

# Caring for Communities and People

England & Wales · Charity number 1043143

## Details

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Other names	CARING FOR COMMUNITIES AND PEOPLE LTD, CHELTENHAM COMMUNITY PROJECTS LIMITED, COUNTY COMMUNITY PROJECTS, THE RATCLIFFE TRUST, CCP
Status	Registered
Legal form	Charitable company
Company number	<a href="#">03002869</a>
Registered	1995-01-10
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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Phone	03003658999
Email	<a href="mailto:reception@ccp.org.uk">reception@ccp.org.uk</a>
Website	<a href="http://www.ccp.org.uk">www.ccp.org.uk</a>

## Activities

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**Objects:** TO PROVIDE ASSISTANCE FOR PEOPLE IN NEED PARTICULARLY THOSE AGED FROM 16 TO 25 YEARS WHO HAVE PHYSICAL OR MENTAL DISABILITIES; TO PROVIDE ACCOMMODATION FOR HOMELESS PERSONS; TO PROVIDE FOR THOSE ON FINANCIAL NEED, TO PROVIDE CARE AND SUPPORT AND RESETTLEMENT ADVICE TO THOSE IN NEED OR AT RISK

**Activities:** To provide assistance for socially deprived young people, particularly those aged from 16 to 25 years; to provide accommodation for homeless persons; to provide for those in financial need; and to provide care; support and resettlement advice to those in need or at risk

## Classification

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- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes, Education/training, The Prevention Or Relief Of Poverty, Accommodation/housing, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity, Recreation, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities

## Geography

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- **Area of benefit:** GLOUCESTERSHIRE
- Dorset
- Gloucestershire
- Herefordshire
- South Gloucestershire
- Wiltshire
- Worcestershire

## Finances

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Period end	Income	Expenditure	Assets	Employees
2025-03-31	£12,144,470	£12,131,038	£1,976,481	271
2024-03-31	£11,409,871	£11,438,412	£1,963,049	267
2023-03-31	£9,681,412	£9,485,256	£1,991,590	251
2022-03-31	£9,120,642	£8,734,736	£1,795,434	37
2021-03-31	£8,532,858	£7,851,582	£1,409,528	238

## Trustees

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Name	Role	Appointed
<b>MICHAEL RICHARDSON RATCLIFFE</b>	Chair	1994-12-19
Alexander Lea		2019-02-27
Darren Mark Stevens		2021-09-01
<b>IAN JAMES SALTER</b>		2015-02-25
Karen Jane Morgan OBE, DL		2019-02-27
Rebecca Pritchard		2024-05-30
Tadeusz Czapski		2015-02-25

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## Linked charities

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- THE RATCLIFFE TRUST (1043143-1)

**Caring for Communities and People**

England & Wales - Charity number 1043143

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# Accounts

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Charity registration number 1043143 (England and Wales)

Company registration number 03002869

**CARING FOR COMMUNITIES AND PEOPLE**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**



# CARING FOR COMMUNITIES AND PEOPLE

## LEGAL AND ADMINISTRATIVE INFORMATION

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### Trustees

M R Ratcliffe MBE  
T Czapski  
A M Lea  
K J Morgan OBE DL  
I J Salter  
D M Stevens  
R Pritchard (Appointed 30 May 2024)

### Senior Leadership Team

Cordell Ray MBE	CEO
Gareth Edwards	Chief Operating Officer
Amanda McPeake	Finance Director
Nigel McPeake	Business Development Director
Max Larcombe	Director of ABS
Ramona Ray	Director of CBS
Ryan Major	Director of Environment and Safety
Daniel Chun	Director of Social Value and Engagement
Gillian Williams	Director of People Services

**Charity number (England and Wales)** 1043143

**Company number** 03002869

**Registered office**  
Wolseley House  
Oriol Road  
Cheltenham  
Gloucestershire  
United Kingdom  
GL50 1TH

**Auditor**  
BK Plus Audit Limited  
6 Manor Park Business Centre  
MacKenzie Way  
Swindon Village  
Cheltenham  
Gloucestershire  
United Kingdom  
GL51 9TX

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# CARING FOR COMMUNITIES AND PEOPLE

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# CARING FOR COMMUNITIES AND PEOPLE

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)

### FOR THE YEAR ENDED 31 MARCH 2025

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The trustees present their annual report and financial statements for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)".

#### **Objectives and activities**

The principal objectives of the charity as defined in the Memorandum of Association are to aid vulnerable young people; to provide accommodation for homeless persons; to provide for those in financial need; and to provide care, support and resettlement advice to those in need or at risk.

In order to achieve the objectives, the charity has set out a series of statements:

#### **Our Vision:**

Our vision is of a caring, supportive and inclusive society.

#### **Our Purpose:**

Our purpose is to prevent the causes and reduce the effects of homelessness, family breakdown and exclusion.

#### **Our Mission:**

Our mission is to support:

- safe and stable homes;
- strong families and communities;
- health and wellbeing;
- independence and resilience;
- social and financial inclusion.

#### **Our Beliefs:**

We believe:

- everyone should have a place they can call home;
- everyone has the power to change their lives for the better, but some may need help to do so;
- prevention is better than cure;
- volunteering enriches lives.

#### **Our Values:**

We place communities and people at the heart of everything we do. Our services are:

- based on working in partnership;
- available to all who need them;
- delivered to the highest standards;
- compassionate, personalised and empowering;
- based on making things happen.

#### **Public benefit**

In planning the charity's activities for the year the trustees kept in mind the Charity Commission's guidance on public benefit. The focus of the charity's activities during the year, which explains the delivery by the charity of public benefit, is set out above under 'objectives and aims' and below under 'achievements and performance'.

# **CARING FOR COMMUNITIES AND PEOPLE**

## **TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**

***FOR THE YEAR ENDED 31 MARCH 2025***

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### **OBJECTIVES AND ACTIVITIES**

#### **Pay and Remuneration of Key Management Personnel**

The charity regards its Key Management Personnel as being the Senior Leadership Team listed on page 1 of the financial statements. The arrangements for setting the pay and remuneration of Key Management Personnel are in line with key market guidelines to enable the charity to remain competitive. Key Management Personnel salary setting is the responsibility of the CEO, with the support of the trustees. The CEO is appointed by the Trustees, who are responsible for setting his remuneration.

Alignment to the Real Living Wage, as set out by the Real Living Wage Foundation, is the benchmark against which all other pay scales are set.

#### **How Trustees engage with employees**

Annually the Trustees promote an all-hands away day where key decisions, communications, accomplishments and achievements are celebrated. Each summer, an Annual Service Review is undertaken to include key developments, together with the role and visibility of the board within the charity.

The Senior Leadership Team attend a Board of Trustees meeting at least quarterly, where all aspects of the charities operation and development are discussed and agreed. Actions arising from these meetings are then communicated through a series of internal meetings to all staff.

Monthly, throughout the year, an all-staff meeting is held, to which trustees are invited.

#### **How we manage risk**

CCP maintains a Risk Register which considers risks relating to charity governance, operations, finances, environment, and compliance. The impact of potential risks is assessed, and control measures are put in place to mitigate the identified risks. Risks are scored according to chance and impact, with the net risk given a RAG rating. The risk register is reviewed annually by senior leadership and Trustees, and in response to emerging risks or incidents.

# CARING FOR COMMUNITIES AND PEOPLE

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

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### Achievements and performance

#### Charitable activities

##### Why do we do what we do?

Caring for Communities and People (CCP) exists to transform the lives of children, young people, families and vulnerable adults by reducing the impact and consequences of homelessness, family breakdown, poverty and wider social exclusion. We seek firstly to prevent, then to mitigate the influence of Adverse Childhood Experiences (ACEs) which otherwise contribute to a recurring cycle of social deprivation. Throughout the 2024/25 financial year, the charity has achieved significant milestones, expanding services, enhancing engagement, and furthering its mission

In the last year we have supported 11,326 individuals and families. Across all our services, of those who reported a health condition, mental health was identified as being the single most prevalent issue, with 52% of our people reporting varying levels of mental health issues ranging from mild to severe. Anxiety and depression accounts for 31% of reported mental health issues.

##### How do we do it?

Our principal approach is to tender for contracts for the provision of Health and Social Care services for which local authorities have a statutory responsibility. We specialise in offering Accommodation Based Services to homeless individuals, Community Based Services for people in need who live in their own homes and preventative Family Based Services.

Where we identify unmet needs or opportunities to achieve better outcomes for people accessing our contracted services, we will seek to secure additional grant or trust funding for specific purposes. This may include whole project funding, such as our recently completed Gloucestershire Reaching Families project, which was delivered through the National Lottery Community Fund, or through value added to contracted services, such as grant-funded growing projects that teach young people in our supported accommodation about healthy eating and the environment.

Within the year we continued providing transformative opportunities through Outward Bound, enabling young people to build on their resilience, confidence, and teamwork. A group of Unaccompanied Asylum-Seeking Children participated in a week-long adventure in Aberdovey, Wales, reporting personal growth and an appreciation for the challenges they overcame.

The Ambassador Board, made up of existing and former service users from across our services, remained highly active, reinforcing organisational values through the SPIRIT framework. By visiting CCP teams, Ambassadors enhanced engagement, increased their visibility, and deepened discussions on embedding values into daily practice.

Leadership presence across the charity was prioritised through Visibility Days, creating opportunities for the Senior Leadership Team to engage with teams and service users across the region. These visits strengthened ties between all teams, aided good communication and reinforced shared goals, supporting CCP's expanding footprint.

Furthering our aim to connect with our people and service users, the CCP parkrun tour provided another means of community engagement, promoting physical well-being while fostering connections between employees and service users. Attendance from officers at regional parkruns took place across multiple locations, including Swindon, Yate, Hereford, Worcester, Bournemouth, Cheltenham, Bristol, and Gloucester.

In a drive toward sustainability, we partnered with Positive Planet to measure carbon emissions and develop a carbon reduction plan. The plan aligns with the UK Government's Net Zero 2050 target and will be implemented in collaboration with the Green Impact Group.

# CARING FOR COMMUNITIES AND PEOPLE

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

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The embedding of Trauma-informed approaches gained momentum, and we are pleased to announce that our regulated accommodation-based services have achieved the One Small Thing 'Working with Trauma' Quality Mark at Bronze Level: Trauma Aware. Key personnel, including trustees, engaged in assessments to ensure compliance with quality standards, leading to the creation of an action plan and a dedicated Trauma Guide Team to lead the development of CCP's trauma-informed approach. Drawing on the learning and evidence gathered through the quality mark assessment, the team will guide continuous improvement with a view to achieving Silver Level accreditation in the future.

We maintained Gold accreditation from Investors in People, placing us among the top 5% of organisations nationally. Advanced ratings were secured in seven of the nine framework indicators, supporting a three-year action plan to drive further improvements.

A new HR and Rota Management system, Staff Savvy, was successfully rolled out, consolidating Learning Management, Recruitment, and Onboarding. This system introduced a SPIRIT Awards nomination feature, which recorded over 120 nominations in its first few months.

Apprenticeship development remained a priority, with 11 active apprentices enrolled in programmes spanning Operations Management, Lead Adult Care, and Corporate Responsibility.

We launched the 2025 Training Calendar, providing compliance training, leadership development, and specialist courses. Training records were successfully migrated onto Staff Savvy, enhancing accessibility and compliance tracking.

The Big Sleep Out fundraising campaign exceeded its £100,000 target, securing £100,957.97 to purchase temporary accommodation individuals experiencing street homelessness, additional support and establish a Crisis Fund. 42 people received grants to repay rent debt, preventing their eviction.

We gained recognition at the C2S South West Business Awards, winning Team of the Year (Herefordshire Accommodation Based Service) and receiving nominations for Best Place to Work and Talent, Training, and Development.

Our festive appeal, Hamper Scamper delivered 2,890 food hampers and 1,831 children's gifts, representing a 34% increase in demand from 2023. This underscores the escalating financial struggles faced by families.

### **Accommodation-Based Support**

CCP's Accommodation-Based Support (ABS) services provide supportive homes for people who are vulnerable, homeless or who are still developing their independent living skills. We provide a range of services for care leavers, young people aged 16 to 25, Unaccompanied Asylum Seeking Children and homeless adults.

We work with people to develop co-produced action plans which help them to: - Build on their individual strengths - Develop the skills they need to become self-reliant - Sustain accommodation and tenancies - Rebuild relationships with family members - Link with wider community support networks - Enable smooth transitions between supported accommodation and independent living.

The accommodation we manage ranges from houses and flats suitable for 1 to 3 people, through to larger sites accommodating 20+ people in individual and shared self-contained homes. Accommodation is a mix of CCP-owned, leased, or operated under a management agreement.

The development of the Independent Living Service advanced significantly, securing housing in Bristol, Swindon, Bath & North East Somerset and Hereford. In the second round of investments, CCP's first property, a four-bedroom house in Whitchurch, Bristol, was completed in September 2024, with another in Bristol following in November. Local authorities increasingly prioritise sufficiency strategies, emphasising the importance of securing in-county placements for young people.

Further acquisitions included five new one-bedroom homes in Hereford, funded through the Single Homeless Accommodation Programme (SHAP), with an additional 10 homes planned for the coming months.

In the last year we have accommodated 236 homeless adults, 340 young people and care leavers, and supported 461 rough sleepers to access suitable accommodation, a total of 1,037 people.

# CARING FOR COMMUNITIES AND PEOPLE

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

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### CASE STUDY

A young unaccompanied asylum seeker arrived in the UK after fleeing his home country due to a well-founded fear of abuse. His journey was marked by significant trauma, and upon arrival he faced multiple vulnerabilities including isolation, disrupted sleep, and an inability to communicate effectively due to a language barrier. These challenges severely limited his ability to access basic services or begin to establish independence. A referral to CCP's Independent Living Service (ILS) was made to provide specialist support.

On moving into his new home provided and supported by CCP, the young person engaged positively with staff and developed a trusting relationship with his key worker. One of the earliest challenges addressed was communication. Staff responded by using translation services and providing all key documents in his native language to ensure he could understand and participate in planning his support.

To address his educational and linguistic needs, we enrolled him in an ESOL programme. Tutors visited him at home twice a week, and he also attended library sessions. Staff supported his attendance and praised his dedication — he completed all assigned work and made strong progress. We provided a laptop to support his learning and tailored materials in both languages, which he used to compare and reinforce his understanding. His commitment and progress led to enrolment in formal education, where he is now preparing to sit his GCSEs — a testament to the positive trajectory of his integration and development.

Health and wellbeing were also key areas of focus. We supported him to register with a GP and dentist and attend appointments, where he is receiving guidance on both general health and oral care. His sleep, initially disturbed by flashbacks and anxiety, improved significantly as he settled into a secure and stable environment.

We supported him to open a bank account and introduced budgeting sessions with his key worker. These activities helped him manage his allowance and build vital independent living skills. He was also encouraged to participate in local community activities, such as football sessions through a local integration group, which he plans to join during the summer.

When a proposed relocation by the local authority threatened his progress, we successfully advocated for him to remain in his current placement. This allowed him to continue his education and remain in the environment where he felt safe and supported. By providing trauma-informed, individualised support, we have helped this young person to overcome adversity and build a brighter future.

### Community-Based Support

CCP's Community-Based Support (CBS) services deliver short term support that builds on an individual's existing strengths to help them develop the skills to become self-reliant and resilient, and live independently in the long term. We support people to: - Reduce the risk of tenancy breakdown or losing their homes - Find and maintain appropriate accommodation - Maximise their income, improve budgeting and money management skills, and reduce debt - Find activities, build social networks and avoid isolation, including rebuilding family relationships and developing links with other people, neighbourhoods and community networks - Take up education, training, employment or volunteering opportunities - Improve their health and wellbeing and enable them to access health and social care services, including GPs, mental health and drug and alcohol services - Have their rights and welfare upheld when in contact with the criminal justice system.

