes for our children and young people. We recognise that the nature of the work undertaken by our staff is challenging and the necessity of shift work in many services limits the pool of potential staff. The limited availability of experienced and qualified staff and managers and increased rise in salaries has the potential to be a risk to the organisation. While this has been particularly acute in London, it is not solely a London problem. We seek to mitigate this risk with robust recruitment procedures that are honest about the nature of the work and through investment in training and development. This enables those with aptitude, but without necessary formal qualifications to obtain them and through investment in diploma qualifications and a trainee program for managers.

- Safeguarding: As we work with children and young people, safeguarding is central to both the organisation and the delivery of services. We seek to mitigate this risk with a many-layered approach. This includes appropriate recruitment and checking of staff, training, organisational policies and procedures, ensuring our children and young people know how to raise any concerns, investigating all concerns thoroughly and in full co-operation with Ofsted and relevant local and national authorities, and creating an open culture towards whistleblowing if staff have concerns. We have also have a Safeguarding Committee which has expanded the Trustee and management oversight of this area.

- Financial Sustainability: Risks of financial pressures are not only theoretically projected, but are currently being experienced. The rise in costs are not necessarily being matched by rise in income. Challenges to recruit and retain staff results in an over reliance on high-cost agency staff, and occupancy bases services pose an ongoing potential risk. The recent award of a block contract to provide supported accommodation services in London will strengthen our portfolio of work and bring some added financial security. New monthly management meetings and the appointment of new people into key strategic and senior leadership positions help us to embed a culture of financial awareness and proactivity right across the organisation.

- Health & Safety: We have reviewed and renewed our Health & Safety policy over the past four years. A Health and Safety Committee educates the management and Trustees on the severity of non-compliance and updates Council quarterly. There is good transparency around compliance with safety checks and controls in place and better correlation between risk assessment and actions that need to be taken. In addition Health & Safety is reviewed by the Safeguarding Committee as part of their remit.

- Governance and Compliance: We operate within a highly regulated environment. At an organisational level the lead regulator is the Regulator of Social Housing although many of our activities fall under the remit of the Charity Commission, Ofsted and Registration and the Inspection Unit on the Isle of Man. The majority of our activities are not social housing. We therefore, recognise that there are risks that the Regulator of Social Housing, in developing regulation designed to protect social housing, may legitimately develop rules and standards which create restrictions upon our activities. We seek to manage this risk by keeping up to date with proposed regulatory changes, assessing their potential impact and evaluating our options within and outside this Regulatory regime. We keep innovation under review, engage in open discussion with key stakeholders and take appropriate specialist advice to mitigate this risk.

- Service Failures (including Central Services): As with all businesses, we have an increasing number of IT systems that are used to aid and streamline the recording and monitoring of information that needs to be collected and processed. The failure of any or all of these systems, whether accidental or malicious, would seriously impact on our ability to provide our services. We seek to mitigate the risk by using external expertise where needed to review and audit our IT provision. Organisation-wide business continuity plans are in place and reviewed annually to provide guidance and structure in the event of a service failure.

EMPLOYEE ENGAGEMENT

We recognise the importance of good, appropriate relationships between staff and our children and young people. Stable relationships contribute significantly to positive outcomes. As such, a well-motivated, stable and skilled workforce is central in enabling brighter futures for our children and young people.

We communicate with employees through Chief Executive blogs, ChrisNet (our intranet) and cascading information following manager meetings. Throughout the pandemic, we have developed our ability to communicate remotely through Trustee calls to managers, moving all meetings to Microsoft Teams and trialing alternate communication methods.

Pay and benefits remain under constant review. Our Council of Trustees agreed an annual cost of living increase of 2% for all staff. The cost of living increase of 2% is a minimum as all St Christopher's salaries and Carebank hourly rates are at the living wage or above for their respective regions. Further the majority of our operational staff, below management level, will progress up a scale point on their operational pay scale each year based on performance as monitored through the annual appraisal process.

The pandemic had impacted all our staff, both those on the frontline and those juggling responsibilities working from home. In particular, staff absences due to COVID-19 isolation have made running our services challenging at times. Despite this, children and young people have remained safe and been looked after with minimum disruption. None have left placement due to the pandemic. In recognition of the stress and trauma experienced by staff, online therapy has been made available as well as regular group therapeutic reflection sessions to understand and process incidents as a team.
Our Race Matters Group was created following the brutal murder of George Floyd in 2020. It consists of members from across all levels of the organisation, including the Senior Leadership Team and the Board. The group advises and guides the Senior Leadership Team in introducing meaningful change so that we can eliminate racism at St Christopher's. The group have identified the following workstreams, all of which have an SLT lead to help drive change:

1. Training and Education
2. Data and Experience
3. Policies and Procedures
4. Wellbeing and Therapeutic Support
5. Leadership

At St Christopher's we believe that being not-racist is not enough, we must be actively anti-racist. Social change is enacted when a society mobilises and therefore we can bring about meaningful change at St Christopher's if we stand united and are mobilised together. One of the ways we are working towards this goal is through a race audit, which will help us review internal processes and identify opportunities for improvements.

This group is now supported by the recruitment to a new Equality, Diversity and Inclusion Advisor post.

Our Brighter Futures Groups are a result of an Appreciative Inquiry method used to complete feedback on positive experiences working at St Christopher's and the factors in place to make those experiences work. The Groups are made up of representatives from across the organisation. Representatives from each team take the views and ideas from their colleagues about what we could do better to quarterly regional Brighter Futures Group meetings. Groups are non-hierarchical and provide opportunities for collaborating on activities across services and regions. The Brighter Futures Groups continues to be instrumental in instigating positive change across the organisation, and ensuring the employee voice is heard, such as through reviewing our Code of Conduct and taking forward further research into findings from our employee survey.

Without dedicated, skilled and passionate staff and foster carers, there would be no St Christopher's. We are only able to make a difference to the lives of children and young people because of the love, the skills, the knowledge, the professionalism and the commitment that our staff provide. We continue to review how we provide staff with the best experience, so that they can be engaged and effective in supporting our vision.

3. ORGANISATIONAL PERFORMANCE

ACHIEVEMENTS AND PERFORMANCE

The overall financial results for the year are below budgeted expectation but in line with the 2020/21 results. Income is again lower due occupancy levels being below projections.The areas of income affected are spot purchase children's homes and fostering. Some savings in expenditure have been seen as a result of the reduced occupancy levels.

We have a number of spot purchase homes, which require an adequate level of placements throughout the year to cover the running costs of the home, inclusive of the staff team. The majority of these costs are fixed, in the short term, and therefore it is difficult to make savings in expenditure when there is a drop in occupancy. Ensuring new young people moving in are "matched" to the current residents of the home is also vital to ensure safety and stability but adds another layer of complexity to the task of ensuring that target levels of occupancy are achieved. Our efforts are rewarded by placement stability above the national average, which in turn reduces instability for young people and helps them to enjoy happy childhoods, rather than constantly experiencing big life changes.

Whilst some of our established spot purchase children's homes outperformed their projected occupancy, others had lower than projected occupancy during the year. For the majority of children's homes, occupancy was greater than 75% during the year. We continue to have reflective sessions and have development both a sales strategy and placement protocol. These are helping to increase our learning as to what support, training and knowledge is required to equip our managers, on an ongoing basis, to succeed both in terms of the quality of the service and the care and support given to young people, but also the financial performance.

A Placements and Referrals Working Group explored how to streamline the referrals supply chain and improved efficiency of the process through development of a new placement protocol. The Group's adopted aim is:

'Our aim is to achieve our occupancy targets in a safe way and one which removes the barriers to admission and ensures placement stability'.

We continue to explore our supply chain issues in terms of having the correct resources in the right place to expedite decision-making and our ability to compete with other organisations.

Within 2022/23 we have expanded our Placements Team with a new position of Placement Teams Manager to provide more support in this business critical area.

More excellent homes, fostering and support

We recruited 3 new foster carers this year; an decrease from 10 in 2020/21. Whilst this is a reduction on the previous year, recruiting and retaining foster carers is an issue throughout the sector. As part of the support we provide our foster carers we have grown our in–house therapeutic offer which provides direct therapeutic support to children and young people and consultation for carers. Our therapeutic team have developed, presented, and will continue to present, a series trauma informed therapeutic workshops. We will be working closely with the team to review our training package, introducing therapeutic parenting from recruitment and assessment through to support, lifelong relationships and transitions. One carer had previously remarked,

"had she been aware of therapeutic parenting from the beginning of her fostering journey, she would have understood her role so much more and it would have saved her a lot of unnecessary doubting of her own abilities".

Recruitment and retention of operational staff within the UK continues to be a challenge. Staff turnover, which historically has been prevalent in London children's homes, remained high in common with the sector generally but has been experienced more widely in our Midlands and Isle of Man regions too within the financial year. This is something that is occurring in a wide number of sectors, with health and social care again one of the sectors hardest hit. We obtain feedback from leavers and use it to improve the experience of working at St Christopher's.

The St Christopher's Academy enables staff to continually develop in their children's social care career. It is made up of six pathways, which staff can tailor for their career development. For example, there is an entry pathway, practitioner pathway and leadership passport. Staff aren't expected to follow a straight line and tick off all of the options. Instead, they can choose which route they'd like to take through the Academy. Our Residential Pathway Coordinator supports new employees in their first 6 to 12 months. We expect this role to improve attrition rates, by providing a single contact for the induction, training and mentoring support to new staff. This will be further supported for our staff in the Isle of Man in the coming year with the introduction of a Practitioner induction and training coordinator.

We continue to grow our team of Carebank workers who provide a flexible staffing cohort to help cover staff vacancies, annual leave and sickness whilst understanding St Christopher's values and ways of working. Recruiting the right staff and retaining them remains central to discussions at both Senior Leadership meetings and Wider Senior Leadership Team meetings, as well as with the Board of Trustees. We are currently in the process of recruiting a Carebank Manager to help co-ordinate, manage and support our Carebank workers and the managers needing to book their time.