We were delighted to secure funding for a Frailty Social Prescribing Link Worker, expanding our partnership with Cheltenham Central Primary Care Network.

The Hospital Discharge Project was extended by another year, continuing to support vulnerable patients transitioning from hospitals to stable housing.

Having built a strong and trusted relationship with the Trustees of the Priors Park Neighbourhood Project over many years, we were honoured to be invited to assume responsibility for the management of the programme. This transition marks a pivotal moment, not only in preserving the legacy of the community hub in Tewkesbury, but in securing its long-term future as a thriving centre for local support, opportunity, and connection. By taking on this stewardship role, we are committed to building on the project's foundations and ensuring the hub continues to serve as a vital resource for residents, partners, and the wider community for generations to come.

# **CARING FOR COMMUNITIES AND PEOPLE**

## **TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**

### ***FOR THE YEAR ENDED 31 MARCH 2025***

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Severe Weather Emergency Protocol (SWEP) services in Worcestershire were activated 24 times, supporting 59 individuals. Cheltenham saw 28 activations, assisting 20 people. Local businesses, including Bar and Wok, provided hot meals nearly every night, and Laundry Runnerz ensured sleeping bags were cleaned and ready for use.

In the last year, our community-based support services have helped a total of 9,500 people. This includes 5,121 people that we supported with needs relating to housing, income, employment, independence and social inclusion. We helped a further 3,014 people with long term physical and mental health conditions to access services and activities to improve their wellbeing and reduce loneliness and isolation. We supported 648 juveniles and adults with learning difficulties and mental health needs when held in police custody. And our Pantry project has helped 717 people on low incomes to access and prepare low-cost healthy food.

#### **CASE STUDY**

Claire lost her privately rented home due to rent arrears and found herself without stable accommodation. She began sofa surfing and sleeping in her car. Alongside the immediate crisis of homelessness, she was also grappling with a long-standing history of mental health difficulties, problematic alcohol use, and trauma from experiences of sexual violence and domestic abuse.

Upon referral to our rough sleeper service, our priority was to address Claire's immediate needs. We facilitated referrals to local food banks and arranged access to clothing through a local Clothing Project. We provided Claire with a mobile phone so that she could remain in contact with support networks. Housing options were explored through referrals to housing associations and private landlords, and we helped arrange and attend viewings.

Claire received consistent welfare checks, particularly due to concerns around alcohol use and risks to her safety. A referral to a substance misuse service was made, and we worked closely with mental health services, probation, and the local authority to coordinate care and ensure effective safeguarding. When Claire disclosed suicidal ideation and thoughts of harm, a safeguarding referral was submitted, and CCP led on initiating CARM (Collaborative Assessment and Risk Management) meetings to ensure a multi-agency response.

We also supported Claire to navigate the criminal justice system, accompanying her to court where she was facing charges linked to alcohol misuse. Emotional support was provided throughout the proceedings to help her understand and process the outcomes.

A key part of Claire's recovery involved connecting her with wraparound services. She was referred to the Citizens Advice Bureau, a support programme for victims of domestic abuse, and a rehabilitation project for people with complex issues – all of which she engaged with actively. These services played a vital role in improving her coping skills, wellbeing, and resilience.

With our support, Claire has now moved into a privately rented studio flat. We secured £675 from the council's Personalisation Fund for the first month's rent and £500 from the Vicar's Relief Fund for the deposit. She has also regained use of her car, enabling greater independence and access to work and volunteering.

Claire now volunteers weekly at the rehabilitation project and is awaiting a 12-week rehab programme. She also reports restored trust in her relationship with her daughter and is now helping with school runs and childcare. Claire has told us that without our intervention, she believes she would still be on the streets – or not alive.

# CARING FOR COMMUNITIES AND PEOPLE

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

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### Family Services

CCP's Family Service provides both preventative early help and intensive bespoke family support interventions to children, young people and their families. We enable families to make positive changes to ensure families are resilient and connected to their wider community. We do this through strength-based whole family support, Positive Parenting training and community support groups. We support family members to:

Reduce chaotic lifestyles and establish routines such as breakfast before school, homework, - reasonable bedtimes, time for parents to relax - Adopt healthy lifestyles and improve their emotional and physical wellbeing - Improve relationships between family members, parents and children - Manage children's behaviour and antisocial behaviour - Implement evidence-based parenting skills - Recognise the value of positive play and attachment - Understand the process and have their voices heard in child protection cases - Access wider services and engage in community-based activities and peer support groups.

CCP remodelled the Gloucestershire Reaching Families Service, extending its duration and shifting focus toward volunteering. A grant from Gloucestershire Integrated Care Board enabled the employment of a Children and Young People's Resilience Worker to deliver school-based programmes.

The South Gloucestershire Families Team secured new office space at Ridgewood Community Resource Centre, Yate, fostering closer collaboration with local charities.

Investment in Volunteer Coordinators resulted in 1,176.85 volunteer hours contributed since July 2024.

A Social Return on Investment (SROI) assessment determined that CCP's early help programmes have delivered £4.2m in social and economic value, £4.5m in public cost savings, £1.35m in cashable savings and returned £5,228 per family.

CCP's Dorset Family Link Worker service secured funding for another year, with potential therapy dog interventions under consideration to enhance family support services.

In the last year we provided direct support and intervention to 416 families, 250 families attended positive parenting training courses, and we advocated on behalf of 123 families subject to child protection proceedings, making a total of 789 families supported.

### CASE STUDY

A single mother of four children was referred to CCP's family support service by her eldest daughter's secondary school. The school reported concerns that the mother was struggling to manage her own mental health while meeting the demands of parenting. At the time of referral, the family faced multiple challenges including poor school attendance, behavioural difficulties, emotional dysregulation among the children, and parental mental health needs.

The eldest child, aged 12, was disengaged from school and frequently truant. At one stage, the child was withdrawn entirely and became NEET (Not in Education, Employment or Training). The second child, aged 11, had a diagnosis of ADHD and exhibited difficulties in managing emotions and behaviour, both at home and in school. Tensions between the second and third children (aged 8) were high, often resulting in conflict. The youngest child, aged 3, displayed toileting issues that were later understood to be behavioural and attention-seeking in nature.

Our Family Support Worker (FSW) provided tailored, trauma-informed support over a three-month intervention. A safe and non-judgemental space was created for the mother to explore her concerns. Parenting strategies were introduced to support routine, structure, and emotional regulation across the household. Visual checklists were developed to assist with morning and evening routines, and the Zones of Regulation framework was introduced to help children express their emotions more constructively.

The FSW also provided one-to-one support to the eldest child, advocating for her during EHAP meetings and supporting her school transition. With CCP's involvement, she was successfully placed in a new school where she has not missed a day since starting and reports feeling significantly happier.

# CARING FOR COMMUNITIES AND PEOPLE

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

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Behavioural strategies, such as reward charts and appropriate consequence-setting, were introduced and successfully embedded in the home. The mother also engaged with strategies to spend dedicated one-to-one time with each child, recognising its importance in reducing attention-seeking behaviours such as the toileting issues exhibited by the youngest.

As a result of the intervention, the mother is now in employment and has been signposted to ongoing wellbeing support. All four children are now regularly attending school. The mother has taken steps to formalise arrangements with the children's father through court to provide greater consistency and stability at home.

The family now operates with structure, improved emotional communication, and greater resilience. The mother expressed that she now feels more confident in her parenting and aspires to build even stronger family relationships moving forward.

Overall, the 2024/25 financial year was marked by substantial growth and innovation across all areas. CCP's commitment to addressing homelessness, expanding services, and enhancing workforce engagement has led to significant, measurable impacts.

#### **Financial review**

##### **Reserves policy**

The Trustees continue to pay close attention to the level of the Charity's reserves. Trustees have been prudent in reserving four months' core running costs not associated with contract provision, in the event that income streams covering these costs come to an unforeseen halt or reduce to a level where costs are not covered in full. These figures are shown in note 21. Given these considerations, the Trustees consider that the level of unrestricted reserves in relation to its running costs is adequate for the Charity's continued operation.

##### **Investment policy**

The Charity continues to own 340 High Street, valued in these financial statements at £710,000. The client accommodation portfolio, funded by the SASC loans of £4,960,441, is valued at £4,721,600, an increase in value of £34k from 2024.

##### **Risk management**

Trustees continue to maintain close assessment and management of risk. In current conditions emphasis has been placed on margins, staff welfare, recruitment, and salary levels. Budgeting and financial forecasting are inbuilt and financial spending authorisation set at appropriate levels.

##### **Income and expenditure**

Details of financial performance are set out in the Statement of Financial Position on page 14. Our activities have been reported under two headings – Accommodation Based Support and Community Based Support. These activities are defined in Note 20, in which the purposes of the restricted funds are explained.

Total income for the year was £12.14 million (2024: £11.41 million). Income remained broadly stable, with modest growth reflecting renewed and expanded contracts, particularly within Accommodation-Based Support. Total expenditure closely tracked income at £12.13 million, driven by sustained investment in staffing, property-related costs, and client-facing services. While staff costs rose in line with service demand and inflationary pressures, operational efficiencies and careful cost control enabled the charity to maintain service levels without compromising financial resilience.

##### **Assets and reserves**

During the year, the charity continued to strengthen its asset base, with fixed assets increasing from £3.84m to £5.84m, primarily due to further property acquisitions in support of the Independent Living Service. While cash balances remained stable, the charity maintained a balanced portfolio of current and long-term assets to support both operational liquidity and future service delivery.

# CARING FOR COMMUNITIES AND PEOPLE

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

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#### Plans for future periods

The unpredictable and challenging landscape facing the third sector shows no sign of easing. Like many charities, we at CCP are navigating a 'perfect storm' of declining funding, rising operational costs, and escalating demand. As the public sector faces significant financial pressures of its own, we find ourselves under mounting strain, competing for an ever-diminishing pool of resources.

Despite this, we are responding with resilience and purpose. We continue to adapt to growing complexity, increased demand, and reduced income by identifying opportunities to innovate and evolve. We recognise the transformative potential of digital technology and artificial intelligence and are actively exploring how these tools can enhance our impact. By embracing digital transformation, we aim to expand our capabilities, drive greater efficiency, and ultimately do more for less, without compromising on the quality of support we provide to those who need us most.

We are also aiming to expand our property portfolio to further address homelessness; Enhance our carbon reduction strategy in line with the Net Zero 2050 target; Strengthen community engagement and fundraising initiatives; Continue advocating for vulnerable individuals through policy engagement and strategic partnerships; and remain dedicated to delivering transformative change, ensuring that those in need receive the support, stability, and opportunities necessary to lead fulfilling lives.

#### Structure, governance and management

The charity is incorporated as a company limited by guarantee and therefore it has no share capital. In the event of the company being wound up and the liabilities and winding up expenses being in excess of assets, the liability of each member is limited to £1. It is governed by its Memorandum & Articles of Association dated 19 December 1994, as amended by special resolution on 22 January 1996.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

M R Ratcliffe MBE

T Czapski

A M Lea

K J Morgan OBE DL

I J Salter

D M Stevens

R Pritchard

(Appointed 30 May 2024)

#### Recruitment and appointment of trustees

The power to appoint new trustees is vested in surviving and continuing trustees. Appropriate procedures for the recruitment and training of new trustees are implemented when required.

#### Organisational structure

The charity is controlled by a board of trustees, which meets on a regular basis. Names of the trustees are detailed above. No new trustees were appointed during the year. Day-to-day operations are supervised by a Senior Leadership Team, details of which are given on the Legal and Administrative Information page.

The company is the sole trustee of the Ratcliffe Trust ("The Trust"), itself a registered charity, using the same registration number as CCP. The Ratcliffe Trust is therefore regarded as a subsidiary undertaking of CCP. Since October 2022 the Trust has been inactive. The charity has two wholly-owned subsidiaries, CCP Innovations Limited and CCP Homes Limited, which have always been and remain dormant.

# CARING FOR COMMUNITIES AND PEOPLE

## TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

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#### **Statement of trustees responsibilities**

The trustees, who are also the directors of Caring for Communities and People for the purpose of company law, are responsible for preparing the Trustees Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### **Auditor**

In accordance with the company's articles, a resolution proposing that BK Plus Audit Limited be reappointed as auditor of the company will be put at a General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

#### **Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees report was approved by the Board of Trustees.



T Czapski  
**Trustee**

24 July 2025

# CARING FOR COMMUNITIES AND PEOPLE

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF CARING FOR COMMUNITIES AND PEOPLE

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#### **Opinion**

We have audited the financial statements of Caring for Communities and People (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities, the statement of financial position, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **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 charity 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 trustees use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Our responsibilities and the responsibilities of the trustees 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 trustees are 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 our audit:

- the information given in the trustees report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees report has been prepared in accordance with applicable legal requirements.

# **CARING FOR COMMUNITIES AND PEOPLE**

## **INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

### **TO THE MEMBERS OF CARING FOR COMMUNITIES AND PEOPLE**

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

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees report and from the requirement to prepare a strategic report.

#### **Responsibilities of trustees**

As explained more fully in the statement of trustees responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

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

- enquiries of management including a pre audit meeting;
- obtaining and reviewing supporting documentation of policies concerning the laws and regulations applicable to the business;
- understanding how the company complies with its regulatory framework by making enquiries of management;
- considering the culture inherent in the company and whether this represents a culture of honesty and ethical behaviour with a strong emphasis of detection and prevention of fraud.

# CARING FOR COMMUNITIES AND PEOPLE

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF CARING FOR COMMUNITIES AND PEOPLE

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We assessed the susceptibility of the company's financial statements to material misstatement and considered how fraud might occur. The audit procedures performed included, but were not limited to:

- challenging management assumptions and estimates;
- identifying and testing unusual journal entries;
- assessing how the relevant laws and regulations have been complied with and noting any instances of non compliance;
- reviewing the financial statements for compliance with relevant Accounting Standards and accounting legislation applicable to a small company;
- considering how those charged with governance have addressed the possibility of an override of essential controls or other influence over the financial reporting processes.

In addition, we also considered other non financial laws relevant to the company. These do not necessarily have a direct influence on the financial statements but might affect the company's ability to operate.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

#### **Use of our report**

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



#### **Roger Downes FCA (Senior Statutory Auditor)**

For and on behalf of BK Plus Audit Limited, Statutory Auditor  
Chartered Certified Accountants  
6 Manor Park Business Centre  
MacKenzie Way  
Swindon Village  
Cheltenham  
Gloucestershire  
GL51 9TX  
United Kingdom  
24 July 2025

# CARING FOR COMMUNITIES AND PEOPLE

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 31 MARCH 2025**

		Unrestrict ed funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestrict ed funds 2024 £	Restricted funds 2024 £	Total 2024 £
	Notes						
<b>Income and endowments from:</b>							
Donations and legacies	<b>3</b>	85,051	74,753	159,804	136,250	105,079	241,329
Charitable activities	<b>4</b>	41,066	11,763,693	11,804,759	42,983	11,055,868	11,098,851
Other trading activities	<b>5</b>	11,062	58,764	69,826	2	25,313	25,315
Investment income	<b>6</b>	50,783	-	50,783	25,742	-	25,742
Other income	<b>7</b>	25,000	34,298	59,298	-	18,634	18,634
<b>Total income</b>		212,962	11,931,508	12,144,470	204,977	11,204,894	11,409,871
<b>Expenditure on:</b>							
Charitable activities	<b>8</b>	249,227	11,881,811	12,131,038	250,873	11,072,570	11,323,443
Property revaluation release		-	-	-	-	114,969	114,969
<b>Total expenditure</b>		249,227	11,881,811	12,131,038	250,873	11,187,539	11,438,412
<b>Net income/(expenditure)</b>		(36,265)	49,697	13,432	(45,896)	17,355	(28,541)
Transfers between funds	<b>21</b>	47,019	(47,019)	-	93,691	(93,691)	-
<b>Net movement in funds</b>		10,754	2,678	13,432	47,795	(76,336)	(28,541)
<b>Reconciliation of funds:</b>							
Fund balances at 1 April 2024		1,799,744	163,305	1,963,049	1,751,949	239,641	1,991,590
<b>Fund balances at 31 March 2025</b>		1,810,498	165,983	1,976,481	1,799,744	163,305	1,963,049

The notes on pages 17 to 30 form part of these financial statements.

# CARING FOR COMMUNITIES AND PEOPLE

## STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2025

	Notes	2025		2024	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	14	5,845,010		3,844,869	
Investments	15		2		2
		<u>5,845,012</u>		<u>3,844,871</u>	
<b>Current assets</b>					
Debtors	16	580,535		531,388	
Cash at bank and in hand		1,493,854		1,544,964	
		<u>2,074,389</u>		<u>2,076,352</u>	
<b>Creditors: amounts falling due within one year</b>	17	(897,629)		(1,023,324)	
<b>Net current assets</b>		<u>1,176,760</u>		<u>1,053,028</u>	
<b>Total assets less current liabilities</b>		<u>7,021,772</u>		<u>4,897,899</u>	
<b>Creditors: amounts falling due after more than one year</b>	18	(5,045,291)		(2,934,850)	
<b>Net assets</b>		<u>1,976,481</u>		<u>1,963,049</u>	
<b>The funds of the charity</b>					
Restricted income funds	20	165,983		163,305	
Unrestricted funds	21	1,810,498		1,799,744	
		<u>1,976,481</u>		<u>1,963,049</u>	

The notes on pages 17 to 30 form part of these financial statements.

The financial statements were approved by the trustees on 24 July 2025



M R Ratcliffe MBE

**Trustee**

Company registration number 03002869 (England and Wales)

# CARING FOR COMMUNITIES AND PEOPLE

## STATEMENT OF CASH FLOWS

**FOR THE YEAR ENDED 31 MARCH 2025**

	Notes	2025 £	£	2024 £	£
<b>Cash flows from operating activities</b>					
Cash (absorbed by)/generated from operations	25		(159,387)		323,359
<b>Investing activities</b>					
Purchase of tangible fixed assets		(2,053,727)		(397,766)	
Proceeds from disposal of tangible fixed assets		780		233,975	
Investment income received		50,783		25,742	
<b>Net cash used in investing activities</b>			(2,002,164)		(138,049)
<b>Financing activities</b>					
New loans in year		2,110,441		-	
<b>Net cash generated from financing activities</b>			2,110,441		-
<b>Net (decrease)/increase in cash and cash equivalents</b>			(51,110)		185,310
Cash and cash equivalents at beginning of year			1,544,964		1,359,654
<b>Cash and cash equivalents at end of year</b>			1,493,854		1,544,964

The notes on pages 17 to 30 form part of these financial statements.

# CARING FOR COMMUNITIES AND PEOPLE

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2025

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#### 1 Accounting policies

##### Charity information

Caring for Communities and People is a private company limited by guarantee incorporated in England and Wales. The registered office is Wolseley House, Oriel Road, Cheltenham, Gloucestershire, GL50 1TH, United Kingdom.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties to fair value. The principal accounting policies adopted are set out below.

##### Preparation of consolidated financial statements

The financial statements contain information about Caring for Communities and People as an individual company and do not contain financial information as the parent of a group. The charity is exempt under Section 399 (2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

#### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Designated funds are unrestricted funds that have been set aside by the trustees for specific purposes and are not available towards the core running costs of the Charity.

Restricted funds can only be used for restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

#### 1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Donations are recognised when the Charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the Charity before the Charity is entitled to the funds, the income is deferred and not recognised until either these conditions are fully met, or the fulfilment of those conditions is wholly within the Control of the Charity and it is probable that these conditions will be fulfilled in the reporting period.

Income from legacies is recognised where evidence of entitlement exists, the value is measurable with sufficient reliability, and on the earlier of the date of finalised estate accounts or the date of payment.

# CARING FOR COMMUNITIES AND PEOPLE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

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#### 1 Accounting policies

(Continued)

Grants including government grants are recognised when the Charity is entitled to receipt. Where entitlement occurs before the income is received, the income is accrued.

Operational rents are recorded as income in respect of the period to which they relate.

#### 1.5 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	at varying rates on cost
Motor vehicles	at varying rates on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

Individual fixed assets costing £1,000 or more or, at the discretion of the trustees, costing a lower amount are capitalised at cost. Leasehold refurbishments are only capitalised when there is deemed by the trustees to be any lasting value to the work. Freehold property is carried at annual valuation and is not depreciated.

#### 1.7 Fixed asset investments

Fixed asset investments are stated at cost.

#### 1.8 Taxation

As a recognised charity, the Charity is exempt from Corporation tax so far as it relates to its charitable objects. It is not, however, exempt from VAT, and irrecoverable VAT is included in the cost of those items to which it relates.

#### 1.9 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.10 Retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

# CARING FOR COMMUNITIES AND PEOPLE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

#### 3 Income from donations and legacies

	<b>Unrestrict ed funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total 2025 £</b>	<b>Unrestrict ed funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total 2024 £</b>
Donations and gifts	85,051	74,753	159,804	136,250	105,079	241,329

#### 4 Income from charitable activities

	<b>Unrestrict ed funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total 2025 £</b>	<b>Unrestrict ed funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total 2024 £</b>
<b>Grants</b>						
Grants	41,066	8,050,206	8,091,272	42,983	8,231,793	8,274,776
Operational rents received	-	3,713,487	3,713,487	-	2,824,075	2,824,075
	<u>41,066</u>	<u>11,763,693</u>	<u>11,804,759</u>	<u>42,983</u>	<u>11,055,868</u>	<u>11,098,851</u>

# CARING FOR COMMUNITIES AND PEOPLE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 4 Income from charitable activities

(Continued)

##### Performance related grants analysis

	<b>Grants 2025 £</b>	<b>Grants 2024 £</b>
Gloucestershire County Council	3,188,681	3,189,497
Herefordshire Council	991,929	989,824
Bristol City Council	722,008	731,643
Worcester City Council	558,758	348,105
Swindon Borough Council	458,124	482,631
Primary Care Network Cheltenham Central	303,442	238,964
South Gloucestershire Council	288,875	339,553
Dorset Council	218,612	211,388
NHS Gloucestershire	202,673	373,227
Bournemouth, Christchurch and Poole Council	166,654	158,769
Other	991,516	1,211,175
	<u>8,091,272</u>	<u>8,274,776</u>

#### 5 Income from other trading activities

	<b>Unrestrict ed funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total 2025 £</b>	<b>Unrestrict ed funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total 2024 £</b>
Miscellaneous income	11,062	58,764	69,826	2	25,313	25,315
	<u>11,062</u>	<u>58,764</u>	<u>69,826</u>	<u>2</u>	<u>25,313</u>	<u>25,315</u>

#### 6 Income from investments

	<b>Unrestrict ed funds 2025 £</b>	<b>Unrestrict ed funds 2024 £</b>
Interest receivable	50,783	25,742
	<u>50,783</u>	<u>25,742</u>

# CARING FOR COMMUNITIES AND PEOPLE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 7 Other income

	Unrestrict ed funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestrict ed funds 2024 £	Restricted funds 2024 £	Total 2024 £
Net gain on disposal of tangible fixed assets	-	-	-	-	18,634	18,634
Gain on property revaluation	25,000	34,298	59,298	-	-	-
	<u>25,000</u>	<u>34,298</u>	<u>59,298</u>	<u>-</u>	<u>-</u>	<u>-</u>

#### 8 Expenditure on charitable activities

	Charitable activities 2025 £	Charitable activities 2024 £
<b>Direct costs</b>		
Staff costs	8,375,427	7,574,179
Depreciation	112,884	99,048
Property costs	1,168,258	1,055,809
Direct client costs	219,891	232,269
Equipment costs	180,979	289,942
Administration costs	307,861	289,393
Professional fees	1,042,784	871,596
Other staff expenditure	544,184	850,601
Vehicle costs	57,423	38,679
(Gain)/Loss on sale of assets	(780)	10,387
Interest payable and similar charges	6,595	5,304
Bad debts	102,911	-
	<u>12,118,417</u>	<u>11,317,207</u>
Grant funding of activities (see note 9)	6,457	-
<b>Share of support and governance costs (see note 10)</b>		
Governance	6,164	6,236
	<u>12,131,038</u>	<u>11,323,443</u>
<b>Analysis by fund</b>		
Unrestricted funds	249,227	250,873
Restricted funds	11,881,811	11,072,570
	<u>12,131,038</u>	<u>11,323,443</u>

# CARING FOR COMMUNITIES AND PEOPLE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 9 Grants payable

	<b>Charitable activities 2025 £</b>
Grants to institutions:	
Other	6,457
	<u>6,457</u>

#### 10 Support costs allocated to activities

	<b>2025 £</b>	<b>2024 £</b>
Governance costs	6,164	6,236
	<u>6,164</u>	<u>6,236</u>
<b>Analysed between:</b>		
Charitable activities	6,164	6,236
	<u>6,164</u>	<u>6,236</u>

#### 11 Net movement in funds

	<b>2025 £</b>	<b>2024 £</b>
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	6,164	6,236
Depreciation of owned tangible fixed assets	112,884	99,048
Gain on disposal of tangible fixed assets	(780)	(8,247)
	<u>118,268</u>	<u>97,037</u>

#### 12 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

#### 13 Employees

The average monthly number of employees during the year was:

	<b>2025 Number</b>	<b>2024 Number</b>
Management and administration	35	39
Charitable activities	236	228
	<u>271</u>	<u>267</u>
Total	271	267

# CARING FOR COMMUNITIES AND PEOPLE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

### 13 Employees

(Continued)

Employment costs	2025 £	2024 £
Wages and salaries	7,435,299	6,779,623
Social security costs	643,783	571,169
Other pension costs	296,345	223,387
	<u>8,375,427</u>	<u>7,574,179</u>

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2025 Number	2024 Number
£60,001 - £70,000	1	3
£70,001 - £80,000	2	-
£80,001 - £90,000	1	1
£90,001 - £100,000	1	-
	<u>1</u>	<u>1</u>

#### Remuneration of key management personnel

The remuneration of key management personnel was as follows:

The key management personnel of the charity comprise the trustees, the Chief Executive Officer, Chief Operating Officer, Finance Director, Business Development Director, ABS Director, CBS Director, Director of Environment and Safety, Social Value and Engagement Director and People Services Director. The total employee benefits of the key management personnel of the charity were £671,641 (2024: £597,369).

# CARING FOR COMMUNITIES AND PEOPLE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 14 Tangible fixed assets

	Freehold land and buildings £	Fixtures and fittings £	Motor vehicles £	Total £
<b>Cost</b>				
At 1 April 2024	3,462,287	628,737	50,360	4,141,384
Additions	1,910,000	143,727	-	2,053,727
Disposals	-	(89,695)	-	(89,695)
Revaluation	59,298	-	-	59,298
At 31 March 2025	<u>5,431,585</u>	<u>682,769</u>	<u>50,360</u>	<u>6,164,714</u>
<b>Depreciation</b>				
At 1 April 2024	-	259,811	36,704	296,515
Depreciation charged in the year	-	103,918	8,966	112,884
Eliminated in respect of disposals	-	(89,695)	-	(89,695)
At 31 March 2025	<u>-</u>	<u>274,034</u>	<u>45,670</u>	<u>319,704</u>
<b>Carrying amount</b>				
At 31 March 2025	<u>5,431,585</u>	<u>408,735</u>	<u>4,690</u>	<u>5,845,010</u>
At 31 March 2024	<u>3,462,287</u>	<u>368,926</u>	<u>13,656</u>	<u>3,844,869</u>

The property that is used by the charity for its core operations was valued by ETP Property Consultants in February 2020 and that valuation was adopted as fair value in the financial statements to 31 March 2020, 2021, 2022, 2023 and 2024. In the current year the trustees have considered the carrying value and have determined that, in their view, the fair value of the property has increased by £25,000. This increase in value has been recognised in these financial statements.

Three properties were purchased in the year to 31 March 2021, eight in the year to 31 March 2022, two in the year to 31 March 2023, one property was purchased and one sold in the year to 31 March 2024 and four were purchased in the current year, as part of the charity's Independent Living Service provision. The trustees consider that the fair value of these properties has increased above the previous valuation and have therefore determined to carry these properties in the financial statements at 31 March 2025 at a revalued amount that they have established by reference to market research into residential property values in the areas that the properties are located, save for the four properties purchased in the year, which are included at cost in accordance with the charity's approach to properties acquired during a year under report.

#### 15 Fixed asset investments

	Other investments £
<b>Cost or valuation</b>	
At 1 April 2024 & 31 March 2025	2
<b>Carrying amount</b>	
At 31 March 2025	<u>2</u>
At 31 March 2024	<u>2</u>

# CARING FOR COMMUNITIES AND PEOPLE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 15 Fixed asset investments

(Continued)

The fixed asset investments at 31 March 2024 are £2, being the whole of the issued share capital of CCP Innovations Limited (£1) and the whole of the issued share capital of CCP Homes Ltd (£1). Both are dormant companies that have never traded.

The company also has a subsidiary charity called the Ratcliffe Trust which was inactive during the year and has reserves of £84,850 at both 31 March 2025 and 31 March 2024.

	Notes	2025 £	2024 £
Other investments comprise:			
Investments in subsidiaries		2	2

#### 16 Debtors

	Notes	2025 £	2024 £
<b>Amounts falling due within one year:</b>			
Trade debtors		299,509	343,445
Other debtors		643	1,453
Prepayments and accrued income		280,383	186,490
		<u>580,535</u>	<u>531,388</u>

#### 17 Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Other taxation and social security		147,334	140,941
Deferred income		113,421	321,742
Trade creditors		207,719	101,657
Other creditors		166,625	144,586
Accruals		262,530	314,398
		<u>897,629</u>	<u>1,023,324</u>

#### 18 Creditors: amounts falling due after more than one year

	Notes	2025 £	2024 £
Bank loans	19	4,960,441	2,850,000
Amounts owed to fellow group undertakings		84,850	84,850
		<u>5,045,291</u>	<u>2,934,850</u>

# CARING FOR COMMUNITIES AND PEOPLE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 19 Loans and overdrafts

	2025 £	2024 £
Bank loans	4,960,441	2,850,000
Payable after one year	4,960,441	2,850,000

A charge dated 4 January 2020 has been granted to The Community Investment Fund LP. over one of the company's bank accounts. Subsequent charges have been granted individually to The Community Investment Fund L.P. and Social and Sustainable Housing II Holdco Limited over the charity's seventeen Independent Living Service properties purchased during the years 31 March 2021 to 31 March 2025 inclusive.

The loans are funding from The Community Investment Fund L.P., a fund of Social and Sustainable Capital LLP, and Social and Sustainable Housing II Holdco Limited as part of the programme for acquisition of properties for use in the charity's Independent Living Service. The loans are repayable in 2030 and 2034 and bear interest at a commercial rate.