During the year, our children's homes were inspected by Ofsted. We are delighted that our specialist home for girls at risk of child sexual exploitation retained its rating as outstanding. Six of our homes have also retained their rating of Good. Unfortunately, the ongoing difficulties in recruiting, training and retaining staff as well as the ever increasing needs of young people requiring our services resulted in two homes being rated as Requires Improvement to be Good and one home as Inadequate.

We continue to support all our homes, particularly around the issue with staffing and have a detailed People Strategy to monitor, review and respond to the ever changing and increasingly difficult employment market.

We reflected on this situation for the home that was graded Inadequate and took the decision to close the home. We need to ensure we have the right qualifications and experience in our operational teams to safeguard children and young people to our expectations. Our homes also need to be safe working environments for our staff, which we need to provide by ensuring new staff with less experience are properly supported and trained.

UK semi-independent homes are not regulated and therefore do not require an inspection visit. St Christopher's believes strongly that measures should be introduced to ensure there is monitoring in this area of support and accommodation for young people so that high standards are expected and therefore providers are accountable for unsafe provisions. During the year, as in previous years, we used an external inspector to review our semi-independent homes in the UK. The findings are reported to Council and then used as a basis for recommendations for homes going forward and sharing learning of best practice.

The Isle of Man children`s homes are inspected by the IOM Registration and Inspections Unit within the Isle of Man Government and at their last inspection 83% achieved "substantially compliant" or "compliant". The semi-independent homes are also inspected by the Registration and Inspections unit and are "compliant". Cronk Sollysh, our secure unit, is inspected by the Government Registration and Inspections Unit and is also "compliant".

The Senior Leadership Team allocate time to meet on a quarterly basis to reflect on all Ofsted, Inspection Unit and semi-independent homes reports, positive and negative to increase the learning that can be taken and applied across all our services.

We are delighted to have successfully tendered for a new service project that is a joint venture between London Councils, part funded by the Ministry of Justice to provide an innovative alternative to remand in custody for young males aged 16-18. The client group for the service will be young males aged 16-18 with a history of offending / and or violent crime. Most young people referred will be on electronic curfew monitoring and subject to a youth rehabilitation order. The service will work closely with youth offending services and community and mental health wellbeing services to offer intensive holistic support for young males completing their orders, and supporting them to progress to their next placement/reunification with their families. Typically this will include support to attend court and offending prevention appointments, education and independent living skills.

In addition we successfully secured a contract extension with Manx Care for all current services on the Isle of Man to 31st of January 2025. This affords a period of significant stability for young people's services on the island enabling us to respond dynamically and confidently to continuing increases in demand for provisions of young people's care.

Improved emotional wellbeing

Our staff work directly with children and young people who have experienced significant trauma, abuse and chaos in their lives. Whilst this work can be extremely rewarding, staff need support dealing with this vicarious trauma. We have an established Wraparound team in the Isle of Man, who are led by a Therapeutic Manager. The Isle of Man Wraparound team provides invaluable therapeutic input for the children and young people, staff teams and employees on an individual basis if needed. We also have a Therapeutic Team in the UK who provide support to children, young people and staff. In addition, we have an Employee Assistance Programme which staff can access throughout personal and professional challenges.

Lifelong learning and thriving

We continue to develop our apprenticeships offer for young people leaving care at a controlled pace to ensure that we are able to implement our learning from the current and previous cohorts. We have a three-month traineeship, which can subsequently transferred to a full apprenticeship post.

The learning from providing apprenticeships, traineeships and work experience all fed into the Support into Employment scheme on the Isle of Man. Dedicated support workers are available to support care leavers on the Isle of Man to learn the right skills they need for the workplace and to find jobs doing something they enjoy and that they can sustain. The team provides employability skills sessions to care leavers and get to know their interests and career plans. Then, through partnerships they have built with local businesses and government departments, the team set up shadowing days and work experience so that young people can try out different areas of work that they are interested in. These opportunities can lead to more formal work placements, volunteering, apprenticeships, or even paid work.

What makes this scheme different is that the team also support the employers so that they are more understanding of the issues care leavers experience and show them how to help the young person learn, develop and thrive at work, without feeling overwhelmed by any setbacks or challenges that crop up. This means the work placement is less likely to break down because there is an advocate working with both sides to make it a success.

We are currently recruiting a fixed term Get Into Work co-ordinator post, linked to funding from the Winston Churchill Foundation, to lead on creating a programme of opportunities for young people to experience the work place and develop skills and confidence to help them succeed on their chosen career pathway. This role is new for the UK, but will benefit from the learnings and successes already in place from the Isle of Man.

Our Staying Close initiative successfully bid for a further year of funding, up to March 2023. It began as a Department for Education (DfE) Innovation Programme pilot in 2017. The team work within our UK children's home providing life skills support,, Staying Close plans, move-on accommodation within the local community and advocating for what young people need as they transition from residential care to independence.

In the Isle of Man we have purchased a leaving care flat and are in the process of purchasing a second leaving care flat. These flats are to support the increasing demand for social, sustainable independent accommodation for young people post 16. This supports our position as the leader in after care provisions for care experienced young people and our continued focus on raising standards of accommodation for care leavers on the Isle of Man. The purchase of the two flats enables young people's bridging accommodation with socially conscious housing management and support, greatly reducing their risk of homelessness between the ages of 16 and 21 whilst affording them a stable base to sustain employment and their positive supportive networks with us and within the community.

FINANCIAL REVIEW

The results for the year have been prepared in accordance with the Statement of Recommended Practice for registered housing providers: Housing SORP 2018. On this basis and comparing to 2021 figures, turnover has remained at £18.2 million (2021: £18.2 million). No separate Statement of Comprehensive Income for the parent company has been presented, as permitted by section 408 of the Companies Act 2006. The result for the year of the parent company was a deficit of £696,000 (2021: deficit £24,000). This is inclusive of £347,000 impairment of the investment into Future Families (West Midlands) Ltd.

The Statement of Financial Position remains stable. Cash has decreased from £5.5m to £4.0m. This is largely due a new property purchased in London in order to provide additional supported accommodation for young people. Reserves have remained stable at £8.8m.

The principal sources of funding are received from statutory authorities for services delivered under contracts, either in respect of children's services or for Supporting People. Other services such as fostering, some children's residential placements, and some services for young people aged 16 plus are paid for by local authorities and national governments as they are commissioned. We also receive income from rents and service charges payable by individual tenants, often out of Housing Benefit.

Over the last few years we have expanded our residential services to include homes that can be accessed and paid for as and when required, in response to the financial constraints that local authorities are under in medium term commissioning arrangements. These spot purchase residential services provide a greater number of local authorities access to place children and young people with us. However, we bear the risk if occupancy levels fall below a financially sustainable level. Occupancy levels are recorded and monitored on a weekly basis so that remedial action can be taken in a timely manner.

Reserves Policy

In the event that all income for St Christopher's cease, our reserves policy requires us to have 2 months of operating cost in reserves in order to meet our short term obligations. The reserves policy is reviewed on an annual basis to ensure that it remains relevant to us and the environment we operate in.

The total reserves held as at 31st March 2022 was £4,016k (2021: £5,527) of which £0 is restricted (2021: £721k).

PLANS FOR FUTURE PERIODS

We have been continuing to work on detailed plans for bringing the three strategic aims of the Vision & Strategy to life. The plans include:

Operations
We are continuously exploring ways to improve our operations and positively impact the children and young people that are most in need. To that end, have reviewed our UK children's home staffing model to increase the number of more experienced staff on each shift line. We are also in the process of recruiting a Carebank manager to help co-ordinate, manage and support our Carebank workers and the managers needing to book their time

Consolidation
The pandemic forced us to reconsider how we work – across sites, at home and in the office. We are taking the learnings from the past year to develop a hybrid model, with non-residential staff working a mix of remote and in-person working. To facilitate this, we are moving our systems to the Cloud and designing a new intranet.

Staff retention, stability, culture and values
Our staff are central to our mission of securing brighter futures for children and young people. We know that sustainable and stable teams, reduced staff turnover and developing managers all contribute to this. We will therefore continue to review how we might improve our ability to recruit and retain talent – through targeted advertising, benefits and development opportunities.

Income and Development & Finance
The social care sector has very low margins. We therefore need to optimise our revenue. We will do this by continuing to shift the culture towards a more business minded way of operating, seeking to retain 100% of existing, already proven, contracts; and making appropriate cost reductions.

Strategy and Vision
Social pedagogy is central to the philosophy and workings of St Christopher's. In the run up to the 2023 Strategic Plan, we will be assessing the impact and suitability of this for the future.

Quality Assurance, Practice Development and sector influence
We have continued to build closers ties with our sector peers through the continuing establishment of the Voluntary Sector Children's Home Network to share and hone organisational best practice through the exchange of ideas shared between corresponding

Chief Executives. The group aspires to progress in influence to amplify the voice of charitable residential children's services providers to government.

4. STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENT

St Christopher's Fellowship is a company limited by guarantee and is governed by its Articles of Association. It is a Registered Charity and also a Registered Provider, with the Regulator of Social Housing.

RECRUITMENT AND APPOINTMENT OF TRUSTEES

Our trustees, who are the legal directors of the company, are collectively termed the Council and are elected by the members of the company. They serve for a three-year term, after which they are eligible for re-election. Trustees can normally serve for a maximum of three such terms. Council elects the Chair, the Vice-Chair and the Honorary Treasurer from amongst its members; these posts are referred to collectively as the Honorary Officers. Bert O'Donoghue, took over the position of Chair in September 2018, whilst Angela Dakin was elected to the position of Vice Chair at the same time. Joe Anichebe took over the position of Honorary Treasurer in September 2020.

A number of trustees, including our Chair, are coming to the end of the third term and will be stepping down from the Council from 7 September 2022. Three new trustees joined the Council during the financial year, including Anne Stoneham, as Chair Designate. All three have been recruited using the services of a sector specialist recruitment consultancy based on the findings of the skills audit undertaken by the Council's Nomination Committee which identified the need for greater experience of social work, housing, fundraising and communications on the Council. In making new trustee appointments, Council is committed to ensuring that it is representative of the communities and individuals it serves and for this reason the Nomination Committee agreed to carry out a diversity audit of Trustees during the next financial year. New trustees are provided with an induction programme and training opportunities are available to trustees to help them meet their responsibilities, most notable safeguarding training. Succession planning for trustees is considered regularly by the Nomination Committee.