#### 20 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2025 £
Restricted revaluation fund	100,556	34,298	-	-	134,854
Community Based Support	62,749	4,065,632	(4,164,103)	66,851	31,129
Accommodation Based Support	-	7,831,578	(7,717,708)	(113,870)	-
	<u>163,305</u>	<u>11,931,508</u>	<u>(11,881,811)</u>	<u>(47,019)</u>	<u>165,983</u>
<b>Previous year:</b>	<b>At 1 April 2023 £</b>	<b>Incoming resources £</b>	<b>Resources expended £</b>	<b>Transfers £</b>	<b>At 31 March 2024 £</b>
Restricted revaluation fund	215,525	-	(114,969)	-	100,556
Community Based Support	24,116	4,404,770	(4,333,769)	(32,368)	62,749
Accommodation Based Support	-	6,800,124	(6,738,801)	(61,323)	-
	<u>239,641</u>	<u>11,204,894</u>	<u>(11,187,539)</u>	<u>(93,691)</u>	<u>163,305</u>

# CARING FOR COMMUNITIES AND PEOPLE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 21 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	<b>At 1 April 2024</b>	<b>Incoming resources</b>	<b>Resources expended</b>	<b>Transfers At 31 March 2025</b>	
	£	£	£	£	£
General Fund	759,933	187,962	(67,721)	(288,854)	591,320
Unrestricted revaluation fund	145,000	25,000	-	-	170,000
Property Maintenance	51,000	-	(48,850)	55,724	57,874
Depreciation	100,000	-	(87,894)	87,894	100,000
Running Costs	629,811	-	-	261,493	891,304
System Development	25,000	-	(10,340)	(14,660)	-
CBS Senior Managers and Volunteer Coordinator	68,000	-	(34,422)	(33,578)	-
Data and Reporting Expert	21,000	-	-	(21,000)	-
	<u>1,799,744</u>	<u>212,962</u>	<u>(249,227)</u>	<u>47,019</u>	<u>1,810,498</u>

<b>Previous year:</b>	<b>At 1 April 2023</b>	<b>Incoming resources</b>	<b>Resources expended</b>	<b>Transfers At 31 March 2024</b>	
	£	£	£	£	£
General fund	648,345	204,977	5,348	(98,737)	759,933
Unrestricted revaluation fund	145,000	-	-	-	145,000
Property maintenance	60,000	-	(64,393)	55,393	51,000
Depreciation	100,000	-	(90,669)	90,669	100,000
Running costs	547,604	-	-	82,207	629,811
System Development	30,000	-	(1,205)	(3,795)	25,000
CBS Senior Managers and Volunteer Coordinator	62,500	-	(16,338)	21,838	68,000
Data and Reporting Expert Managers	23,600	-	-	(2,600)	21,000
Other designated funds	114,000	-	(62,067)	(51,933)	-
	20,900	-	(21,549)	649	-
	<u>1,751,949</u>	<u>204,977</u>	<u>(250,873)</u>	<u>93,691</u>	<u>1,799,744</u>

# CARING FOR COMMUNITIES AND PEOPLE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

### 21 Unrestricted funds

(Continued)

The **designated funds** are in respect of:

#### Property Maintenance

Fund for maintenance and refurbishment of the charity's properties.

#### Depreciation

Allowance for depreciation on fixed assets.

#### Running Costs

To cover four months' core running costs not associated with contract provision in the event that income streams covering these costs come to an unforeseen halt or reduce to a level where costs are not covered in full.

The **restricted funds** are in respect of:

#### Community-Based Support

Community-Based Support aims to improve the quality of people's lives by assisting them to maintain their accommodation, promoting independent living and encouraging people to build on their existing strengths and staying well. Incorporated in this is our preventative family support team, providing assistance to children, young people and families facing crises or on-going struggles that may lead to youth homelessness.

#### Accommodation-Based Support

Accommodation-Based Support provides integrated housing, training, education, employment, advice and support services for vulnerable and homeless people, promoting independent living and encouraging people to build on their existing strengths and staying well.

#### Transfers between funds

Transfers are made between restricted and unrestricted funds at the end of every accounting period in cases where:

- i) the activity of the restricted fund has come to an end and there is an unspent balance that is not repayable to the funder(s), when the surplus is transferred to unrestricted funds: and
- ii) the restricted fund is in deficit and has either come to an end or there is no prospect of a surplus in a later period, when the deficit is eliminated by transfer from unrestricted funds.

### 22 Analysis of net assets between funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Endowment funds 2025 £	Total 2025 £
<b>At 31 March 2025:</b>				
Tangible assets	743,535	5,016,625	84,850	5,845,010
Investments	2	-	-	2
Current assets/(liabilities)	1,066,961	109,799	-	1,176,760
Long term liabilities	-	(4,960,441)	(84,850)	(5,045,291)
	<u>1,810,498</u>	<u>165,983</u>	<u>-</u>	<u>1,976,481</u>

# CARING FOR COMMUNITIES AND PEOPLE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

### 22 Analysis of net assets between funds

(Continued)

	Unrestricted funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total 2024 £
<b>At 31 March 2024:</b>				
Tangible assets	750,161	3,009,858	84,850	3,844,869
Investments	2	-	-	2
Current assets/(liabilities)	1,049,581	3,447	-	1,053,028
Long term liabilities	-	(2,850,000)	(84,850)	(2,934,850)
	<u>1,799,744</u>	<u>163,305</u>	<u>-</u>	<u>1,963,049</u>

### 23 Contingent Liabilities

Various funders retain the right to claw back grants should the use of the funds not be in accordance with the terms of the grant. In the opinion of the trustees, no such liability exists at the year end.

### 24 Related party transactions

#### Transactions with related parties

During the year, the charity paid motor insurance to an insurance broking company owned and managed by one of the trustees. The premium paid in the year to 31 March 2025 was £10,161 (2024: £8,354), on which the related party earned commission of £432 (2024: £357).

During the year, the charity paid £1,382 (2024: £3,206) for room hire on commercial terms offered to other charities to a charity of which one of the trustees is also a trustee.

During the year, the charity rented a property that is jointly owned by a member of the Senior Leadership Team for use in its Independent Living Service on an arms length basis for £7,350 (2024: £9,000).

# CARING FOR COMMUNITIES AND PEOPLE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

25 Cash (absorbed by)/generated from operations	2025 £	2024 £
Surplus/(deficit) for the year	13,432	(28,541)
<b>Adjustments for:</b>		
Investment income recognised in statement of financial activities	(50,783)	(25,742)
Gain on disposal of tangible fixed assets	(780)	(8,247)
Depreciation of tangible fixed assets	112,884	99,048
<b>Movements in working capital:</b>		
Property revaluation	(59,298)	96,335
(Increase) in debtors	(49,147)	(9,048)
Increase in creditors	82,626	149,591
(Decrease)/increase in deferred income	(208,321)	49,963
<b>Cash (absorbed by)/generated from operations</b>	<u>(159,387)</u>	<u>323,359</u>

26 Analysis of changes in net (debt)/funds	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	1,544,964	(51,110)	1,493,854
Loans falling due after more than one year	(2,850,000)	(2,110,441)	(4,960,441)
	<u>(1,305,036)</u>	<u>(2,161,551)</u>	<u>(3,466,587)</u>

**Caring for Communities and People**

England & Wales - Charity number 1043143

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# Accounts

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REGISTERED COMPANY NUMBER: 03002869 (England and Wales)  
REGISTERED CHARITY NUMBER: 1043143

REPORT OF THE TRUSTEES AND  
AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024  
FOR

CARING FOR COMMUNITIES AND PEOPLE



**CARING FOR COMMUNITIES AND PEOPLE**

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FOR THE YEAR ENDED 31 MARCH 2024**

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**CARING FOR COMMUNITIES AND PEOPLE**

**REFERENCE AND ADMINISTRATIVE DETAILS  
FOR THE YEAR ENDED 31 MARCH 2024**

<b>TRUSTEES</b>	M R Ratcliffe MBE A Piggott (resigned 23.8.23) I J Salter T Czapski K J Morgan OBE DL A M Lea D M Stevens R Pritchard (appointed 30.5.24)
<b>REGISTERED OFFICE</b>	Wolseley House Oriol Road Cheltenham Gloucestershire GL50 1TH
<b>REGISTERED COMPANY NUMBER</b>	03002869 (England and Wales)
<b>REGISTERED CHARITY NUMBER</b>	1043143
<b>AUDITORS</b>	BK Plus Audit Limited (Statutory Auditor) 6 Manor Park Business Centre Mackenzie Way Cheltenham Gloucestershire GL51 9TX
<b>PATRON</b>	The Lord Bird MBE
<b>SENIOR LEADERSHIP TEAM</b>	Cordell Ray MBE - CEO Gareth Edwards - Chief Operating Officer Amanda McPeake - Finance Director Nigel McPeake - Business Devel. Director Max Larcombe - Director of ABS Ramona Ray - Director of CBS Ryan Major - Facilities Director  Daniel Chun - Director of Social value and Engagement Gillian Williams - Director of People Services

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2024

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and aims**

The principal objectives of the charity as defined in the Memorandum of Association are to aid vulnerable young people; to provide accommodation for homeless persons; to provide for those in financial need; and to provide care, support and resettlement advice to those in need or at risk.

In order to achieve the objectives, the charity has set out a series of statements:

##### **Our Vision:**

Our vision is of a caring, supportive and inclusive society.

##### **Our Purpose:**

Our purpose is to prevent the causes and reduce the effects of homelessness, family breakdown and exclusion.

##### **Our Mission:**

Our mission is to support:

- safe and stable homes;
- strong families and communities;
- health and wellbeing;
- independence and resilience;
- social and financial inclusion.

##### **Our Beliefs:**

We believe:

- everyone should have a place they can call home;
- everyone has the power to change their lives for the better, but some may need help to do so;
- prevention is better than cure;
- volunteering enriches lives.

##### **Our Values:**

We place communities and people at the heart of everything we do. Our services are:

- based on working in partnership;
- available to all who need them;
- delivered to the highest standards;
- compassionate, personalised and empowering;
- based on making things happen.

##### **Public benefit**

In planning the charity's activities for the year the trustees kept in mind the Charity Commission's guidance on public benefit. The focus of the charity's activities during the year, which explains the delivery by the charity of public benefit, is set out above under 'objectives and aims' and below under 'achievement and performance'.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2024

#### OBJECTIVES AND ACTIVITIES

##### Pay and remuneration of Key Management Personnel

The charity regards its Key Management Personnel as being the Senior Leadership Team listed on page 1 of the financial statements. The arrangements for setting the pay and remuneration of Key Management Personnel are in line with key market guidelines to enable the charity to remain competitive. Key Management Personnel salary setting is the responsibility of the CEO, with the support of the trustees. The CEO is appointed by the Trustees, who are responsible for setting his remuneration.

Alignment to the Real Living Wage, as set out by the Real Living Wage Foundation, is the benchmark against which all other pay scales are set.

##### How Trustees engage with employees

Annually the Trustees promote an all-hands away day where key decisions, communications, accomplishments and achievements are celebrated. Each summer, an Annual Service Review is undertaken to include key developments, together with the role and visibility of the board within the charity.

The Senior Leadership Team attends a Board of Trustees meeting at least quarterly, where all aspects of the charity's operation and development are discussed and agreed. Actions arising from these meetings are then communicated through a series of internal meetings to all staff.

Monthly, throughout the year, an all-staff meeting is held, where trustees are invited.

##### How we manage risk

CCP maintains a Risk Register which considers risks relating to charity governance, operations, finances, environment, and compliance. The impact of potential risks is assessed, and control measures are put in place to mitigate the identified risks. Risks are scored according to chance and impact, with the net risk given RAG rating. The risk register is reviewed annually by senior leadership and Trustees, and in response to emerging risks or incidents.

#### ACHIEVEMENT AND PERFORMANCE

##### Charitable activities

##### Why do we do what we do?

Caring for Communities and People (CCP) exists to transform the lives of children, young people, families and vulnerable adults by reducing the impact and consequences of homelessness, family breakdown, poverty and wider social exclusion.

We seek firstly to prevent, then to mitigate the influence of Adverse Childhood Experiences (ACEs) which otherwise contribute to a recurring cycle of social deprivation.

In the year we have supported **9,926** individuals and families, an increase of 17% from the previous year. Across all our services, of those who reported a health condition, mental health was identified as being the single most prevalent issue, with **55%** of our people reporting varying levels of mental health issues ranging from mild to severe. Anxiety and depression accounts for **33%** of reported mental health issues.

##### How do we do it?

Our principal approach is to tender for contracts for the provision of Health and Social Care services for which local authorities have a statutory responsibility. We specialise in offering Accommodation Based Services to homeless individuals, Community Based Services for people in need who live in their own homes and preventative Family Based Services.

Where we identify unmet needs or opportunities to achieve better outcomes for people accessing our contracted services, we will seek to secure additional grant or trust funding for specific purposes. This may include whole project funding, such as our current Gloucestershire Reaching Families project, which is delivered through the National Lottery Community Fund, or through value added to contracted services, such as grant-funded growing projects that teach young people in our supported accommodation about healthy eating and the environment.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2024

#### ACHIEVEMENT AND PERFORMANCE

##### Accommodation-Based Support

CCP's Accommodation-Based Support (ABS) services provide supportive environments for people who are vulnerable, homeless or who are still developing their independent living skills. We provide a range of services for care leavers, young people aged 16 to 25, and homeless adults. We work with people to develop co-produced action plans which help them to:

- Build on their individual strengths
- Develop the skills they need to become self-reliant
- Sustain accommodation and tenancies
- Rebuild relationships with family members
- Link with wider community support networks
- Enable smooth transitions between supported accommodation and independent living

The accommodation we manage ranges from houses and flats suitable for 1 to 3 people, through to larger sites accommodating 20+ people in individual and shared self-contained homes.

Accommodation is a mix of CCP-owned, leased, or operated under a management agreement.

In the last year we have accommodated **182** homeless adults, **422** young people and care leavers, and supported **603** rough sleepers to access suitable accommodation, a total of **1,207** people.

#### CASE STUDY

Jay was referred to CCP's accommodation services after a relationship breakdown with his partner, where he became homeless.. Jay was the father of 3 children, had never experienced an episode of homelessness previously or been separated from the children.

Eventually, after several months and much hard work, Jay moved on from the CCP accommodation to a council-owned shared house. With life looking more positive, Jay and his partner gave their relationship another go, and Jay moved back into the family home.

Unfortunately, the relationship did not work out, Jay became homeless again and was re-referred to CCP. Jay's mental health was fragile, he struggled to see the future and had begun to use cannabis as a way of coping with his feelings.

With support, Jay contacted social services to ask for help. A social worker was allocated to the family and Jay and his partner worked together to organise how they would share and provide the care of the children. This was a huge step forward for Jay but he remained dependent on cannabis and still struggled with day-to-day routines of living in shared accommodation. Over time, Jay applied for his own accommodation and secured private accommodation in the town centre.

Unfortunately, this did not work out and Jay was found wandering the streets, homeless yet again. Hitting an all time low, Jay was actually spurred on to make more of an effort to receive support and be less dependent. He asked to move back into the supported accommodation and worked with the staff team and wider network of providers to rebuild his life.

After a year of hard effort, Jay became cannabis free, gained full-time employment and successfully lives independently. Jay states his mental wellbeing has improved significantly and he loves having a job and 'normal' routine. Jay's relationship with his family has improved and he sees his children regularly.

Jay is taking full responsibility for his life instead of 'burying his head in the sand'. He has started to pay his debts off and recognises the impact his life choices have on himself and those around him.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2024

#### ACHIEVEMENT AND PERFORMANCE

##### Community-Based Support

CCP's Community-Based Support (CBS) services deliver short term support that builds on an individual's existing strengths to help them develop the skills to become self-reliant and resilient, and live independently in the long term. We support people to:

- Reduce the risk of tenancy breakdown or losing their homes
- Find and maintain appropriate accommodation
- Maximise their income, improve budgeting and money management skills, and reduce debt
- Find activities, build social networks and avoid isolation, including rebuilding family relationships and developing links with other people, neighbourhoods and community networks
- Take up education, training, employment or volunteering opportunities
- Improve their health and wellbeing and enable them to access health and social care services, including GPs, mental health and drug and alcohol services
- Have their rights and welfare upheld when in contact with the criminal justice system

In the last year, our community-based support services have helped a total of **7,988** people. This includes **4,960** people that we supported with needs relating to housing, income, independence and social inclusion. We helped a further **1,447** people with long term physical and mental health conditions to access services and activities to improve their wellbeing and reduce loneliness and isolation. We supported **657** juveniles and adults with learning difficulties and mental health needs when held in police custody. Our Pantry project has helped **924** people on low incomes to access and prepare low-cost healthy food.