Four new members of the IoM Council were also appointed during the year, two Island based and two, Joe Anichebe and Anne Stoneham, from our Group Board.

In July 2017, a new Charity Governance Code was issued to provide a clear set of governance standards which charities and their trustees can aspire to and work toward. A gap analysis of the Charity Code of Governance was carried out in January 2018 and considered by Council. This concluded that we are compliant with the code although it has highlighted areas that could be brought to a higher standard or are currently work in progress. Following the 2018 analysis, it was agreed by the Council of Trustees to adopt the new Charity Code of Governance endorsed by the Charity Commission. Confirmation of the adoption of the Charity Code of Governance and an updated gap analysis are completed on an annual basis. The Council of Trustees confirmed adoption and compliance to the Charity Code of Governance for the current financial year after consideration of an updated gap analysis during at the September 2022 Council.

ORGANISATIONAL STRUCTURE AND DECISION MAKING

Council met seven times in the last year and held an additional strategic away day. Council is responsible for:

- strategic direction and policy
- approving the business plan and related budgets
- monitoring performance against plan and budget
- approving of projects or contracts with an annual value of more than £100,000
- overseeing the principal risks we face has given consideration to the major risks and has satisfied itself that there are appropriate strategies in place to manage those risks

Matters not reserved for decision by Council are delegated either to one of the committees which report to Council or to the Chief Executive and Senior Leadership Team.

The principal committees which report to Council are as follows:

- The Audit & Risk Committee which reviews the annual accounts before submission to Council, considers matters related to the external audit and reviews the strategic risk register in detail.
- The Remuneration and People Committee developed following the expansion of the Remuneration Committee's remit in September 2020. The Committee now has responsibility for determining the remuneration of the Chief Executive and Senior Leadership Team, considering all aspects of the people strategy including talent development, employee relations, staff recruitment, staff turnover and the organisation's approach to Equality, Diversity and Inclusion. The Committee also recommends the annual compensation budget to Council
- The Nomination Committee, which is responsible for making recommendations on the appointment of the Chief Executive and Trustees to the Council and for reviewing succession planning for senior roles, including that of new trustees.
- The Safeguarding Committee was established in November 2020 and oversees the practices in place to ensure the safeguarding of the children and young people in our care. The Committee also oversees our Health and Safety practices for staff and young people.
- High Risk High Value Committee is called when a decision needs to be taken urgently which either is of high value (up to £250k) or considered high risk. The committee is called when needed and in 2021/22 it did not meet.

The collective attendance rate for Trustees during the financial year was 88% (2021: 92%).

At the end of the financial year, our group Council was made up of 15 members. 54% identified as male and 46% identified as female. 66% identified as white, 13% identified as Black, 7% identified as Asian and 13% identified as Mixed or Multiple Ethnicities. Our medium average age of Trustees is 45-49. Religious representation on our Council includes Islam, Hinduism, Christianity and no religion. Sexual orientation representation included heterosexual or Gay / Lesbian.

PARTICIPATION

Participation at St Christopher's has continued to develop young people's proficiency for independent living with life skills sessions on diverse ranges of activities encompassing cooking healthy meals on a budget, viewing a home for a first tenancy, travelling safely on public transport, writing a CV and many more.

Support for young people transitioning to independence has been sustained by our Staying Close and Life Skills and Participation teams. Young people across our UK services have been offered the opportunity to co-produce their own Staying Close plans, detailing how they want to remain in contact and sustain the significant supportive relationships they have with staff within their children's or semi-independent homes. The recently published recommendations of the Independent Review of Children's Social Care call for all young people to be offered Staying Close support by their local authority and children's homes on an opt out (rather than opt in), basis. St Christopher's is positioned as one of the sector experts in this area as one of the original eight Staying Close pilots, enabling us to continue to advocate for young people's choices and wishes to be placed at the heart of planning and support for their experiences of leaving care.

A new philosophy of care

2022 saw staff and young people engaged in revisiting and re-visioning our philosophy of care. Leaders from across the organisation met with colleagues across all services in open dialogue to discuss the central values and beliefs that join us in purpose to provide brighter futures for children and young people. The process of devising the philosophy of care drew across five thematic areas; 'What do we as an organisation believe about children and young people', 'What aspirations do we have for them?', 'What do we want them to experience?', 'What do we believe about society and anti-racist practice?'. Colleagues input was distilled into foundational statements that encompassed the sentiments expressed through their responses. Young people were engaged through participation activities to examine each of these foundations, whether it resonated with them, what it meant to them and how it would look and feel in lived experience day to day.

Our aim was to respond to feelings isolation and disconnection created by the Covid pandemic. Through listening to our team about why they choose to do the work they do and what they hope and believe about children and young people. We hoped to be able to re-connect with each other in a meaningful manner and together, re-orient to the purpose of what we do.

The new philosophy of care takes us back to that core function and what we all believe in, our values and beliefs and the best outcomes for young people. We are a child centered organisation and the philosophy of care is built upon this belief. It is the shared resolution that gets us all out of bed on a morning and come to work. No matter what role we play in the organisation we all come to work to achieve the best for children and young people and meet their diverse needs. Our philosophy encompasses all of the passion, drive, enthusiasm and commitment within the organisation and gives a very clear message about what we believe in. It is a compass for the culture of the organisation a co-produced foundation of the organisation expanding upon and giving greater direction to our main values and mission.

Our Philosophy of Care is:

Providing safety, security and consistency for our children, young people and each other

- We believe in the potential of all to grow and develop within a safe and nurturing environment.
- We believe the most powerful way of doing this is through creating warm, authentic, patient, and reliable relationships within which people feel safe, seen and accepted for all that they are.
- We are curious about people and their inner worlds.

- We seek to avoid actions or responses that frighten or hurt others and instead act in ways that feel right and comfortable for them.
- We do not give up. We let people feel our compassion.
- We act with honesty and courage, in ways that foster trust. Our actions and decisions are always made with the people who they affect in mind.
- We try to involve people in decisions, and when that is not possible we seek to help everyone understand what is expected of them, what is going to happen and why.

Offering good quality of life, meaningful and respectful human connections

- We believe all humans are unique.
- We build relationships that help us to understand a person's potential, qualities, needs, strengths and interests.
- We create opportunities for learning and fun, in which individuals can experience their resourcefulness and develop new abilities.
- We help people to learn through doing things together.
- We neither try to do everything for them nor to them.
- We remain alongside people as a guide, through the process of their own growth and take time to celebrate moments along the way.
- We are honest when we have got something wrong.
- We will reconnect and repair, say sorry, learn from our mistakes and move forward.

Sharing responsibility to build relationships and networks with the external professional network and wider community of support

- We see people not as isolated individuals but as existing in a rich web of relationships, all of which contribute to who they are and how they see themselves.
- We help people to access the resources within their network, being an advocate, partner and guide when needed.
- We believe that when we work together and hold children and young people at the heart of this work, we are better at supporting children and young people to be able to live well. Collaboration, inclusivity and creativity guides our work with the entire relational community.
- We want to create a sense of 'we are all in this together!'

Working towards a united social purpose

- We will make a positive difference to society and contribute to creating a fair, just and sustainable world that children and young people feel hopeful about.
- We know that society's systems do not work for an increasing number of people who despite their talent and potential face challenges that make it harder for them to thrive.
- We will partner with people to challenge the world as it is and impacts them. Where this is not possible, we will advocate for them and to amplify their voices.
- We have a responsibility to fight racism, discrimination and promote equity in all that we do.

Recognising the unique worth and contribution of every individual

- All people deserve to be treated with dignity and respect.
- We are committed to equality, human rights and participation.
- We value people's rich variety of knowledge, abilities, perspectives and backgrounds, knowing they give us a richer understanding of the world and one another.
- We listen to and accept others, and we are open to their view of us.
- We are flexible in our interactions with each person, recognising that there is no one approach which fits for all, at all times.
- We see individuals as competent and resourceful.

- We seek out the strengths of people in whatever context they are encountered to help them and others experience themselves in this way too.
- We see the diamond in all and help them to see it in themselves too.
- We make efforts to share power and give people a strong voice in decision making that impacts them.

A belief that individuals are experts in themselves and their experiences

- We show interest, curiosity and respect to all, creating honest and open relationships.
- We listen deeply to people's experiences and use what we learn to reflect on and improve our own practice and that of the organisation and wider system as a whole.
- When we have a problem to solve we ask for help from people who have lived experience of it.
- We recognise the importance of empowerment for ensuring that people feel a sense of control over their life.
- We seek to support people to empower themselves to make decisions, choices, set their own goals and to be supported in achieving them.

We were pleased to be able to maintain our participation work over the last year, following funding from The City Bridge Trust and The Peacock Trust.

SUBSIDIARIES

During the year St Christopher's Fellowship (the parent) had one active subsidiary, St Christopher's (Isle of Man) and two non-trading subsidiary, SCF Services Limited and Future Families (West Midlands) Ltd. Both non-trading subsidiaries are dormant. These three companies collectively form the St. Christopher's Fellowship group. The governing body of both of these subsidiaries includes trustees of St Christopher's Fellowship (plus others). The trustees of St Christopher's (Isle of Man) include Manx residents.

5. PUBLIC BENEFIT

Since 1870 St Christopher's has been working with socially excluded people to help them achieve their full potential. In undertaking both new and existing activities, Council is always mindful of the objectives of St Christopher's to relieve poverty and assist people in need, particularly children and young people. Whilst the work of St Christopher's encompasses many projects in the United Kingdom and the Isle of Man, the common characteristics of all this work are that it is for those at the margins of society, is centred on their needs and is of genuine public benefit.