#### CASE STUDY

Adam was in custody when he was referred to CCP's **ATLAS** programme, which provides housing-related support to offenders, prior to their release, who have a significant history of offending and with a housing-related need.

Adam was very anxious about being released, acknowledging that he was highly likely to go back to his 'old ways' if he didn't make the most of the support or secure accommodation. The ATLAS team planned the support with Adam and identified stable accommodation was the key priority, together with specialist intervention to help him 'stay clean' when out of prison. Adam was attending Narcotics Anonymous during his custody and doing so well that he had been assigned as a mentor to other prisoners.

On the day of Adam's release from prison a placement was offered which enabled the ATLAS team to have relevant support in place whilst seeking permanent accommodation through the Council. Many of the basic needs were met through setting Adam up with Housing Benefit, purchasing a mobile phone so he was contactable and buying new clothes to help Adam feel good about himself.

Adam remained keenly focused on recovery and was attending daily meetings. A local Drug & Alcohol charity was contacted who offered Adam a 'dry house'. This was a significantly positive move as it offered Adam both the accommodation and tailored support he needed in the safest environment enabling him to rebuild his life. The ATLAS team secured the deposit through their crisis fund and Adam moved in.

Adam is now thriving. He recently delivered a 'lived experience' presentation to a group of police officers and wishes to build on this by delivering talks to Young Offenders to convey his experiences to young people to try and help them avoid the same pitfalls. Adam remains drug and crime free and is giving support back to the community.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2024

#### ACHIEVEMENT AND PERFORMANCE

##### Family Services

CCP's Family Service provides both preventative early help and intensive bespoke family support interventions to children, young people and their families. We enable families to make positive changes to ensure families are resilient and connected to their wider community. We do this through strength-based whole family support, Positive Parenting training and community support groups. We support family members to:

- Reduce chaotic lifestyles and establish routines such as breakfast before school, homework, reasonable bedtimes, time for parents to relax
- Adopt healthy lifestyles and improve their emotional and physical wellbeing
- Improve relationships between family members, parents and children
- Manage children's behaviour and antisocial behaviour
- Implement evidence-based parenting skills
- Recognise the value of positive play and attachment
- Understand the process and have their voices heard in child protection cases
- Access wider services and engage in community-based activities and peer support groups

In the last year we provided direct support and intervention to **336** families, **221** families attended positive parenting training courses, and we advocated on behalf of **174** families subject to child protection proceedings, making a total of **731** families supported.

##### CASE STUDY

During the delivery of a National Lottery funded **Reaching Families** programme, the team of family workers noticed an increased need for peer support for the wider community of parents in the more rural areas of the county. Typically, rural communities are more isolated, with fewer networks and access to public transport.

Younger families reported struggling with feeling isolated from support and it became increasingly apparent, through consultation, that both a parenting group and a Stay and Play group would be beneficial in connecting and supporting young families in a sustainable way.

CCP partnered with a local school and set up a 10-week parenting programme, offering essential information and advice on topics that families had said they were having difficulty with. Following the course, parents felt they had really benefitted and reported feeling more confident in their abilities.

Parents have since met monthly to continue working together, whilst CCP attend sessions and offer ongoing support.

In addition, a weekly Stay and Play group enabled isolated families to come together and for their children to interact with each other and further their social skills and development. Two CCP volunteers help deliver these sessions and through this resource, the group and CCP are continually reaching out to new families to offer both community support and one-to-one family work for struggling parents.

##### Cost of Living Crisis

The cost of living crisis remains a significant economic challenge for growing numbers of people, with many who reach our doors having nowhere else to turn.

Membership of our Community Pantry has risen by a third in the last year from **149** members to over **200** members visiting weekly. Debt is a significant burden amongst the people we serve, with many taking on debt, often unsecured, to pay rents and for essential living.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2024

#### ACHIEVEMENT AND PERFORMANCE

##### Cost of living crisis - continued

We were heartened, therefore, to be able to assist a small number of individuals with debt that was highly likely to lead to eviction and homelessness through funds raised via the CCP Big Sleepout in the previous year.

Support workers, faced with ever increasing workloads and often insoluble problems to remedy, determine that a family or individual is at risk of losing their home, due to debt, and, where all other avenues have been explored, accessed the Sleepout fund to pay a debt off and as an immediate solution to prevent an episode of homelessness. In total, **43** individual grants were issued totalling **£42,000**. Feedback from fund beneficiaries included:

"Thank you for getting my rent arrears paid, it's so very kind of you, I will always be grateful for your support." V.C.

"Just wanted to inform you that the fridge/freezer has just arrived. The washing machine is delayed but is coming on Monday. We all wanted to say a massive, massive thank you. We can't appreciate it enough." K.D.

"By getting the flooring done it's made a big difference to my mum and sister as they can live normally now, and it prevents them from cold as there was just concrete flooring before. It was a huge help and my mum appreciated it." M.P.

"Honestly, I cannot thank CCP enough, I could honestly cry that someone so kind-hearted like yourself can allow me to see the light at the end of the tunnel." K.T.

We were immensely proud to be chosen by ten-year-old Layla Boydell who walked 13.1 miles in aid of CCP, raising **£2,470.70** towards our Cost-of-Living fund (more than 10 times that of her original goal!). Her actions speak just as loud as her words "...I wanted to raise money for people who are struggling in my community". The funds supported the Community Pantry to ensure it can cope with the increasing membership numbers.

In the process of walking the half marathon, Layla also earned the Charities Interest for the 36th Cheltenham (St Nicholas) Brownies.

##### Social Value - Volunteering

With a strapline of 'Everyone can be someone to someone,' "Be There" emphasises the community driven spirit of volunteering, where volunteering begins as the simple act of 'being a good neighbour'. The public relaunch of "Be There" also coincides with an internal review of volunteering practice to simplify the application process and expedite volunteers into key services.

There is a national downward trend towards both volunteering activity and the quality of experience for those who do volunteer, as set out in the 'Time Well Spent' report released in 2023 by National Council of Voluntary Organisations (NCVO). The key findings from the report indicate that, post pandemic, instances of volunteering for the public are lower, and as little as half within some volunteering activities.

Still, CCP volunteers contributed **7,745** hours in the year, equivalent to an additional **£120,822** in social value.

##### Social Value - Student Placements

In the year, we worked with universities and other education providers to place **41** students across our services to add expertise and capacity. Collectively, they contributed **15,958** additional hours to our service provision, equivalent to an additional **£248,945** of officer time or **8.4** Full Time Equivalent employees.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2024

#### ACHIEVEMENT AND PERFORMANCE

##### Social Value - Fundraising

##### Hamper Scamper

Hamper Scamper was needed this year more than ever to relieve the financial burden of the festive season on families. We were overwhelmed by the support received from the business community and members of the public, who collected, donated, fundraised, and gave their time to support us.

Hamper Scamper delivered **2,049** food hampers and **1,992** children's gifts estimated to be worth **£108,000**. We would like to thank the **284** volunteers who donated **1,218** hours of their time to make it happen, and the businesses, organisations and individuals who donated food and gifts.

Particular thanks go to Grange Park for donating Hamper Scamper HQ, equivalent to a **£38,000** donation in-kind (1 month rent); Go Vehicles who donated a van to be used by Hamper Scamper staff, worth **£1,050**; Iress who developed a new referral portal free of charge, equivalent to a donation of **£5,500**; In The Park who orchestrated a 'bake-a-thon' and managed to bake and hand-decorate **2,000** individual Christmas cakes to go into our hampers, donating all the ingredients and their time free of charge; Officeworx who developed our new-look graphics and hamper design free of charge; Gloucester Carpet Outlet and Cheltenham Christmas Trees who hosted drop off points for donations; and Spirax Sarco who handwrote **2,400** Christmas cards to go into the hampers.

##### Big Sleepout 2024

In January 2024 we hosted members of the business community for the CCP Big Sleep Out. The event generated significant interest and was well-received on the night. **108** participants slept out, and through their fundraising endeavours raised **£57,455** including Gift Aid on the night. When supplemented by the match funding and other pledges, the final total reached the target of **£100,000**.

**£50,000** is earmarked towards the foundation of two homeless pods and we will continue to work with key partners to site these as an enduring legacy of Big Sleep Out 2024. We put on paper our thanks to Brickhampton Golf Course for hosting the event free of charge, as well as to all fundraisers and supporters who have collectively helped to position us to make the pods a reality.

The remaining fund will be distributed throughout the year, with a 2024 crisis fund open to our support staff to provide financial support to those individuals likely to face eviction due to rent and housing-related debt.

##### Pantry Patrons

Through a fundraising campaign to support our Community Pantry to continue to meet the needs of its growing membership, we secured over **£30,000** in additional financial donations to go directly towards stocking our shelves with food, toiletries, and household essentials. In addition, over **£23,000** of goods were donated towards the Pantry via the public and other supporters.

##### Make a House a Home

**£15,000** was donated towards our appeal to provide people accessing our supported accommodation with a personal budget to transform or enhance their living space or to settle into their new home. This has made an impact through:

- Allowing the purchase of soft furnishing, bedding, decorations etc. to help someone feel at home
- Providing activities such as board games and sporting equipment, including refurbishing the gymnasium in one of our properties
- Supporting individuals to pursue their hobbies, including learning musical instruments, and taking part in a sport, through the purchase of necessary equipment

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2024

#### ACHIEVEMENT AND PERFORMANCE

##### Summer Survival Bags

We ran a successful fundraising campaign, which allowed us to coordinate the donation of items to make up 130 'summer survival bags', full of activities to occupy children and families during the summer break, which we know is a stressful time for families on low income and who struggle to afford additional activities to take part in during the school holidays.

##### Outward Bound

With a long and established relationship with Outward Bound, we completed another week-long experience with 8 of the young people receiving support from CCP. From rambling to wild camping, the trip was filled with thrilling activities. The gorge walk proved to be one of the more challenging tasks, but the team stuck to it and helped those who found it tricky to navigate the running waters.

Trips like these develop and inspire young people to be courageous and try things which would have previously been out of their comfort zone. Keeping active throughout the week had a noticeable positive effect on the mental wellbeing of all members and, despite the odd bit of British weather, the team was always positive with smiles on their faces. They were also building resilience and social skills, interacting with likeminded people of all ages and backgrounds, all brought together by CCP.

##### Key Developments and Achievements

In the year we achieved the Charity Excellence Framework quality mark. This is an alternative to the former ISO9001 accreditation, and the award was made following assessment of 310 varied factors relating to income, governance, people, communications, finance, risk, operation, and strategy.

We are truly delighted to have won the Third Sector Employer of the Year Award at the prestigious Investors in People National Awards 2023. We are proud to have been recognised on a national level amongst tough competition drawn from across the UK for our endeavours in fusing together elements of a progressive 21st century workforce, built on welfare and empowering staff, with the principles of delivering flexible, caring services to those who need them. We are planning a celebration locally and will announce details shortly.

#### TRUSTEE RETIREMENT

We would like to extend our heartfelt gratitude to Andrew Piggott for his outstanding dedication and service as CCP Trustee and Treasurer. Andrew joined CCP in 2009, and over the following 15 years, his unwavering commitment, pragmatism, financial stewardship, and strategic insight have been instrumental in guiding CCP towards achieving its mission.

Andrew has been a cornerstone of the organisation, and his contribution has left an indelible mark on our operations and impact. Everyone at CCP is deeply grateful for everything Andrew has done for the charity, and we wish him a long and happy retirement.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2024

#### FINANCIAL REVIEW

##### Investment policy and objectives

The Charity continues to own 340 High Street, valued in these financial statements at £685,000. During the year the Charity invested £100k to refurbish the property, creating additional meeting space and enhancing staff offices. The client accommodation portfolio, funded by the SASC loan of £2,850,000, is valued at £2,777,287, a decrease in value of £96k from 2023.

##### Risk management

Trustees continue to maintain close assessment and management of risk. In current conditions emphasis has been placed on margins, staff welfare, recruitment and salary levels. Budgeting and forecasting are inbuilt and financial spending authorisation set at appropriate levels.

##### Income and expenditure

Details of the charity's financial performance are set out in the Statement of Financial Activities on page 16. Our activities have been reported under two headings - Accommodation Based Support and Community Based Support. These activities are defined in Note 22, in which the purposes of the restricted funds are explained.

Income and expenditure have each increased relative to the previous year, by some £1.84 million (19.3%) and £1.87 million (19.8%) respectively. Expenditure was 99% of income in 2024, against 98% in 2023, reflecting continuing investment in management and control systems.

##### Assets and reserves

Details of the charity's financial position are set out in the Statement of Financial Position on page 17. The principal changes in Fixed Assets are noted above. The deficit for the year of some £28k is reflected in the net reduction to fixed assets with only a minimal change in net current assets, which continues to evidence the tight control of debtors and creditors..

Note 22 explains the spending from funds in the year and the allocation of funds for the following year, with brief supplementary explanation of the purpose of each fund.

##### Reserves Policy

The trustees continue to pay close attention to the level of the Charity's reserves. Trustees have been prudent in reserving four months' core running costs not associated with contract provision, in the event that income streams covering these costs come to an unforeseen halt or reduce to a level where costs are not covered in full. These figures are shown in note 22. Given these considerations, the trustees consider that the level of unrestricted reserves in relation to its running costs is adequate for the Charity's continued operation.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2024

#### FUTURE PLANS

Overarching all future plans is our intention to develop a **long term strategy**, which spans the next decade and beyond, aligning with our purpose of preventing the causes and reducing the impact of family breakdown, youth homelessness and wider social exclusion amongst adults in our communities.

We believe we can do more to:

- **Reduce** family breakdown and, in so doing, reduce the numbers of 16 and 17 year olds requiring supported accommodation
- Take **Inspiration** from children, young people and adults ably lead by our Ambassador Board who are all incredible experts by experience
- Take **Pride** in the strengths we have amassed over some 35 years and build on these
- **Promote** trauma informed practices in all aspects of our provision
- **Lead** more companies, communities and people to support our purpose
- **Embrace** Environmental, Social & Governance practices together with embedding Equality, Diversity & Inclusion across our charity

In the more immediate future there is continuing work to embed '**SPIRIT**', our staff values philosophy, which is poised to become the model for how we reflect upon ourselves, interact with others, and also the standards with which we hold ourselves and each other to account. The next stage is to further embed SPIRIT in everything we do, and to enshrine it in all stages of our staff journey.

We will continue to develop and mature our **Ambassador's Board** for people who have accessed CCP's services to ensure that the voice of those with lived experience is captured and impacts at all levels of our decision-making process.

We will continue to develop our **Quality Framework** to ensure a consistent Platinum Standard is delivered to all our internal and external customers.

Mobilising more individuals and groups to make an impact on their doorsteps through **Volunteering** remains a core focus for us. We will continue to enhance our volunteering offer by creating a unique experience which matches the ambitions and expectations of our volunteers, whilst training and deploying them into environments where they can make a discernible impact.

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Governing document

The charity ("CCP") is incorporated as a company limited by guarantee and therefore it has no share capital. In the event of the company being wound up and the liabilities and winding up expenses being in excess of assets, the liability of each member is limited to £1. It is governed by its Memorandum & Articles of Association dated 19 December 1994, as amended by special resolution on 22 January 1996.

##### Recruitment and appointment of new trustees

The power to appoint new trustees is vested in surviving and continuing trustees. Appropriate procedures for the recruitment and training of new trustees are implemented when required.

##### Organisational Structure

The charity is controlled by a board of trustees, which meets on a regular basis. Names of the trustees are detailed on page 1 of this report. One new trustee was appointed during the year. Day-to-day operations are supervised by a Senior Leadership Team, details of which are given on page 1 of this report.