Where individuals benefit from the work of St Christopher's, there is a clear link between them and the aims of the organisation. Given the size of St Christopher's, services are necessarily subject to some geographic restrictions, but otherwise access is based on need. Only accommodation-based Housing and Support services, which provide personal services, are subject to charges, all other services are free to young people. Where charges are set, to ensure that those in poverty will not be excluded from access to services, these are determined on the assumption that young people's income could be limited to state benefits.

The work undertaken by St Christopher's is solely for the benefit of our children and young people and as such it is not considered that there are any private benefits provided by the organisation. St Christopher's has concluded that there is no significant detrimental impact from its work.

The Trustees confirm they have full regard for the Charity Commission guidance on public benefit where determining the Group's strategy and planned activities.

As a public benefit entity St Christopher's has applied the public benefit entity "PBE" prefixed paragraphs of FRS 102.

6. VOLUNTARY DONATIONS

In addition to statutory funds and rental income, we receive voluntary donations from both grant making trusts and individual donors. These funds enable the organisation to provide an extra dimension to the services and support we offer young people. Council is very grateful for the voluntary funding received through grants or donations that supports this work.

7. COMMITMENT TO EQUALITY AND DIVERSITY

St Christopher's recognises the breadth of contribution that can be achieved by employing a diverse work force and ensuring equality of opportunity. In addition, we understand the importance of equal access to services for all children and young people who are potentially in our care. We comply with both the spirit and the requirements of the Equalities Act 2010 (UK) and 2017 (IOM).

St Christopher's leadership recognises the racism and lack of representation at St Christopher's and is committed to ensuring a positive experience for all at St Christopher's. Our Race Matters Group identifies ways our organisation can become anti-racist and more inclusive.

We are aspiring to become an ever increasingly inclusive organisation, where diversity in all its forms is recognised and celebrated, while discrimination and oppression is identified and tackled. Equality diversity and inclusion is an organisational priority. Work has included a diversity matters and race audit, working in development with our Race Matters Group, recruitment of an Equality, Diversity and Inclusion co-ordinator in the UK, with an Isle of Man co-ordinator currently being recruited for.

These two roles will work with an EDI Group made up of staff throughout the organisation, to work with the Senior Leadership Team in developing and implementing our Equality, Diversity and Inclusion (EDI) Strategy.

Regular monitoring of the profile of our children and young people, employees and trustees is undertaken. Where any group is identified as under-represented, strategies are put in place, both at an organisational and at a local level, with the objective of correcting any under representation. An annual review of performance against targets is undertaken and reported to Council. Regular reviews of our recruitment and other staff related procedures take place to ensure compliance with the Act.

The UK became one of the first countries to require mandatory reporting on the gender pay gap as the government want to eliminate any disparity. In April 2018 private, public and voluntary sector employers with 250 or more employees were required to publish their gender pay gap and bonus pay gap information. Last year's reporting was suspended due to the COVID-19 pandemic. However, we continued to review this information, and have been working towards similarly reporting on the ethnicity pay gap. Our most recent gender pay mean rate is 7.1% higher for women.

8. COUNCIL MEMBERS' RESPONSIBILITIES

The Council is responsible for preparing the Strategic and Board Report as well as the financial statements in accordance with applicable law and regulations. The Companies Act 2006 and registered social housing legislation require Council to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and Company and of the income and expenditure of the Group for that period. In preparing these financial statements Council is required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Company will continue in business.

The Council is responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Group and Company and enable it to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2019. It has general responsibility for taking reasonable steps to safeguard the assets of the Group and Company and to prevent and detect fraud and other irregularities.

9. COMPLIANCE WITH GOVERNANCE AND FINANCIAL VIABILITY STANDARD

The Council confirms that the Group and Company have met the Regulator of Social Housing's regulatory expectations in the governance and financial viability standard.

10. STATEMENT OF DISCLOSURE OF INFORMATION TO AUDITORS

We, the Council members, who are also the directors of the Company, who held office at the date of approval of these Financial Statements set out above, each confirm, so far as we are aware, that:

- there is no relevant audit information of which the Group's and Company's auditors are unaware; and
- we have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the Group's and Company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of Section 418 of the Companies Act 2006. In approving the Strategic and Board report, we also approve the Strategic Report included therein, in our capacity as company directors.

In line with best practise, a decision was taken to undertake to review of our audit provision. A tendering exercise was undertaken during 2021 and Mazars were chosen as the preferred firm. Mazars have expressed their willingness to serve as our auditors and a resolution to appoint them as our auditors will be proposed. We would like to thank Beever and Struthers for all their support over the years.

This report was approved by the Council of Trustees on 7 September 2022.

....
B O'Donoghue (Chair) on behalf of the Council

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF ST CHRISTOPHER'S FELLOWSHIP FOR THE YEAR ENDED 31 MARCH 2022

Opinion

We have audited the financial statements of St Christopher's Fellowship (the 'parent company') and its subsidiaries (the 'Group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Comprehensive Income, the Consolidated and Parent Company Statement of Financial Position, the Consolidated and Parent Company Statement of Changes in Reserves, the Consolidated Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies in note 1. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 of the parent company's affairs as at 31 March 2022 and of the Group's income and expenditure and the parent company's income and expenditure for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

- have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2019.

Basis for opinion

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 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

In auditing the financial statements, we have concluded that the Council's 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 or the parent company'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 Council with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Council is responsible for the other information contained within the annual report. 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 course of 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 this gives rise to 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.

Opinions 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 Report of the Chair and the Strategic and Board Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Chair and the Strategic and Board Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Chair and the Strategic and Board Report.

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

- adequate accounting records have not been kept by the parent Company, or returns adequate for our audit have not been received from branches not visited by us; or

- the parent company financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of directors' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit.

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:
- a satisfactory system of control over transactions has not been maintained.

Responsibilities of the Council

As explained more fully in the Council Members' Responsibilities Statement set out on page 29, the Council is 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 Council determines 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 Council is responsible for assessing the Group's and the parent 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 Council either intends to liquidate the Group or the parent company or to cease operations, or has 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. 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's web-site at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and addressing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of laws, regulations and guidance that affect the Group and parent company, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws, regulations and guidance that we identified included the Companies Act 2006, the Statement of Recommended Practice for registered housing providers: Housing SORP 2018, the Housing and Regeneration Act 2008, the Accounting Direction for Private Registered Providers of Social Housing 2019, tax legislation, health and safety legislation, and employment legislation.
- We enquired of the Council and reviewed correspondence and Council meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Council have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Council have in place to prevent and detect fraud. We enquired of the Council about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations was discussed within the audit team and tests were planned and performed to address these risks. We identified the potential for fraud in the following areas: laws related to the construction and provision of social housing recognising the regulated nature of the Group's activities.
- We reviewed financial statements disclosures and supporting documentation to assess compliance with relevant laws and regulations discussed above.

- We performed procedures to test incoming resources including agreement of incoming resources recognised to supporting documentation on a sample basis
- We enquired of the Council about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- We performed procedures to test incoming resources including agreement of incoming resources recognised to supporting documentation on a sample basis.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

Use of our report
This report is made solely to the 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 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 Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Beever and Struthers

Sue Hutchinson
Senior Statutory Auditor
For and on behalf of
Beever and Struthers
Statutory Auditor
St George's House
215-219 Chester Road
Manchester
M15 4JE

Date: 27 September 2022

ST CHRISTOPHER'S FELLOWSHIP
CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	**Group 2022 £'000**	Group 2021 £'000
Turnover	2 & 3	**18,215**	18,181
Operating expenditure	2 & 3	**(18,178)**	(18,213)
(Loss)/Gain on disposal of property, plant and equipment (fixed assets)	2	**(15)**	56
Operating (Deficit)/Surplus		**22**	24
Interest receivable	4	**-**	2
Interest and financing costs	5	**(3)**	(4)
Total comprehensive income/(loss) for the year		**19**	22

All of the comprehensive income for the year is attributable to the owners of the parent company.

The consolidated group and parent results relate wholly to continuing activities and the notes on pages 39 to 61 form an integral part of these financial statements.

The financial statements on pages 35 to 62 were authorised for issue by the Council on 7 September 2022 and were signed on its behalf by:

B O'Donoghue – Chair

J Anichebe – Honorary Treasurer

ST CHRISTOPHER'S FELLOWSHIP
CONSOLIDATED AND PARENT STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2022

	Notes	Group 2022 £'000	Parent 2022 £'000	Group 2021 £'000	Parent 2021 £'000
Fixed Assets					
Intangible fixed assets & goodwill	10	-	-	-	-
Tangible fixed assets	11	**10,079**	**10,020**	8,213	8,149
Investments in subsidiaries	12	-	-	-	347
		10,079	**10,020**	8,213	8,496
Current Assets					
Trade and other debtors	13	**1,145**	**1,009**	1,357	1,242
Cash and cash equivalents		**4,016**	**3,943**	5,527	5,490
		5,161	**4,952**	6,884	6,732
Less: Creditors:					
Amounts falling due within one year	14	**(2,024)**	**(4,943)**	(2,608)	(5,203)
Net current assets		**3,137**	**9**	4,276	1,529
Total assets less current liabilities		**13,216**	**10,029**	12,489	10,025
Creditors: amounts falling due after more than one year	15	**(4,029)**	**(4,029)**	(3,361)	(3,361)
Other provisions	18	**(342)**	**(184)**	(302)	(150)
Total net assets		**8,845**	**5,816**	8,826	6,514
Reserves					
Income and expenditure reserve		**8,757**	**5,728**	8,738	6,426
Permanent endowment		**88**	**88**	88	88
Total reserves		**8,845**	**5,816**	8,826	6,514

The notes on pages 39 to 62 form an integral part of these financial statements.