##### Related Parties

The company is the sole trustee of the Ratcliffe Trust ("The Trust"), itself a registered charity, using the same registration number as CCP. The Ratcliffe Trust is therefore regarded as a subsidiary undertaking of CCP. Since October 2002 the Trust has been inactive. The charity has two wholly-owned subsidiaries, CCP Innovations Limited and CCP Homes Limited, which have always been and remain dormant.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2024

#### STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Caring for Communities and People for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:


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

#### AUDITORS

The auditors, BK Plus Audit Limited (Statutory Auditor), formerly Andorran Limited (Statutory Auditor), will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 25 July 2024 and signed on its behalf by:



T Czapski - Trustee

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CARING FOR COMMUNITIES AND PEOPLE

### **Opinion**

We have audited the financial statements of Caring for Communities and People (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

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

### **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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable 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 trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CARING FOR COMMUNITIES AND PEOPLE

### **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 Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

### **Responsibilities of trustees**

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

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

### **Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

- enquiries of management including a pre audit meeting;
- obtaining and reviewing supporting documentation of policies concerning the laws and regulations applicable to the charity's business;
- understanding how the charitable company complies with its regulatory framework by making enquiries of management ;
- considering the culture inherent in the company and whether this represents a culture of honesty and ethical behaviour with a strong emphasis of detection and prevention of fraud.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
CARING FOR COMMUNITIES AND PEOPLE**

**Auditors' responsibilities for the audit of the financial statements - continued**

We assessed the susceptibility of the charitable company's financial statements to material misstatement and considered how fraud might occur. The audit procedures performed included, but were not limited to:

- challenging management assumptions and estimates;
- identifying and testing unusual journal entries;
- assessing how the relevant laws and regulations have been complied with and noting any instances of non compliance;
- reviewing the financial statements for compliance with relevant Accounting Standards and accounting legislation applicable to a charity;
- considering how those charged with governance have addressed the possibility of an override of essential controls or other influence over the financial reporting processes.

In addition, we also considered other non financial laws relevant to the charitable company. These do not necessarily have a direct influence on the financial statements but might affect the charitable company's ability to operate.

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

**Use of our report**

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



Roger Downes FCA (Senior Statutory Auditor)  
for and on behalf of BK Plus Audit Limited (Statutory Auditor)  
6 Manor Park Business Centre  
Mackenzie Way  
Cheltenham  
Gloucestershire  
GL51 9TX

25 July 2024

**CARING FOR COMMUNITIES AND PEOPLE**

**STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2024**

	Notes	Unrestricted funds £	Restricted funds £	Endowment fund £	31.3.24 Total funds £	31.3.23 Total funds £
<b>INCOME FROM</b>						
Donations and legacies	2	136,250	105,079	-	241,329	144,927
<b>Charitable activities</b>						
Charitable Activities	5	42,983	11,055,868	-	11,098,851	9,363,433
Other trading activities	3	2	25,313	-	25,315	35,667
Investment income	4	25,742	-	-	25,742	1,985
Other income	6	-	18,634	-	18,634	135,400
<b>Total</b>		<u>204,977</u>	<u>11,204,894</u>	<u>-</u>	<u>11,409,871</u>	<u>9,681,412</u>
<b>EXPENDITURE ON</b>						
<b>Charitable activities</b>						
Charitable Activities	7	250,873	11,072,570	-	11,323,443	9,455,256
Property revaluation release	10	-	114,969	-	114,969	30,000
<b>Total</b>		<u>250,873</u>	<u>11,187,539</u>	<u>-</u>	<u>11,438,412</u>	<u>9,485,256</u>
<b>NET INCOME/(EXPENDITURE)</b>						
Transfers between funds	22	(45,896)	17,355	-	(28,541)	196,156
		93,691	(93,691)	-	-	-
<b>Net movement in funds</b>		<u>47,795</u>	<u>(76,336)</u>	<u>-</u>	<u>(28,541)</u>	<u>196,156</u>
<b>RECONCILIATION OF FUNDS</b>						
Total funds brought forward		1,751,949	239,641	-	1,991,590	1,795,434
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>1,799,744</u></u>	<u><u>163,305</u></u>	<u><u>-</u></u>	<u><u>1,963,049</u></u>	<u><u>1,991,590</u></u>

The notes form part of these financial statements

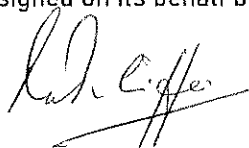
**CARING FOR COMMUNITIES AND PEOPLE**

**STATEMENT OF FINANCIAL POSITION  
31 MARCH 2024**

	Notes	Unrestricted funds £	Restricted funds £	Endowment fund £	31.3.24 Total funds £	31.3.23 Total funds £
<b>FIXED ASSETS</b>						
Tangible assets	15	750,161	3,009,858	84,850	3,844,869	3,868,214
Investments	16	2	-	-	2	2
		<u>750,163</u>	<u>3,009,858</u>	<u>84,850</u>	<u>3,844,871</u>	<u>3,868,216</u>
<b>CURRENT ASSETS</b>						
Debtors	17	54,746	476,642	-	531,388	522,340
Cash at bank		1,055,483	489,481	-	1,544,964	1,359,654
		<u>1,110,229</u>	<u>966,123</u>	<u>-</u>	<u>2,076,352</u>	<u>1,881,994</u>
<b>CREDITORS</b>						
Amounts falling due within one year	18	(60,648)	(962,676)	-	(1,023,324)	(796,392)
		<u>1,049,581</u>	<u>3,447</u>	<u>-</u>	<u>1,053,028</u>	<u>1,085,602</u>
<b>NET CURRENT ASSETS</b>						
		<u>1,049,581</u>	<u>3,447</u>	<u>-</u>	<u>1,053,028</u>	<u>1,085,602</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>						
		<u>1,799,744</u>	<u>3,013,305</u>	<u>84,850</u>	<u>4,897,899</u>	<u>4,953,818</u>
<b>CREDITORS</b>						
Amounts falling due after more than one year	19	-	(2,850,000)	(84,850)	(2,934,850)	(2,962,228)
		<u>1,799,744</u>	<u>163,305</u>	<u>-</u>	<u>1,963,049</u>	<u>1,991,590</u>
<b>NET ASSETS</b>						
		<u>1,799,744</u>	<u>163,305</u>	<u>-</u>	<u>1,963,049</u>	<u>1,991,590</u>
<b>FUNDS</b>						
Unrestricted funds	22				1,799,744	1,751,949
Restricted funds					163,305	239,641
					<u>1,963,049</u>	<u>1,991,590</u>
<b>TOTAL FUNDS</b>						
					<u>1,963,049</u>	<u>1,991,590</u>

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 25 July 2024 and were signed on its behalf by:



M R Ratcliffe MBE - Trustee

**CARING FOR COMMUNITIES AND PEOPLE**

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2024**

	Notes	31.3.24 £	31.3.23 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	328,663	159,530
Interest paid		(5,304)	(17,332)
Net cash provided by operating activities		323,359	142,198
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(397,766)	(847,598)
Sale of tangible fixed assets		233,975	530,000
Interest received		25,742	1,985
Net cash used in investing activities		(138,049)	(315,613)
<b>Cash flows from financing activities</b>			
New loans in year		-	700,000
Loan repayments in year		-	(468,841)
Net cash provided by financing activities		-	231,159
<b>Change in cash and cash equivalents in the reporting period</b>			
		185,310	57,744
<b>Cash and cash equivalents at the beginning of the reporting period</b>		1,359,654	1,301,910
<b>Cash and cash equivalents at the end of the reporting period</b>		1,544,964	1,359,654

The notes form part of these financial statements

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2024**

**1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	31.3.24 £	31.3.23 £
<b>Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)</b>	(28,541)	196,156
<b>Adjustments for:</b>		
Depreciation charges	99,048	86,746
Profit on disposal of fixed assets	(8,247)	(50,000)
Interest received	(25,742)	(1,985)
Interest paid	5,304	17,332
Property revaluation	96,335	(85,400)
(Increase)/decrease in debtors	(9,048)	165,435
Increase/(decrease) in creditors	199,554	(168,754)
<b>Net cash provided by operations</b>	<u>328,663</u>	<u>159,530</u>

**2. ANALYSIS OF CHANGES IN NET DEBT**

	At 1.4.23 £	Cash flow £	At 31.3.24 £
<b>Net cash</b>			
Cash at bank	1,359,654	185,310	1,544,964
	<u>1,359,654</u>	<u>185,310</u>	<u>1,544,964</u>
<b>Debt</b>			
Debts falling due after 1 year	(2,850,000)	-	(2,850,000)
	<u>(2,850,000)</u>	<u>-</u>	<u>(2,850,000)</u>
<b>Total</b>	<u>(1,490,346)</u>	<u>185,310</u>	<u>(1,305,036)</u>

## CARING FOR COMMUNITIES AND PEOPLE

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

#### 1. ACCOUNTING POLICIES

##### **Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

##### **Preparation of consolidated financial statements**

The financial statements contain information about Caring for Communities and People as an individual company and do not contain financial information as the parent of a group. The charity is exempt under Section 399 (2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

##### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

##### **Donations and legacies**

Donations are recognised when the Charity has been notified in writing of both the amount and the settlement date. In the event that a donation is subject to conditions that require a level of performance by the Charity before the Charity is entitled to the funds, the income is deferred and not recognised until either these conditions are fully met, or the fulfilment of those conditions is wholly within the control of the Charity and it is probable that these conditions will be fulfilled in the reporting period.

Income from legacies is recognised where evidence of entitlement exists, the value is measurable with sufficient reliability, and on the earlier of the date of receipt of finalised estate accounts or the date of payment.

##### **Grants**

Grants including government grants are recognised when the Charity is entitled to receipt. Where entitlement occurs before the income is received, the income is accrued.

##### **Operational rents**

Rents are recorded as income in respect of the period to which they relate.

##### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

##### **Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- at varying rates on cost
Motor vehicles	- at varying rates on cost

## CARING FOR COMMUNITIES AND PEOPLE

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2024

#### 1. ACCOUNTING POLICIES - continued

##### **Tangible fixed assets**

Individual fixed assets costing £1,000 or more or, at the discretion of the trustees, costing a lower amount are capitalised at cost. Leasehold refurbishments are only capitalised when there is deemed by the trustees to be any lasting value to the work. Freehold property is carried at annual valuation and is not depreciated.

##### **Taxation**

As a recognised charity, the charity is exempt from Corporation Tax so far as it relates to its charitable objects. It is not, however, exempt from VAT, and irrecoverable VAT is included in the cost of those items to which it relates.

##### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Designated funds are unrestricted funds that have been set aside by the trustees for specific purposes and are not available towards the core running costs of the charity.

Restricted funds can only be used for restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes.

##### **Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2024**

**2. DONATIONS AND LEGACIES**

<b>Individual Donors</b>	£
D Herrington	8,000
R Ryan	5,015
R Holt	3,750
P Baker	2,000
S Brown	1,320
J Anderson	1,250
T Czapski	1,200
S Adamson	1,200
A Young	1,200
G Ward	1,185
Individual donors under £1,000	33,291
	=====
	59,411
	=====
<b>Community and Staff Fundraisers</b>	£
M Burke	2,367
S Daly	2,030
D Stevens	1,700
I Smith	1,636
C Mountain	1,625
Z Davis	1,570
S Doig	1,555
E George	1,409
T Le Grand	1,365
G Tatham-Losh	1,355
J Rathbone	1,350
C Ray	1,165
Fundraisers under £1,000	11,545
	=====
	30,672
	=====
<b>Corporate Donors</b>	£
Ecctis Ltd	50,297
Ecclesiastical Insurance Office plc	4,328
The Johnnie Johnson Trust	3,869
Atkins Realis	3,500
Brave HCG Ltd	3,132
Apt Marketing & PR	3,097
Greenfields Ltd	2,320
i2i Recruitment Limited	2,302
Novus Property Solutions Ltd	2,180
HCR Legal LLP	1,969
SLG Brands Ltd	1,940
Rockwealth LLP	1,800
Prosperity Care & Wellbeing Ltd	1,560
Fioro Lounge	1,355
St. James's Place	1,250
Circle 2 Success	1,246
Midcounties Co-operative	1,110
Abbey Business Interiors Limited	1,055
Renishaw plc	1,000
Mack Group	1,000

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2024**

**2. DONATIONS AND LEGACIES - continued**

Benefact Group plc	1,000	
Others under £1,000	9,342	
	=====	
	100,652	
	=====	

<b>Churches, clubs etc</b>	<b>£</b>	
Ride to Rugby	17,467	
Sumner Wilson Charitable Trust	3,750	
Cheltenham Rotary Club	1,450	
St Nicolas Church Prestbury	1,089	
The Prestbury United Charities	1,000	
Others under £1,000	1,905	
	=====	
	26,661	
	=====	

Total Donations 217,396

HMRC Gift Aid 23,934

Total Donations and Legacies 241,330

**3. OTHER TRADING ACTIVITIES**

	31.3.24	31.3.23
	£	£
Miscellaneous income	25,315	35,667
	<u>          </u>	<u>          </u>

**4. INVESTMENT INCOME**

	31.3.24	31.3.23
	£	£
Deposit account interest	25,742	1,985
	<u>          </u>	<u>          </u>

CARING FOR COMMUNITIES AND PEOPLE

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2024

5. INCOME FROM CHARITABLE ACTIVITIES

		31.3.24	31.3.23
	Activity	£	£
Grants	Charitable Activities	8,274,776	7,308,255
Operational rents received	Charitable Activities	2,824,075	2,055,178
		<u>11,098,851</u>	<u>9,363,433</u>

Grants received, included in the above, are as follows:

	31.3.24	31.3.23
	£	£
Gloucestershire County Council	3,189,497	2,449,216
Herefordshire Council	989,824	952,003
Bristol City Council	731,643	1,057,181
Swindon Borough Council	482,631	361,073
NHS Gloucestershire	373,227	371,698
Worcester City Council	348,105	419,706
South Gloucestershire Council	339,553	341,750
Primary Care Network Cheltenham Central	238,964	192,251
Wiltshire Council	232,513	177,137
Dorset Council	211,388	-
Wychavon District Council	189,235	135,000
Bournemouth, Christchurch and Poole Council	158,769	137,756
Big Lottery Fund	149,708	158,661
Primary Care Network Mythe Medical Practice	136,369	132,230
Redditch Borough Council	90,936	75,246
Cheltenham Borough Council	72,363	33,900
Teignbridge District Council	60,000	30,000
Aspire Foundation	41,892	40,843
Oakwood School	41,892	35,850
Spirax Sarco Engineering Plc	29,680	-
Bromsgrove District Council	27,852	25,086
Rooftop Housing Association	26,466	26,198
Tewkesbury Borough Council	20,000	26,000
University of Gloucestershire	16,500	5,600
Active Gloucestershire	13,000	-
University of Worcester	10,795	7,000
Malvern Hills District Council	7,380	-
Fluck Convalescent Fund	7,057	7,416
London Borough of Havering	-	28,543
Police and Crime Commissioner for Wiltshire	-	10,000
Herefordshire Community Foundation	-	7,500
E F Bulmer Benevolent Fund	-	7,289
Aspire Gloucestershire Ltd	-	5,266
Oxfordshire Council	-	3,509
University of the West of England	-	2,800
University of Bristol	-	2,800
Others less than £5,000	37,537	41,747
	<u>8,274,776</u>	<u>7,308,255</u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2024**

<b>6. OTHER INCOME</b>		31.3.24	31.3.23
		£	£
Gain on sale of tangible fixed assets		18,634	50,000
Gain on property revaluation		-	85,400
		<u>18,634</u>	<u>135,400</u>
<b>7. CHARITABLE ACTIVITIES COSTS</b>			
	Direct Costs (see note 8)	Support costs (see note 9)	Totals
	£	£	£
Charitable Activities	<u>11,317,207</u>	<u>6,236</u>	<u>11,323,443</u>
<b>8. DIRECT COSTS OF CHARITABLE ACTIVITIES</b>		31.3.24	31.3.23
		£	£
Staff costs		7,574,179	6,579,992
Direct client costs		232,269	141,602
Property costs		1,055,809	777,039
Equipment costs		289,942	177,858
Administration costs		289,393	248,041
Professional fees		871,596	694,569
Other staff expenditure		850,601	696,242
Vehicle costs		38,679	29,844
Depreciation		99,048	86,746
Loss on sale of assets		10,387	-
Interest payable and similar charges		5,304	17,332
		<u>11,317,207</u>	<u>9,449,265</u>
<b>9. SUPPORT COSTS</b>			Governance costs
			£
Charitable Activities			<u>6,236</u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2024**

**9. SUPPORT COSTS - continued**

Support costs, included in the above, are as follows:

**Governance costs**

	31.3.24 Charitable Activities £	31.3.23 Total activities £
Auditors' remuneration	6,236	5,991
	<u>6,236</u>	<u>5,991</u>

**10. PROPERTY REVALUATION RELEASE**

	31.3.24 £	31.3.23 £
Revaluation loss on property	114,969	30,000
	<u>114,969</u>	<u>30,000</u>

**11. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	31.3.24 £	31.3.23 £
Auditors' remuneration	6,236	5,991
Depreciation - owned assets	99,048	86,746
Surplus on disposal of fixed assets	(8,247)	(50,000)
	<u>97,037</u>	<u>42,737</u>

**12. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

The key management personnel of the charity comprise the trustees, the Chief Executive Officer, Chief Operating Officer, Finance Director, Business Development Director, ABS Director, CBS Director, Facilities Director, Social Value and Engagement Director and People Services Director. The total employee benefits of the key management personnel of the Charity were £597,369 (2023: £566,042).