The financial statements on pages 35 to 62 were approved and authorised for issue by the Council on 7 September 2022 and were signed on its behalf by:

B O'Donoghue – Chair

J Anichebe – Honorary Treasurer

Company Registration no. 321509 (England and Wales)

ST CHRISTOPHER'S FELLOWSHIP
CONSOLIDATED AND PARENT STATEMENT OF CHANGES IN RESERVES
FOR THE YEAR ENDED 31 MARCH 2022

GROUP:

	Income and expenditure reserve £'000	Permanent endowment £'000	Total £'000
Balance as at 31 March 2020	**8,716**	**88**	**8,804**
Surplus from Statement of Comprehensive Income	22	-	22
Balance as at 31 March 2021	**8,738**	**88**	**8,826**
Surplus from Statement of Comprehensive Income	19	-	19
Balance as at 31 March 2022	**8,757**	**88**	**8,845**

PARENT:

	Income and expenditure reserve £'000	Permanent Endowment £'000	Total £'000
Balance as at 31 March 2020	**6,442**	**88**	**6,530**
Deficit from Statement of Comprehensive Income	(24)	-	(24)
Gift Aid from Subsidiary	8	-	8
Balance as at 31 March 2021	**6,426**	**88**	**6,514**
Deficit from Statement of Comprehensive Income	(698)	-	(698)
Balance as at 31 March 2022	**5,728**	**88**	**5,816**

The notes on pages 39 to 62 form an integral part of these financial statements.

ST CHRISTOPHER'S FELLOWSHIP
CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Year ended 31 March 2022 £'000	Year ended 31 March 2021 £'000
Net cash flow from operating activities (see Note i)	**603**	969
Cash flow from investing activities		
Acquisition and construction of properties	**(1,934)**	(2)
Acquisition of subsidiary	**-**	-
Purchase of tangible fixed assets	**(184)**	(148)
Proceeds from disposal of tangible fixed assets	**7**	417
Repayment of defined benefit pension cessation deficit	**-**	-
Interest received	**-**	2
	(2,111)	**269**
Cash flow from financing activities		
Interest paid	**(3)**	(4)
Net change in cash and cash equivalents	**(1,511)**	1,234
Cash and cash equivalents at the beginning of the year	**5,527**	4,293
Cash and cash equivalents at the end of the year	**4,016**	5,527
Note i		
Cash flow from operating activities		
Surplus/(deficit) for the year	**19**	22
Depreciation of tangible fixed assets	**227**	254
Amortisation of intangible fixed assets & goodwill	**-**	222
Decrease/(Increase) in trade and other debtors	**212**	368
Increase/(Decrease) in trade and other creditors	**130**	186
Increase/(Decrease) in other provisions	**40**	19
Carrying amount of tangible fixed asset disposals	**25**	359
Adjustments for investing or financing activities		
Proceeds from the sale of tangible fixed assets	**(7)**	(417)
Repayment of defined benefit pension cessation deficit	**-**	-
Government grants utilised in the year	**(46)**	(46)
Interest payable	**3**	4
Interest received	**-**	(2)
Net cash generated from operating activities	**603**	969

The notes on pages 39 to 62 form an integral part of these financial statements.

1. PRINCIPAL ACCOUNTING POLICIES

1.1 Legal Status

St Christopher's Fellowship is a company limited by guarantee incorporated in England under the Companies Act 2006. It is a registered charity under the Charities Act 2011 and is registered with the Regulator of Social Housing as a Private Registered Provider of Social Housing. St Christopher's registered office is at 1 Putney High Street, London, SW15 1SZ.

In addition to St Christopher's Fellowship as at 31 March 2022 the Group comprises the following entities, none of which are registered with the Regulator of Social Housing:

SCF Services Limited was incorporated on 28 June 1999, commenced trading on 1 September 1999 and ceased to trade in January 2014. It is incorporated in England as a private company limited by share capital. Its registered address is 1 Putney High Street, London, SW15 1SZ. The Parent holds 1 ordinary share of £1 in its subsidiary, SCF Services Limited. This represents 100% of the issued share capital of that company and 1% of its authorised share capital. Dormant accounts have been prepared for this financial year.

St Christopher's (Isle of Man) was incorporated and commenced trading on 10 September 2004. It is incorporated in the Isle of Man as a company limited by guarantee and is a registered Manx charity. Its registered office is Fenella House, Fenella Avenue, Willaston, Douglas, IM2 6PD. Its principal business activities are the provision of care, support, and accommodation for children and young people.

Future Families (West Midlands) Ltd was acquired via a share purchase agreement on 20 July 2018. It is incorporated in England as a private company limited by share capital. Its registered address is 1 Putney High Street, London, SW15 1SZ. The Parent holds 100 ordinary shares of £1 in its subsidiary, Future Families (West Midlands) Ltd. This represents 100% of the issued share capital of that company and 100% of its authorised share capital. Dormant accounts have been prepared for this financial year.

1.2 Basis of Accounting

The Group's financial statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) and the Housing SORP 2018: Statement of Recommended Practice for Registered Social Housing Providers. The Group is required under the Companies Act 2006 to prepare consolidated Group financial statements.

The financial statements comply with the Housing and Regeneration Act 2008, the Companies Act 2006 and the Accounting Direction for Private Registered Providers of Social Housing 2019. The financial statements are prepared on the historical cost basis of accounting.

The consolidated financial statements incorporate the results of St Christopher's Fellowship and all of its subsidiaries as at 31 March 2022 using the acquisition method of accounting as required. Where the acquisition method is used, the results of the subsidiary undertakings are included from the date of acquisition, being the date the Group obtains control.

The Group's financial statements have been prepared in compliance with FRS 102. As a public benefit entity, St Christopher's Fellowship has applied the public benefit entity 'PBE' prefixed paragraphs of FRS 102.

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions available in FRS 102:

a No Statement of Cash Flows has been presented for the parent company,

b Disclosures in respect of the parent company's financial instruments have not been presented as equivalent disclosures have been provided in respect of the group as a whole, and

c No disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the group as a whole.

In addition, the financial statements adopt the exemption permitted by S. 408 of the Companies Act 2006 for the non-disclosure of the Statement of Comprehensive Income for the parent entity, St Christopher's Fellowship.

1.3 Basis of Consolidation

The Group's and Company's financial statements have been prepared in accordance with Financial Reporting Standard 102 (FRS 102) issued by the Financial Reporting Council and the Housing SORP 2018: Statement of Recommended Practice for Registered Social Housing Providers. The Group is required under the Companies Act 2006 to prepare consolidated Group financial statements.

The Group'sfinancial statements are the result of the consolidation of the financial statements of St Christopher's Fellowship and of its subsidiaries, SCF Services Limited, St. Christopher's (Isle of Man) and Future Families (West Midlands) Ltd as at 31 March 2022. Future Families (West Midlands) Ltd was acquired via share purchase acquisition on 20 July 2018. All Future Families (West Midlands) Ltd foster carers and employees transferred to St Christopher's Fellowship by 31st March 2019 and the subsidiary has not traded in the current year.

1.4 Going Concern

The Council have considered the impact of COVID-19 on its operations as well as the situation in Ukraine and the increasing levels of inflation as a result of the cost of living crisis and have concluded that there is a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. No other significant concerns have been noted in the business plan. Therefore, the Group's financial statements have been prepared on a going concern basis which assumes an ability to continue operating for the foreseeable future.

1.5 Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the date of the Statement of Financial Position and the amounts reported for revenues and expenses during the year. However, the nature of estimate means that actual outcomes could differ from those estimates.

The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements:

a **Categorisation of properties.** The Group has undertaken a detailed review of the intended use of all of its properties. In determining the intended use, the Group has considered whether the asset is held for social benefit or to earn commercial rentals. The Group has no investment properties.

b **Impairment.** The assessment of potential impairment requires the identification of assets into cash generating groups. For the purposes of the impairment review this has been undertaken at an individual scheme or project level as appropriate.

Other key sources of estimation and assumptions are as follows:

a **Tangible fixed assets** are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and their residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

b **Pension and other post-employment benefits: TPT Growth Plan – defined benefit structure** Contributions payable under an agreement with SHPS to fund past deficits had been recognised as a liability in the Group's financial statements calculated by the repayments known, discounted to the net present value at the year ended using a market rate discount factor. The unwinding of the discount was recognised as a finance cost in the Statement of Comprehensive Income in the period incurred. The market rate is equivalent to the single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve, to discount the same recovery plan contributions. Notice of cessation in the scheme has been given with a withdrawal date of 31 March 2019.

c **Impairment of non-financial assets.** Reviews for impairment of properties are carried out when a trigger has occurred and any impairment loss in a cash generating unit is recognised by a change to the Statement of Comprehensive Income. Impairment is recognised where the carrying value of a cash generating unit exceeds the higher of its net realisable value or its value in use. A cash generating unit is normally a group of properties at a scheme level whose cash income can be separately identified.

Following a trigger for impairment, the Group performs impairment tests based on fair value less cost to sell or a value in use calculation. The fair value less cost to sell calculation is based on available data from sales transactions in an arm's length transaction on similar cash generating units (or properties), or observable market prices less incremental costs for disposing of the properties. The value in use calculation is based on either a depreciated replacement cost or a discounted cashflow model. The depreciated replacement cost is based on available data of the cost of constructing or acquiring replacement properties to provide the same level of service potential to the Group as the existing property.

Following the assessment of impairment no impairment losses were identified in the reporting period.

d **Goodwill and intangible assets.** The Group establishes a reliable estimate of the useful life of goodwill and intangible assets arising on business combinations. This estimate is based on a variety of factors such as the expected use of the acquired business, the expected usual life of the cash generating units to which the goodwill is attributed, any legal, regulatory or contractual provisions that can limit useful life and assumptions that market participants would consider in respect of similar businesses.

e **Provisions.** Provisions are included in the financial statements where there is a present legal or constructive obligation to transfer economic benefits and is based on expected liabilities and costs associated with fulfilling the legal obligations of the service contracts.

1.6 Turnover

Turnover represents rental income receivable, amortised capital grant, revenue grants and fees from national governments and local authorities, voluntary income, and other income.

Rental income is recognised when the property is available to let net of voids. Supporting People and all other grants and fees are recognised under the contractual arrangements.

All voluntary income is received either for specific activities or for general use. In the particulars of turnover in Note 2, donations for specific activities are not aggregated with those for general use under the heading 'voluntary income', but are shown under the specific activity to which they relate.

1.7 Supporting People Contracts

Supporting people contract income received from Administering Authorities is accounted for as support services income in the Turnover as per Note 2. The related support costs are matched against this income in the same note.

1.8 Service charges

Service charge income and costs are recognised on an accruals basis. The group operates fixed service charges on a scheme by scheme basis.

1.9 Recognition of Voluntary Income

Voluntary income is recognised in the Statement of Comprehensive Income in the period in which it is received unless it has been specified for use in a future accounting period. In that case its recognition is deferred until that future period and it is treated as a creditor until then.

Voluntary income restricted as to use by the donor and unexpended (i.e. unspent or spent on capital items) at the period end is transferred to Restricted Funds and credited to the Statement of Comprehensive Income, as a transfer from reserves in the period during which the expenditure is incurred, or in which the capital item is depreciated.

Where voluntary income is received after the end of the current period, it is recognised as income of the current period, where material expenditure to which it relates has been incurred in the same period.

1.10 Taxation

The charity is exempt from tax on income and gains falling within section 478 of the Corporation Tax Act 2010 to the extent that these are applied to its charitable objects.

1.11 VAT

The Group completed de-registeration for VAT in October 2019, as there are no longer income streams in sufficient volume that are deemed VATable services. All amounts disclosed in the financial statements are inclusive of VAT, to the extent that it is suffered by the Group and not recoverable.

1.12 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost, less accumulated depreciation. Freehold land is not depreciated.

Where a property comprises two or more major components with substantially different useful economic lives, each component is accounted for separately and depreciated over its individual useful economic life. Expenditure relating to subsequent replacement or renewal of components is capitalised as incurred.

The Group depreciates freehold properties by component on a straight-line basis over the estimated useful economic lives of the component categories. The useful economic lives for identified components are as follows:

	Years
Boilers	10
Kitchens	20
Bathrooms	30
Windows	40
Roofs	50
Structure	100

The Group depreciates properties held on long term leases in the same manner as freehold properties, except where the unexpired term is shorter than the longest component life envisaged, in which case the unexpired term of the lease is adopted as the useful economic life of the relevant component category.

Depreciation is charged on other tangible fixed assets on a straight-line basis, over the expected economic useful lives which are as follows:

	Years
Fixtures, fittings and equipment - homes	3
Fixtures, fittings and equipment – offices	4
Motor vehicles	4
Computer equipment - hardware	4
Computer equipment - software	5

1.13 Property Managed or Leased by Agents

Where the Group carries the majority of the financial risk on property managed or leased by agents, income arising from the property is included in the Statement of Comprehensive Income Account.

Where the agent or lessee carries the majority of the financial risk, income includes only that which relates solely to the Group.

Where the Group carries the majority of the financial risk, the assets and associated liabilities are included in the Group's Statement of Financial Position.

1.14 Leased Assets

Rentals paid under operating leases are charged to the Statement of Comprehensive Income as incurred.

1.15 Goodwill

Goodwill arising on an acquisition of a subsidiary undertaking is the difference between the fair value of the consideration paid and the fair value of the assets and liabilities acquired. Subsequently goodwill is carried at cost less accumulated amortisation and impairment losses.

The acquired goodwill was been fully amortised within the previous financial year as all aspects of the subsidiary have been transferred into the parent. The subsidiary has not traded since 2019, the 2022 accounts have been shown on a dormant basis and the investment has been impaired in the Parent.

1.16 Short-term debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year, are recorded at transaction price. Any losses arising from impairment are recognised in the income statement in other operating expenses.

1.17 Grants other than Social Housing Grants

Grants other than Social Housing Grants are recognised under the performance model. If there are no specific performance requirements the grants are recognised when received or receivable. Where a grant is received with specific performance requirements, it is recognised as a liability until the conditions are met and then it is recognised as Turnover. Grants which have funded furniture and equipment are credited to the Statement of Comprehensive Income to match the related expenditure.

1.18 Social Housing Grant

Where properties have been financed wholly or partly by Social Housing Grants, the amount of the grant received has been included as deferred income and recognised in Turnover over the estimated useful life of the associated asset structure (not land), under the accruals model.

Social Housing Grants must be recycled by the Group under certain conditions, if a property is sold, or if another relevant event takes place. In these cases the Social Housing Grant may be used for projects approved by the Greater London Authority. In certain circumstances the Social Housing Grant may be repayable and in that event it is a subordinated unsecured repayable debt.

1.19 Recycling of Capital Grant

Where the Social Housing Grant is recycled as described in 1.17 it is credited to a fund which appears as a creditor until used to fund either the acquisition of new properties or another purpose approved by the Greater London Authority. Where recycled grant is known to be repayable it is shown as a creditor within one year.

1.20 Pension Costs

The cost of providing retirement pensions and related benefits is charged to expenses over the periods benefiting from the employees' services.

The disclosures in the notes are either calculated according to Section 28 of FRS 102 on Retirement Benefits, or in the case of the Social Housing Pension Scheme Growth Plan defined benefit structure, in accordance with the requirements of Section 28 of FRS 102 in relation to multi-employer funded scheme, in which the Group has a participating interest.

1.21 Provisions

The Group only provides for legal or contractual liabilities in line with service or property obligations.

1.22 Contingent Liabilities

A contingent liability is recognised for a) a possible obligation, for which it is not yet confirmed that a present obligation exists that could lead to an outflow of resources; or b) for a present obligation that does not meet the definitions of a provision or a liability as it is not probable that an outflow of resources will be required to settle the obligation; or c) when a sufficiently reliable estimate of the amount cannot be made.

1.23 Intra group transactions

Where members of staff employed by one group member work exclusively on the contracts of another group member, all the employment costs of these staff are recharged at cost and this is disclosed in the financial statements. Some other costs, which include the costs of some staff members, are incurred on behalf of all group members and these costs are recharged on a proportionate basis. The parent manages the treasury function of all members of the group, full records of all inter-company balances are maintained and interest earned is allocated in proportion to the balances. Each group member separately receives all contractual revenue to which it is entitled, as well as retaining its own assets and liabilities.

1.24 Funds and Reserves

The Permanent Endowment is a capital fund which the Trustees of St Christopher's have no power to convert into income. This restriction was a condition of the gift of assets which make up the fund.

1.25 Financial Instruments

Financial assets and financial liabilities are measured at transaction price initially, plus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

At the end of each reporting period, financial instruments are measured as follows, without any deduction for transaction costs the entity may incur on sale or other disposal:

Debt instruments that meet the conditions in paragraph 11.8(b) of FRS 102 are measured at amortised cost using the effective interest method, except where the arrangement constitutes a financing transaction. In this case the debt instrument is measured at the present value of the future payments discounted at a market rate of interest for a similar debt.

Commitments to receive or make a loan to another entity which meet the conditions in paragraph 11.8(c) of FRS 102 are measured at cost less impairment.

Investments in non-convertible preference shares and non-puttable ordinary shares or preference shares are measured at fair value with changes in fair value recognised in profit or loss if the shares are publicly traded or their value can otherwise be measured reliably and at cost less impairment for all other such investments.

Financial instruments held by the Group are classified as follows:

- Financial assets such as cash is held at cost; and
- Financial assets such as current asset investments and receivables are classified as loans and receivables and held at amortised cost using the effective interest method; and
- Loans to or from subsidiaries including those that are due on demand are held at amortised cost using the effective interest method; and
- Commitments to receive or make a loan to another entity which meet the conditions above are held at cost less impairment; and
- An investment in another entity's equity instruments other than non-convertible preference shares and non-puttable ordinary and preference shares are held at fair value.

2. TURNOVER, OPERATING EXPENDITURE AND OPERATING SURPLUS – GROUP

FOR THE YEAR ENDED 31 MARCH 2022	Turnover	Operating Expenditure	Operating Surplus/ (Deficit)
	£'000	£'000	£'000
Social Housing Lettings (Note 3)			
Supported Housing Lettings	299	300	(1)
Other Social Housing Activities (Note 3a)			
Support services	2,135	2,302	(167)
Activities other than social housing			
Sixteen plus services	790	877	(87)
Children's Services	14,738	14,425	313
Fundraising	251	272	(21)
Coronavirus Job Retention scheme	2	2	-
Loss on disposal of property, plant and equipment (fixed assets)	-	-	(15)
TOTAL	**18,215**	**18,178**	**22**

FOR THE YEAR ENDED 31 MARCH 2021	Turnover	Operating Expenditure	Operating Surplus/ (Deficit)
	£'000	£'000	£'000
Social Housing Lettings (Note 3)			
Supported Housing Lettings	311	309	2
Other Social Housing Activities (Note 3a)			
Support services	2,510	2,271	239
Activities other than social housing			
Sixteen plus services	634	779	(145)
Children's Services	14,360	14,441	(81)
Fundraising	299	346	(47)
Coronavirus Job Retention scheme	67	67	-
Profit on disposal of property, plant and equipment (fixed assets)	-	-	56
TOTAL	**18,181**	**18,213**	**24**

2. TURNOVER, OPERATING EXPENDITURE AND OPERATING SURPLUS - PARENT

FOR THE YEAR ENDED 31 MARCH 2022	Turnover £'000	Operating Expenditure £'000	Operating Surplus/ (Deficit) £'000
Social Housing Lettings (Note 3)			
Supported Housing Lettings	299	300	(1)
Other Social Housing Activities (Note 3b)			
Support services	2,135	2,302	(167)
Activities other than social housing			
Sixteen plus services	790	877	(87)
Children's Services	9,118	9,174	(56)
Fundraising	157	178	(21)
Coronavirus Job Retention Scheme	2	2	-
Loss on disposal of property, plant and equipment (fixed assets)	-	-	(14)
Impairment loss on Investment	-	-	(347)
TOTAL	**12,501**	**12,833**	**(693)**