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 March 2024 nor for the year ended 31 March 2023.

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2024**

**13. STAFF COSTS**

	31.3.24	31.3.23
	£	£
Wages and salaries	6,779,623	5,890,012
Social security costs	571,169	496,175
Other pension costs	223,387	193,805
	<u>7,574,179</u>	<u>6,579,992</u>

The average monthly number of employees during the year was as follows:

	31.3.24	31.3.23
Management and administration	39	39
Charitable Activities	228	212
	<u>267</u>	<u>251</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	31.3.24	31.3.23
£60,001 - £70,000	3	2
£70,001 - £80,000	-	1
£80,001 - £90,000	1	-
	<u>4</u>	<u>3</u>

**14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £	Restricted funds £	Endowment fund £	Total funds £
<b>INCOME FROM</b>				
Donations and legacies	108,437	36,490	-	144,927
<b>Charitable activities</b>				
Charitable Activities	23,480	9,339,953	-	9,363,433
Other trading activities	10,925	24,742	-	35,667
Investment income	1,985	-	-	1,985
Other income	50,000	85,400	-	135,400
<b>Total</b>	<u>194,827</u>	<u>9,486,585</u>	<u>-</u>	<u>9,681,412</u>
<b>EXPENDITURE ON</b>				
<b>Charitable activities</b>				
Charitable Activities	298,988	9,156,268	-	9,455,256
Property revaluation release	30,000	-	-	30,000
<b>Total</b>	<u>328,988</u>	<u>9,156,268</u>	<u>-</u>	<u>9,485,256</u>
<b>NET INCOME/(EXPENDITURE)</b>	(134,161)	330,317	-	196,156

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2024**

**14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

	Unrestricted funds £	Restricted funds £	Endowment fund £	Total funds £
<b>Transfers between funds</b>	254,154	(254,154)	-	-
<b>Net movement in funds</b>	119,993	76,163	-	196,156
<b>RECONCILIATION OF FUNDS</b>				
Total funds brought forward	1,631,956	163,478	-	1,795,434
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>1,751,949</u>	<u>239,641</u>	<u>-</u>	<u>1,991,590</u>

**15. TANGIBLE FIXED ASSETS**

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST OR VALUATION</b>				
At 1 April 2023	3,558,922	526,733	50,150	4,135,805
Additions	215,000	173,566	9,200	397,766
Disposals	(215,300)	(54,062)	(8,990)	(278,352)
Revaluations	(96,335)	-	-	(96,335)
Reclassification	-	(17,500)	-	(17,500)
At 31 March 2024	<u>3,462,287</u>	<u>628,737</u>	<u>50,360</u>	<u>4,141,384</u>
<b>DEPRECIATION</b>				
At 1 April 2023	-	235,206	32,385	267,591
Charge for year	-	89,783	9,265	99,048
Eliminated on disposal	-	(47,678)	(4,946)	(52,624)
Reclassification/transfer	-	(17,500)	-	(17,500)
At 31 March 2024	<u>-</u>	<u>259,811</u>	<u>36,704</u>	<u>296,515</u>
<b>NET BOOK VALUE</b>				
At 31 March 2024	<u>3,462,287</u>	<u>368,926</u>	<u>13,656</u>	<u>3,844,869</u>
At 31 March 2023	<u>3,558,922</u>	<u>291,527</u>	<u>17,765</u>	<u>3,868,214</u>

Cost or valuation at 31 March 2024 is represented by:

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Totals £
Valuation in 2022	195,125	-	-	195,125
Valuation in 2023	85,400	-	-	85,400
Valuation in 2024	(96,335)	-	-	(96,335)
Cost	<u>3,278,097</u>	<u>628,737</u>	<u>50,360</u>	<u>3,957,194</u>
	<u>3,462,287</u>	<u>628,737</u>	<u>50,360</u>	<u>4,141,384</u>

## CARING FOR COMMUNITIES AND PEOPLE

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2024

#### 15. TANGIBLE FIXED ASSETS - continued

One of the company's properties that is used for its own activities was valued by ETP Property Consultants in February 2020 and this valuation was adopted as the valuation figure and carried at that value in the financial statements to 31 March 2020, 2021, 2022 and 2023. The trustees have considered the carrying value at 31 March 2024 and determined that, in their view, there has been no material change to that valuation.

Another of the properties that was used for the charity's own activities was sold in the year to 31 March 2023.

Three properties were purchased in the year to 31 March 2021, eight more in the year to 31 March 2022, two in the year to 31 March 2023 and one property was sold and another purchased in the current year, as part of the charity's Independent Living Service provision. The trustees consider that the value of these properties has reduced beyond the previous valuation and have therefore determined to carry these properties in the financial statements at 31 March 2024 at a revalued amount that they have established by reference to market research into residential property values in the areas that the properties are located, save for one property purchased in the year, which is included at cost.

#### 16. FIXED ASSET INVESTMENTS

The fixed asset investments at 31 March 2024 are £2, being the whole of the issued share capital of CCP Innovations Limited (£1) and the whole of the issued share capital of CCP Homes Ltd (£1). Both are dormant companies that have never traded.

The company also has a subsidiary charity called The Ratcliffe Trust which was inactive during the year and has reserves of £84,850 at both 31 March 2024 and 31 March 2023.

#### 17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24	31.3.23
	£	£
Trade debtors	343,445	392,797
Other debtors	1,453	2,098
Prepayments and accrued income	186,490	127,445
	<u>531,388</u>	<u>522,340</u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2024**

**18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.3.24	31.3.23
	£	£
Trade creditors	101,657	99,410
Social security and other taxes	140,941	113,489
Other creditors	144,586	103,830
Accrued expenses	314,398	207,884
Deferred income	321,742	271,779
	1,023,324	796,392

**19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	31.3.24	31.3.23
	£	£
Other loans (see note 20)	2,850,000	2,850,000
Amounts owed to group undertakings	84,850	84,850
Accrued expenses	-	27,378
	2,934,850	2,962,228

The accrued expenses represent interest that will become payable to The Community Investment Fund L.P. at the end of the loan period in 2030 - see note 20 below.

**20. LOANS**

An analysis of the maturity of loans is given below:

	31.3.24	31.3.23
	£	£
Amounts falling due in more than five years:		
Repayable otherwise than by instalments:		
Other loan	2,850,000	2,850,000

The other loan is funding from The Community Investment Fund L.P., a fund of Social and Sustainable Capital LLP, as part of the programme for acquisition of properties for use in the charity's Independent Living Service. The loan is repayable in 2030 and bears interest at a commercial rate.

**21. SECURED DEBTS**

The following secured debts are included within creditors:

	31.3.24	31.3.23
	£	£
Mortgage	2,850,000	2,850,000

Legal charges dated 19 July 2016 and 8 September 2016 over the charity's two original freehold properties were granted in favour of Lloyds Bank plc as part of the charity's loan facilities with the bank. These were satisfied in the year.

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2024**

**21. SECURED DEBTS - continued**

A charge dated 4 January 2020 has been granted to The Community Investment Fund L.P. over one of the company's bank accounts. Subsequently charges have been granted individually to The Community Investment Fund L.P. over the charity's thirteen Independent Living Service properties purchased during the years to 31 March 2021, 2022, 2023 and 2024.

**22. MOVEMENT IN FUNDS**

	At 1.4.23 £	Net movement in funds £	Transfers between funds £	At 31.3.24 £
<b>Unrestricted funds</b>				
General fund	648,345	210,325	(98,737)	759,933
Unrestricted revaluation fund	145,000	-	-	145,000
Property Maintenance	60,000	(64,393)	55,393	51,000
Depreciation	100,000	(90,669)	90,669	100,000
Expansion of SRol	4,300	(3,750)	(550)	-
Regulatory Professional Fees	10,000	(11,000)	1,000	-
Running Costs	547,604	-	82,207	629,811
System Development	30,000	(1,205)	(3,795)	25,000
CBS Senior Managers and Volunteer Coordinator	62,500	(16,338)	21,838	68,000
Apprenticeship	6,600	(6,799)	199	-
Training and Development Manager	27,000	(12,407)	(14,593)	-
Data and Reporting Expert	23,600	-	(2,600)	21,000
Quality Manager	35,000	(15,311)	(19,689)	-
Registered Manager (ILS/Ofsted)	52,000	(34,349)	(17,651)	-
	<u>1,751,949</u>	<u>(45,896)</u>	<u>93,691</u>	<u>1,799,744</u>
<b>Restricted funds</b>				
Restricted revaluation fund	215,525	(114,969)	-	100,556
Community Based Support	24,116	71,001	(32,368)	62,749
Accommodation Based Support	-	61,323	(61,323)	-
	<u>239,641</u>	<u>17,355</u>	<u>(93,691)</u>	<u>163,305</u>
<b>TOTAL FUNDS</b>	<u><u>1,991,590</u></u>	<u><u>(28,541)</u></u>	<u><u>-</u></u>	<u><u>1,963,049</u></u>

CARING FOR COMMUNITIES AND PEOPLE

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2024

22. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	204,977	5,348	210,325
Property Maintenance	-	(64,393)	(64,393)
Depreciation	-	(90,669)	(90,669)
Expansion of SRol	-	(3,750)	(3,750)
Regulatory Professional Fees	-	(11,000)	(11,000)
System Development	-	(1,205)	(1,205)
CBS Senior Managers and Volunteer Coordinator	-	(16,338)	(16,338)
Apprenticeship	-	(6,799)	(6,799)
Training and Development Manager	-	(12,407)	(12,407)
Quality Manager	-	(15,311)	(15,311)
Registered Manager (ILS/Ofsted)	-	(34,349)	(34,349)
	<u>204,977</u>	<u>(250,873)</u>	<u>(45,896)</u>
<b>Restricted funds</b>			
Restricted revaluation fund	-	(114,969)	(114,969)
Community Based Support	4,404,770	(4,333,769)	71,001
Accommodation Based Support	6,800,124	(6,738,801)	61,323
	<u>11,204,894</u>	<u>(11,187,539)</u>	<u>17,355</u>
<b>TOTAL FUNDS</b>	<u><u>11,409,871</u></u>	<u><u>(11,438,412)</u></u>	<u><u>(28,541)</u></u>

CARING FOR COMMUNITIES AND PEOPLE

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2024

22. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.22 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
<b>Unrestricted funds</b>				
General fund	595,656	124,517	(71,828)	648,345
Unrestricted revaluation fund	175,000	(30,000)	-	145,000
Property Maintenance	85,000	(46,476)	21,476	60,000
Consultancy Fees	20,000	(10,630)	(9,370)	-
Depreciation	100,000	(84,927)	84,927	100,000
Expansion of SRol	20,000	(5,647)	(10,053)	4,300
Marketing	15,000	(3,115)	(11,885)	-
Regulatory Professional Fees	15,000	(3,669)	(1,331)	10,000
Running Costs	476,300	-	71,304	547,604
System Development	25,000	(949)	5,949	30,000
Training	20,000	(14,400)	(5,600)	-
CBS Senior Managers and Volunteer Coordinator	35,000	(37,179)	64,679	62,500
Apprenticeship	15,000	(3,136)	(5,264)	6,600
Training and Development Manager	35,000	(18,550)	10,550	27,000
Data and Reporting Expert	-	-	23,600	23,600
Quality Manager	-	-	35,000	35,000
Registered Manager (ILS/Ofsted)	-	-	52,000	52,000
	<u>1,631,956</u>	<u>(134,161)</u>	<u>254,154</u>	<u>1,751,949</u>
<b>Restricted funds</b>				
Restricted revaluation fund	130,125	85,400	-	215,525
Community Based Support	33,353	52,231	(61,468)	24,116
Accommodation Based Support	-	192,686	(192,686)	-
	<u>163,478</u>	<u>330,317</u>	<u>(254,154)</u>	<u>239,641</u>
<b>TOTAL FUNDS</b>	<u><u>1,795,434</u></u>	<u><u>196,156</u></u>	<u><u>-</u></u>	<u><u>1,991,590</u></u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2024**

**22. MOVEMENT IN FUNDS - continued**

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	194,824	(70,307)	124,517
Unrestricted revaluation fund	-	(30,000)	(30,000)
Property Maintenance	-	(46,476)	(46,476)
Consultancy Fees	2	(10,632)	(10,630)
Depreciation	1	(84,928)	(84,927)
Expansion of SRol	-	(5,647)	(5,647)
Marketing	-	(3,115)	(3,115)
Regulatory Professional Fees	-	(3,669)	(3,669)
System Development	-	(949)	(949)
Training	-	(14,400)	(14,400)
CBS Senior Managers and Volunteer Coordinator	-	(37,179)	(37,179)
Apprenticeship	-	(3,136)	(3,136)
Training and Development Manager	-	(18,550)	(18,550)
	<u>194,827</u>	<u>(328,988)</u>	<u>(134,161)</u>
<b>Restricted funds</b>			
Restricted revaluation fund	85,400	-	85,400
Community Based Support	3,787,546	(3,735,315)	52,231
Accommodation Based Support	5,613,639	(5,420,953)	192,686
	<u>9,486,585</u>	<u>(9,156,268)</u>	<u>330,317</u>
<b>TOTAL FUNDS</b>	<u><u>9,681,412</u></u>	<u><u>(9,485,256)</u></u>	<u><u>196,156</u></u>

The **designated funds** are in respect of:

**Property Maintenance**

Fund for maintenance and refurbishment of the charity's properties.

**Consultancy fees**

Professional fees relating to quality management and consultancy systems.

**Depreciation**

Allowance for depreciation on fixed assets that increased significantly in the year ended 31 March 2021 due to setting staff up to work from home during the pandemic.

**Expansion of SRol**

Funding to support the rollout across CCP of the current SRol model.

**Marketing**

Production of Microsite Annual Report. Annual budget and equipment purchases to support the expansion of the engagement manager and the digital communication officer roles.

**Regulatory Professional Fees**

Fund to provide the professional services to support us in our application to become a Registered Provider (RP) and Ofsted registration.

## CARING FOR COMMUNITIES AND PEOPLE

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2024

#### 22. MOVEMENT IN FUNDS - continued

##### **Running Costs**

To cover four months' core running costs not associated with contract provision in the event that income streams covering these costs come to an unforeseen halt or reduce to a level where costs are not covered in full.

##### **System Development**

Investment in managed cloud software to meet business needs relating to finance and HR management.

##### **Training**

Funds set aside to upskill SLT members through Quolux, which is a bespoke Leadership package that will develop a range of leadership skills over the next year. An additional training budget to supplement the introduction of new training pathways across the organisation, allowing staff to access mandatory and ancillary training.