FOR THE YEAR ENDED 31 MARCH 2021	Turnover £'000	Operating Expenditure £'000	Operating Surplus/ (Deficit) £'000
Social Housing Lettings (Note 3)			
Supported Housing Lettings	311	304	7
Other Social Housing Activities (Note 3b)			
Support services	2,510	2,230	280
Activities other than social housing			
Sixteen plus services	634	764	(130)
Children's Services	8,953	9,104	(151)
Fundraising	212	234	(22)
Coronavirus Job Retention Scheme	67	67	-
Loss on disposal of property, plant and equipment (fixed assets)	-	-	(8)
TOTAL	**12,687**	**12,703**	**(24)**

3. TURNOVER AND OPERATING EXPENDITURE – GROUP AND PARENT

	Supported Housing 2022 £'000	Supported Housing 2021 £'000
INCOME		
Rent receivable net of identifiable service charges	70	82
Service charge income	184	184
Amortised government grants	45	45
Turnover from Social Housing Lettings	**299**	**311**
OPERATING EXPENDITURE		
Service charge costs	131	120
Management	21	24
Routine maintenance	18	47
Planned maintenance	50	60
Rent losses from bad debts	26	4
Depreciation of housing properties	54	54
TOTAL EXPENDITURE	**300**	**309**
OPERATING (LOSS)/SURPLUS ON SOCIAL HOUSING LETTINGS	**(1)**	**2**
Void losses	43	29

3(a). TURNOVER FROM ACTIVITIES OTHER THAN SOCIAL HOUSING – GROUP

	Group 2022 £'000	Group 2021 £'000
Sixteen plus services	790	634
Children's Services	14,738	14,360
Fundraising	251	299
Coronavirus Job Retention scheme	2	67
	15,781	15,360

3(b). TURNOVER FROM ACTIVITIES OTHER THAN SOCIAL HOUSING – PARENT

	Parent 2022 £'000	Parent 2021 £'000
Sixteen plus services	790	634
Children's Services	9,118	8,953
Fundraising	157	212
Coronavirus Job Retention scheme	2	67
	10,067	9,866

4. INTEREST RECEIVABLE

	Group 2022 £'000	Group 2021 £'000
Interest receivable	-	2
	-	2

5. INTEREST AND FINANCING COSTS

	Group 2022 £'000	Group 2021 £'000
Other charges	3	4
	3	4

6. DIRECTORS' AND SENIOR STAFF EMOLUMENTS

	Group 2022 £'000	Group 2021 £'000
The aggregate emoluments paid to or receivable by Directors including pension contributions	557	545
The emoluments paid to the highest paid Director of St Christopher's excluding pension contributions	106	103

In total Council members received expenses of £118 (2021: £Nil) and no remuneration in the year (2021: £Nil).

The Regulator of Social Housing in the Accounting Direction for Private Registered Providers of Social Housing 2019 extends the definition of "directors" for the purposes of this note to key management personnel. Members of the Council, the Chief Executive, and any other person who is a member of the Senior Leadership Team, are considered to be Key Management Personnel. Their aggregate emoluments including pension were £557,000 (2021: £545,000).

The Chief Executive is an ordinary member of the defined contribution Aviva Pension Scheme and a contribution by the Group and Parent of £9,537 (2021: £8,794) was made in addition to his personal contributions. No enhanced or special terms apply.

The number of staff with emoluments, including pension contributions, in excess of £60,000 are:

Total Remuneration including pension contributions	2022	2021
£60,000 - £70,000	5	4
£70,000 - £80,000	2	2
£80,000 - £90,000	3	3
£90,000 - £100,000	-	-
£100,000 - £110,000	1	1
£110,000 - £120,000	1	1

7. EMPLOYEE INFORMATION

	Group 2022	Group 2021
The average number of full time equivalent staff (including the Chief Executive) employed during the year:	286	301
The average number of staff (including the Chief Executive) employed during the year.	387	407
	£'000	£'000
Staff costs (for the above persons):		
Wages and salaries	9,756	10,193
Social Security costs	951	961
Pensions costs	441	429
	11,148	11,583

The full time equivalent is calculated using 40 hours per week for residential operational staff, who receive a paid lunch break and 37.5 hours per week for all other staff.

The pension cost charge represents contributions payable by the Group for the appropriate year. An amount of £60,050 (2021: £59,395) was owing to pension providers at the end of the year in respect of employer and employee contributions.

8. OPERATING SURPLUS

Operating Surplus is stated after charging/(crediting):	Group 2022 £'000	Group 2021 £'000
Auditor's remuneration (excluding VAT)		
- in their capacity as auditors	25	26
- other services	2	2
(Gain)/loss on the sale of fixed assets	15	(56)
Depreciation of owned assets	227	476
Amortisation of goodwill	-	222
Operating leases – property	301	270
- other	16	17
Pension costs defined benefit	-	-
Pension costs defined contribution	441	429

9. PARENT COMPANY RESULT FOR THE YEAR

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Comprehensive Income in these financial statements. The deficit after tax of the parent company for the year was £698k (2021 – (£24k)).

10. INTANGIBLE FIXED ASSETS

	Goodwill £'000
COST	
At start of year	374
Additions	-
At end of year	374

AMORTISATION	£'000
At start of year	374
Amortisation charge for the year	-
At end of year	374

	£'000
Net book value at 31 March 2022	-
Net book value at 31 March 2021	-

The intangible fixed asset is goodwill resulting from the share purchase acquisition of Future Families (West Midlands) Ltd on 20 July 2018. The goodwill has now been fully amortised as all trading and employees have been transferred into the Parent. The investment has been impaired in the Parent in the current financial year.

11.(a) TANGIBLE FIXED ASSETS – GROUP

	Housing Properties £'000	Care Properties £'000	Offices £'000	Fixtures Fittings & Computers £'000	TOTAL £'000
Cost					
At 1 April 2021	5,023	3,157	1,753	1,003	10,936
Additions	1,907	-	-	184	2,091
Works to existing properties	15	12	-	-	27
Disposals	(32)	(21)	-	(33)	(86)
At 31 March 2022	**6,913**	**3,148**	**1,753**	**1,154**	**12,968**
Depreciation					
At 1 April 2021	1,071	394	483	775	2,723
Charge for the year	54	33	18	122	227
Disposals	(25)	(13)	-	(23)	(61)
At 31 March 2022	**1,100**	**414**	**501**	**874**	**2,889**
Net Book Value at 31 March 2022	**5,813**	**2,734**	**1,252**	**280**	**10,079**
Net Book Value at 31 March 2021	**3,952**	**2,763**	**1,270**	**228**	**8,213**

Property Costs comprise:	**2022**	**2021**
Housing Properties	**£'000**	**£'000**
Freeholds	5,813	3,952
Short Leasehold	-	-
	5,813	**3,952**
Care Properties		
Freeholds	2,734	2,763
Short Leasehold	-	-
	2,734	**2,763**
Offices		
Long Leasehold (Over 50 Years)	1,252	1,270
Short Leasehold (Under 50 Years)	-	-
	1,252	**1,270**

11.(b) TANGIBLE FIXED ASSETS – PARENT

	Housing Properties £'000	Care Properties £'000	Offices £'000	Fixtures Fittings & Computers £'000	TOTAL £'000
Cost					
At 1 April 2021	5,023	3,157	1,753	837	10,770
Additions	1,907	-	-	149	2,056
Works to existing properties	15	12	-	-	27
Disposals	(32)	(21)	-	(22)	(75)
At 31 March 2022	**6,913**	**3,148**	**1,753**	**964**	**12,778**
Depreciation					
At 1 April 2021	1,071	393	483	674	2,621
Charge for the year	54	33	18	86	191
Disposals	(25)	(12)	-	(17)	(54)
At 31 March 2022	**1,100**	**414**	**501**	**743**	**2,758**
Net Book Value at 31 March 2022	**5,813**	**2,734**	**1,252**	**221**	**10,020**
Net Book Value at 31 March 2021	**3,952**	**2,764**	**1,270**	**163**	**8,149**

Property Costs comprise:	**2022 £'000**	**2021 £'000**
Housing Properties		
Freeholds	5,813	3,952
Short Leasehold	-	-
	5,813	**3,952**
Care Properties		
Freeholds	2,734	2,764
Short Leasehold	-	-
	2,734	**2,764**
Offices		
Long Leasehold (Over 50 Years)	1,252	1,270
Short Leasehold (Under 50 Years)	-	-
	1,252	**1,270**

12. FIXED ASSET INVESTMENTS

The group comprises the following entities:

Name	Country of incorporation	Incorporation and ownership	Regulated/ non-regulated	Nature of Business
St Christopher's (Isle of Man)	Isle of Man	Company – 100%	Non-regulated	Children's social care
SCF Services Limited	England	Company – 100%	Non-regulated	Children's social care
Future Families (West Midlands) Ltd	England	Company – 100%	Non-regulated	Independent Fostering Agency

The parent holds an investment of £347k for Future Families (West Midlands) Ltd. This is fully amortised in the Group and has been impaired in the current financial year.

13. TRADE AND OTHER DEBTORS

	Group 2022 £'000	Parent 2022 £'000	Group 2021 £'000	Parent 2021 £'000
Amounts falling due within one year				
Rent arrears	228	228	128	128
Less: provision for bad debts	(142)	(142)	(105)	(105)
Net rental debtors	86	86	23	23
Other Debtors	514	462	546	532
Amounts owed from Group undertakings	-	-	-	-
Prepayments and Accrued Income	545	461	788	687
	1,145	1,009	1,357	1,242

Debtors are all due within one year.

14. CREDITORS AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2022 £'000	Parent 2022 £'000	Group 2021 £'000	Parent 2021 £'000
Trade Creditors	555	482	438	408
Amounts owed to Group undertakings	-	3,433	-	2,967
Taxation and Social Security payable	281	199	284	201
Accruals and deferred income	1,135	776	1,118	859
SHPS pension agreement plan (Note 24.2)	-	-	1	1
Deferred Capital Grant (Note 16)	53	53	45	45
Recycled Capital Grant (Note 17)	-	-	722	722
	2,024	4,943	2,608	5,203

Treasury management is provided by the parent company with the objectives of ensuring that operational cashflow needs can be met, assets are safeguarded and interest is earned.

Included in deferred income is £79,543 (2021: £79,543) received from The St Pancras Foundation. It has been specified for funding the setup and initial running costs of the UK based therapeutic team. £0 has been recognised in the current year.

15. CREDITORS DUE AFTER MORE THAN ONE YEAR

	Group 2022 £'000	Parent 2022 £'000	Group 2021 £'000	Parent 2021 £'000
Deferred Capital Grant (Note 16)	4,029	4,029	3,357	3,357
Recycled Capital Grant (Note 17)	-	-	-	-
Growth Plan pension agreement plan (Note 25.2)	-	-	4	4
	4,029	4,029	3,361	3,361

16. DEFERRED CAPITAL GRANT

	Group 2022 £'000	Parent 2022 £'000	Group 2021 £'000	Parent 2021 £'000
At the start of the year	3,403	3,403	3,449	3,449
Released to income in the year	(46)	(46)	(46)	(46)
Addition	725	725	-	-
Transfer to Recycled Capital Grant	-	-	-	-
Amortisation on transfer to Recycled Capital Grant	-	-	-	-
At the end of the year	4,082	4,082	3,403	3,403
Amount due to be released in less than one year (Note 14)	53	53	45	45
Amount due to be released in more than one year (Note 15)	4,029	4,029	3,357	3,357
Total accumulated government grant and financial assistance received at 31 March	4,082	4,082	3,403	3,403

17. RECYCLED CAPITAL GRANT FUND

	Group £'000	Parent £'000
Balance at the start of the year	722	722
Interest accrued	3	3
Transferred to Deferred Capital Grant	(725)	(725)
Addition	-	-
Balance at the end of the year	-	-

All of this is due to the Greater London Authority

18. PROVISIONS FOR LIABILITIES AND CHARGES

	Group £'000	Parent £'000
Balance at the start of the year	302	150
Additions in the year	40	34
Released in the year against expenditure	-	-
Unused amounts reversed in the year		-
Balance at the end of the year	342	184

The provision relates to the costs of meeting changed contractual requirements for the provision of services and contractual commitments under property leases, which have already been incurred, but which will not be paid until future accounting periods.

19. CAPITAL COMMITMENTS – GROUP AND PARENT

	2022 £'000	2021 £'000
Capital expenditure that has been contracted for but has not been provided for in the financial statements	-	-
Capital expenditure that has been authorised by the Council but has not yet been contracted for	477	944
	477	944

St Christopher's expects these commitments to be financed by cash within the next year.

20. OPERATING LEASES

	2022	2021
The Group and Parent hold certain properties, vehicles and office equipment under non-cancellable operating leases. At the end of the year the future minimum lease payments were as follows:		

Group	**Property £'000**	**Other £'000**	**Total £'000**	**Property £'000**	**Other £'000**	**Total £'000**
Leases expiring:						
Within next year	160	6	166	196	16	212
In second to fifth year	40	-	40	196	24	220
In more than five years	-	-	-	-	-	-
	200	6	206	392	40	432
Parent						
Leases expiring:						
Within next year	30	4	34	58	9	67
In second to fifth year	25	-	25	49	14	63
In more than five years	-	-	-	-	-	-
	55	4	59	107	23	130

21. CONTINGENT LIABILITIES

St Christopher's have given notification of the cessation of the TPT Retirement Solutions' Growth Plan. TPT have recently concluded a review of scheme benefit changes, which they have referred to the High Court regarding the interpretation on how to interpret the rules, as is best practice. This process is expected to take at least two years.

TPT been advised that section 75 debts should not be certified until after the court case has concluded. As the debt on withdrawal has been triggered acknowledgement has been received that the Section 75 debt payment will be treated as an "on account" payment until the Scheme Actuary is able to formally certify the payment after the Court ruling. Until the section 75 debt has been certified and paid in full a withdrawing employer is not discharged from its liabilities to the Scheme.

22. RELATED PARTIES

Intra-group management fees are receivable by the parent from its subsidiaries to cover the running costs the association incurs on behalf of managing its subsidiaries and providing services. The management fee covers the services provided for the following functions; Human Resources, Information Technology, Finance, Business Development, Communications and Marketing and Executive. The management fees are primarily based on turnover but are adjusted to reflect additional time or resources that some subsidiaries may require. The total payable by subsidiaries to the parent in the year ended 31 March 2022 was £523,133 (2021: £578,000).

There are no related party transactions with Council members (2021: None).

23. UNITS/BED SPACES

		Group 2022	**Parent 2022**	**Group 2021**	**Parent 2021**
SOCIAL HOUSING:					
Supported housing	- owned and managed	68	68	62	62
	- owned and managed by others	9	9	9	9
	- managed for others	10	10	10	10
		87	87	81	81

		Opening Units	Additions	Disposals	Closing Units
SOCIAL HOUSING:					
Supported housing	- owned and managed	62	6	-	68
	- owned and managed by others	9	-	-	9
	- managed for others	10	-	-	10
		81	6	-	87

24. TAXATION

The Parent, St Christopher's Fellowship, has charitable status as has St Christopher's (Isle of Man). SCF Services Limited has no taxable profits for the year and so no provision or charge for taxation has been included in the financial statements.

25. PENSIONS OBLIGATIONS – GROUP AND PARENT

One group money purchase scheme with Aviva is available for UK staff and one group money purchase scheme with Aviva is available for staff of St Christopher's (Isle of Man).

St Christopher's was also a participating employer in the TPT Retirement Solutions 'Growth Plan' until notice of cessation during the current financial year. The scheme is described in Note 24.1.

The total pension cost for St Christopher's for the year was £441,000 (2021: £429,000) covering 324 employees (2021: 329).

25.1 TPT Retirement Solutions' Growth Plan

St Christopher's participated in TPT Retirement Solutions' Growth Plan. The scheme is a multi-employer scheme which provides benefits to some 1,300 non-associated employers. The scheme is a defined benefit scheme in the UK. The cessation valuation of £15k was calculated based on the withdrawal date of 31 March 2019, which will be paid October 2022 and was offset in the consolidated statement of comprehensive income by the release of the £5k present value provision.

The scheme is subject to funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a "last-man standing arrangement". Therefore St Christopher's was potentially liable for other participating employers' obligations if those employers were unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

25. PENSIONS OBLIGATIONS – GROUP AND PARENT (continued)

Deficit Contribution
From 1 April 2019 to 31 March 2025

£11.2m per annum (payable monthly and increasing by 3% each year on 1 April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where St Christopher's had agreed to a deficit funding arrangement, St Christopher's recognises the liability for this obligation. The amount recognised was the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value was calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate was recognised as a finance cost.

Present Value of Creditor

	2022 £'000	2021 £'000	2020 £'000
Present value of creditor	-	5	6

Reconciliation of Opening and Closing Creditor

	2022 £'000	2021 £'000
Creditor at start of the period	5	6
Unwinding the discount factor (interest expense)	-	-
Deficit contribution paid	(1)	(1)
Re-measurements – impact of change in assumptions	-	-
Withdrawal from the scheme	(4)	-
Creditor at end of period	-	5

Statement of Comprehensive Income Impact

	2022 £'000	2021 £'000
Interest expense	-	-
Re-measurements – impact of change in assumptions	-	-
Re-measurement – amendments to the contributions schedule	-	-
Cost recognised in the Statement of Comprehensive Income	-	-

Assumptions

	2021 % pa	2020 % pa	2019 % pa
Rate of discount	0.66	2.53	1.39

25. PENSIONS OBLIGATIONS – GROUP AND PARENT (continued)

The discount rates shown above are the equivalent single discount rates, which when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

25.2 Pension creditors – Group and Parent

	2022 £'000	2021 £'000
TPT Retirement Solutions' Growth Plan in less than one year (Note 11)	-	1
TPT Retirement Solutions' Growth Plan due in more than one year (Note 12)	-	4
	-	5

26. INCOME FROM VOLUNTARY AND DISCRETIONARY SOURCES

St Christopher's is greatly appreciative of the funding it receives from a number of sources, including:

Elizabeth Clucas Charitable Trust
Esmee Fairbairn Foundation
Fowler Smith & Jones Trust
Hadrian's Charity
Manx Telecom
The G D Herbert Charitable Trust
The Team LEWIS Foundation
Zurich Financial Services Charity Grant

In addition, St Christopher's has benefited from the generosity of individual donors, whose support is critical in enabling the continuation of St Christopher's work. St Christopher's is most grateful to all of these individual donors.

27. GRANTS

	2022 £'000	2021 £'000
Albert Gubay	24	-
Barclays	13	25
BBC Children in Need	-	9
Esmee Fairbairn Foundation	-	76
Gwyneth Forrester Trust	-	40
LandAid Charitable Trust	-	81
Manx Lottery Charitable Trust	37	13
Peacock Trust	10	10
Sisters of the Holy Cross	-	20
Social Investment Board Youth Endowment Fund	168	-
The Churchill Foundation	8	10
The Story of Christmas	29	-
	289	**284**

	2022 £'000	2021 £'000
Department for Education		
Income	321	298
- Expenditure	321	298
-	-	-

28. MEMBERS' LIABILITY

St Christopher's Fellowship is a company limited by guarantee and has no share capital. Every Council member, who are also members of the company undertake to contribute up to £1 in the event of the company being wound up.

29. FINANCIAL INSTRUMENTS

	2022 £'000	2021 £'000
The Group's financial instruments may be analysed as follows:		
Financial assets at cost:		
Cash and cash equivalents	4,016	5,527
Financial assets measured at amortised cost:		
Trade and other debtors	918	1,037
	4,934	**6,564**
Financial liabilities measured at amortised cost:		
Trade and other creditors	1,690	1,260
	1,690	**1,260**

30. NET DEBT

	As at 1 April 2021 £'000	Cash Flows £'000	Other non-cash changes £'000	As at 31 March 2022 £'000
Cash and cash equivalents				
Cash	5,527	(1,511)	-	4,016
	5,527	**(1,511)**	-	**4,016**
Borrowings				
Debt due within one year	-	-	-	-
Debt due after one year	-	-	-	-
	-	-	-	-
Total	**5,527**	**(1,511)**	-	**4,016**