##### **CBS Senior Managers and Volunteer Coordinator**

Fund for the post of additional senior managers and a volunteer coordinator to lead on the Family side of Community Based Support and to contribute to our social value commitments.

##### **Apprenticeship**

To provide an apprenticeship opportunity for the South Gloucestershire Early Help contract service.

##### **Training and Development Manager**

Additional support to ensure that incoming staff are inducted, with a strong offer in terms of continuous professional development through the oversight of training pathways. As well as ensuring compliance with all mandatory training.

##### **Data and Reporting Expert**

Hybrid role to manage Advice Pro, internal data and reporting to commissioners and SRoL.

##### **Quality Manager**

Additional post to improve quality processes and internal audits.

##### **Registered Manager**

Additional capacity and experience to comply with Ofsted regulation.

The **restricted funds** are in respect of:

##### **Community-Based Support**

Community-Based Support aims to improve the quality of people's lives by assisting them to maintain their accommodation, promoting independent living and encouraging people to build on their existing strengths and staying well. Incorporated in this is our preventative family Support team, providing assistance to children, young people and families facing crises or on-going struggles that may lead to youth homelessness.

##### **Accommodation-Based Support**

Accommodation-Based Support provides integrated housing, training, education, employment, advice and support services for vulnerable and homeless people, promoting independent living and encouraging people to build on their existing strengths and staying well.

## CARING FOR COMMUNITIES AND PEOPLE

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2024

#### 22. MOVEMENT IN FUNDS - continued

##### Transfers between funds

Transfers are made between restricted and unrestricted funds at the end of every accounting period in cases where:

i) the activity of the restricted fund has come to an end and there is an unspent balance that is not repayable to the funder(s), when the surplus is transferred to unrestricted funds; and

ii) the restricted fund is in deficit and has either come to an end or there is no prospect of a surplus in a later period, when the deficit is eliminated by transfer from unrestricted funds.

#### 23. CONTINGENT LIABILITIES

Various funders retain the right to claw back grants should the use of the funds not be in accordance with the terms of the grant. In the opinion of the trustees, no such liability exists at the year end.

#### 24. CAPITAL COMMITMENTS

	31.3.24	31.3.23
	£	£
Contracted but not provided for in the financial statements	-	-
Authorised but not committed at the year end	-	93,622

#### 25. RELATED PARTY DISCLOSURES

During the year the charity paid motor insurance to an insurance broking company owned and managed by one of the trustees. The premium paid in the year to 31 March 2024 was £8,354 (2023: £5,983), on which the related party earned commission of £357 (2023: £251).

During the year the charity paid £3,206 (2023: £4,768) for room hire and £nil (2023: £710) for training costs on commercial terms offered to other charities to a charity of which one of the trustees is also a trustee.

During the year, the charity received grants on an arm's length basis from the Aspire Foundation, where one of the Senior Management Team is a Governor.

During the year, the charity rented a property that is jointly-owned by a member of the Senior Leadership Team for use in its Independent Living Service on an arms length basis.

**Caring for Communities and People**

England & Wales - Charity number 1043143

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# Accounts

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REGISTERED COMPANY NUMBER: 03002869 (England and Wales)  
REGISTERED CHARITY NUMBER: 1043143

REPORT OF THE TRUSTEES AND  
AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023  
FOR

CARING FOR COMMUNITIES AND PEOPLE



**CARING FOR COMMUNITIES AND PEOPLE**

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FOR THE YEAR ENDED 31 MARCH 2023**

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**CARING FOR COMMUNITIES AND PEOPLE**

**REFERENCE AND ADMINISTRATIVE DETAILS  
FOR THE YEAR ENDED 31 MARCH 2023**

<b>TRUSTEES</b>	M R Ratcliffe MBE A Piggott I J Salter T Czapski K J Morgan OBE DL A M Lea D M Stevens
<b>COMPANY SECRETARY</b>	A Piggott
<b>REGISTERED OFFICE</b>	Wolseley House Oriel Road Cheltenham Gloucestershire GL50 1TH
<b>REGISTERED COMPANY NUMBER</b>	03002869 (England and Wales)
<b>REGISTERED CHARITY NUMBER</b>	1043143
<b>AUDITORS</b>	Andorran Limited (Statutory Auditor) Chartered Accountants 6 Manor Park Business Centre Mackenzie Way Cheltenham Gloucestershire GL51 9TX
<b>PATRON</b>	The Lord Bird MBE
<b>SENIOR LEADERSHIP TEAM</b>	Cordell Ray MBE - CEO Gareth Edwards - Chief Operating Officer Amanda McPeake - Finance Director Nigel McPeake - Business Devel. Director Max Larcombe - Director of ABS Ramona Ray - Director of CBS Ryan Major - Facilities Director  Daniel Chun - Director of Social value and Engagement Gillian Williams - Director of People Services

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and aims**

The principal objectives of the charity as defined in the Memorandum of Association are to provide assistance for socially deprived young people, particularly those aged from 16 to 25 years; to provide accommodation for homeless persons; to provide for those in financial need; and to provide care, support and resettlement advice to those in need or at risk.

In order to achieve the objectives, the charity has set out a series of statements:

##### **Our Vision:**

Our vision is of a caring, supportive and inclusive society.

##### **Our Purpose:**

Our purpose is to prevent the causes and reduce the effects of homelessness, family breakdown and exclusion.

##### **Our Mission:**

Our mission is to support:

- safe and stable homes;
- strong families and communities;
- health and wellbeing;
- independence and resilience;
- social and financial inclusion.

##### **Our Beliefs:**

We believe:

- everyone should have a place they can call home;
- everyone has the power to change their lives for the better, but some may need help to do so;
- prevention is better than cure;
- volunteering enriches lives.

##### **Our Values:**

We place communities and people at the heart of everything we do. Our services are:

- based on working in partnership;
- available to all who need them;
- delivered to the highest standards;
- compassionate, personalised and empowering;
- based on making things happen.

##### **Public benefit**

In planning the charity's activities for the year the trustees kept in mind the Charity Commission's guidance on public benefit. The focus of the charity's activities during the year, which explains the delivery by the charity of public benefit, is set out above under 'objectives and aims' and below under 'achievement and performance'.

# CARING FOR COMMUNITIES AND PEOPLE

## REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

### ACHIEVEMENT AND PERFORMANCE

#### Charitable activities

##### Why do we do what we do?

Caring for Communities and People (CCP) exists to transform the lives of children, young people, families and vulnerable adults by reducing the impact and consequences of homelessness, family breakdown, poverty and wider social exclusion. We seek firstly to prevent, then to mitigate the influence of Adverse Childhood Experiences (ACEs) which otherwise contribute to a recurring cycle of social deprivation. In the year we have supported 8,474 individuals and families. Across all our services, mental health is reported as being the single most prevalent issue, with 57% of our service users reporting varying levels of mental health issues ranging from mild to severe. Anxiety and depression accounts for 34% of reported mental health issues.

##### How do we do it?

Our principal approach is to tender for contracts for the provision of Health and Social Care services for which local authorities have a statutory responsibility. We specialise in offering Accommodation Based Services to homeless individuals, Community Based Services for people in need who live in their own homes and preventative Family Based Services.

Where we identify unmet needs or opportunities to achieve better outcomes for people accessing our contracted services, we will seek to secure additional grant or trust funding for specific purposes. This may include whole project funding, such as our current Gloucestershire Reaching Families project, which is delivered through the National Lottery Community Fund, or through value added to contracted services, such as grant-funded growing projects that teach young people in our supported accommodation about healthy eating and the environment.

#### Accommodation-Based Support

CCP's Accommodation-Based Support (ABS) services provide supportive environments for people who are vulnerable, homeless or who are still developing their independent living skills. We provide a range of services for care leavers, young people aged 16 to 25, and homeless adults. We work with people to develop co-produced action plans which help them to:

- Build on their individual strengths
- Develop the skills they need to become self-reliant
- Sustain accommodation and tenancies
- Rebuild relationships with family members
- Link with wider community support networks
- Enable smooth transitions between supported accommodation and independent living

The accommodation we manage ranges from houses and flats suitable for 1 to 3 people, up to larger sites accommodating 20+ people in individual and shared self-contained units. Accommodation is a mix of CCP-owned, leased, or operated under a management agreement.

In the last year we have accommodated 380 homeless adults, young people and care leavers, and supported 486 rough sleepers to access suitable accommodation, a total of 866 people.

#### CASE STUDY

Callum (not his real name) is an 18-year-old Care Leaver. He regularly smoked cannabis and had a history of engagement with mental health services.

When he moved into our supported accommodation, we adopted a trauma-informed and person-centred approach to build trust and rapport with him, understanding what is important to him, assessing his strengths, and accounting for his aspirations and interests. We paired him up with a "buddy", another young person living in the same accommodation, to help him get settled in.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

#### ACHIEVEMENTS AND PERFORMANCE

##### **Charitable activities - continued**

Following a needs assessment, we worked in partnership with Callum to create a SMART action plan that set out realistic achievable goals to steer him away from his involvement with drugs and prepare him for independent living.

We discussed his cannabis use and he revealed that he smoked it to deal with his underlying mental health needs, which were caused by the trauma he had experienced at the hands of abusive parents before being taken into care at the age of 11. Our in-house drug workers used a screening tool to identify the right level of support for his cannabis use and mental health issues, and they referred Callum on to an external agency for additional specialist support.

As part of his action plan, Callum engaged with life skills and tenancy-ready training, and after he revealed an interest in cars, we were able to arrange a work experience placement with a business partner in the motor engineering trade.

Callum has also been encouraged to engage in positive activities as a diversion from the risks posed by his cannabis use and to improve his mental health. He's completed the NHS couch-to-5k program and has become a regular at his local parkrun.

Callum reports that his mental health is improving, and he is feeling much more positive about his future and his ability to live independently.

##### **Community-Based Support**

CCP's Community-Based Support (CBS) services deliver short term support that builds on an individual's existing strengths to help them develop the skills to become self-reliant and resilient, and live independently in the long term. We support people to:

- Reduce the risk of tenancy breakdown or losing their homes
- Find and maintain appropriate accommodation
- Maximise their income, improve budgeting and money management skills, and reduce debt
- Find activities, build social networks and avoid isolation, including rebuilding family relationships and developing links with other people, neighbourhoods and community networks
- Take up education, training, employment or volunteering opportunities
- Improve their health and wellbeing and enable them to access health and social care services, including GPs, mental health and drug and alcohol services
- Have their rights and welfare upheld when in contact with the criminal justice system

In the last year, our community-based support services have helped a total of 6,630 people. This includes 3911 people that we supported with needs relating to housing, income, independence and social inclusion. We helped a further 1339 people with long term physical and mental health conditions to access services and activities to improve their wellbeing and reduce loneliness and isolation. We supported 780 juveniles and adults with learning difficulties and mental health needs when held in police custody. And our Pantry project has helped 600 people on low incomes to access and prepare low-cost healthy food.

##### **CASE STUDY**

Helen (not her real name) is a 54-year-old single mother. She has mobility and other health issues, meaning she is unable to work. She had a tenancy in a 4-bed house but was struggling financially as the house had become too large for her needs after 2 of her 3 children had moved to their own accommodation and she became liable for the bedroom tax, reducing her Universal Credit payment by 25%. Despite being desperate to move to a smaller house and improve her financial security, Helen was overwhelmed by the process of registering on Gloucestershire Homeseeker and asked for help.

Our community-based support worker guided Helen through the Homeseeker registration process and helped her to claim a short-term discretionary housing payment to cover the shortfall in her Universal Credit payment. As she was downsizing, she qualified for gold banding in Homeseeker, meaning that she shouldn't need to wait too long for an alternative house.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

#### ACHIEVEMENTS AND PERFORMANCE

##### Charitable activities - continued

Within a matter of weeks, a suitable 2-bed property was offered. Helen's support worker liaised with the landlord to ensure that it was affordable and that it met her needs, accounting for her disability, before helping to manage the process of giving notice on her old house and moving into the new house.

Helen also revealed that her mobility scooter was frequently breaking down, leaving her stranded in the supermarket or town centre. Her support worker made an application to a Relief in Sickness Fund, and Helen was awarded £1200 to purchase a new scooter.

Helen reports that she feels more financially secure, she's pleased with her new home, and she has the confidence to go shopping and socialise, and get back home again, without the worry of her mobility scooter breaking down.

##### Family Based Support

CCP's Family Service provides both preventative early help and intensive bespoke family support interventions to children, young people and their families. We enable families to make positive changes to ensure families are resilient and connected to their wider community. We do this through strength-based whole family support, Positive Parenting training and community support groups. We support family members to:

- Reduce chaotic lifestyles and establish routines such as breakfast before school, homework, reasonable bedtimes, time for parents to relax
- Adopt healthy lifestyles and improve their emotional and physical wellbeing
- Improve relationships between family members, parents and children
- Manage children's behaviour and antisocial behaviour
- Implement evidence-based parenting skills
- Recognise the value of positive play and attachment
- Understand the process and have their voices heard in child protection cases
- Access wider services and engage in community-based activities and peer support groups

In the last year we provided direct support and intervention to 689 families, 144 families attended positive parenting training courses, and we advocated on behalf of 145 families subject to child protection proceedings, making a total of 978 families supported.

##### CASE STUDY

Mum lives with her 8 children aging from 4 - 18 years. She split up with her partner, who moved out several months ago, leaving her to parent alone.

The family dynamic had changed significantly, as her former partner was the person who put the rules and boundaries in place and the children listened to him. Mum was the one they went to for everything else, and since the breakup, she was struggling to manage the children's behaviour.

The older children had no routines to follow, nor did they comply with Mum's attempts to motivate them. The younger children saw their older siblings as role models, and they were beginning to learn that there were no boundaries within the home.

Mum identified barriers to her ability to parent consistently, including tiredness, poor mental health, lack of confidence, and lack of support networks. She spoke of 'letting the kids win' when she felt overwhelmed.

Her family support worker identified that her parenting skills needed to be improved and routines, boundaries and behaviour management strategies needed to be implemented. Mum agreed to undertake a positive parenting programme, and we organised some childcare and activities for the younger children whilst she was attending the sessions.

Mum learned how to understand the children's behaviours and responses and implement positive changes. She recognised the value of star and behaviour charts for younger children, and she was able to implement positive reinforcement to bring about change and boundaries within the family.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

#### ACHIEVEMENT AND PERFORMANCE

##### Charitable activities - continued

She has reported positive change with the children's behaviour, the new routines have been working, and the children report that they are happier and proud of their achievements with the star charts. They're also taking pride in their rooms and looking after their toys.

Mum has time in the evenings for herself and has more energy, which has resulted in feeling better in herself. The family have plans to take regular day trips and do more family activities together.

##### Cost of Living Crisis

The cost-of-living crisis is an economic challenge of a magnitude not seen for decades. Coupled with the after-effects of the pandemic, thousands of ordinary people are experiencing poverty, for the first time ever. People, who for years might have been just about getting by and making ends meet are now being pushed into poverty and having to make tough decisions that affect their quality of life.

CCP's front-line staff have witnessed the impact of the cost of living on vulnerable people. For example, in our Community Pantry, membership has more than tripled from 149 in November 2021 to 600 during 2022-2023.

When speaking with our people, most cite that increased workload was their biggest challenge, with many taking work into their own time. The higher demands of the role are brought on as a legacy of the pandemic, the cost-of-living crisis, and the number of people in poverty increasing substantially.

One of the key challenges facing us is lack of adequate government funding for our services, including but not limited to no inflationary uplift to contract values to meet the reality of soaring inflation and growing cost of delivering services, which in turn impacts on our ability to recruit and retain personnel.

Charities are not receiving any additional income to pass on to those hardest hit by the cost of living, therefore we have taken the initiative to provide food parcels and raise funds to go directly to people in desperate need.

##### Hamper Scamper

Set against the cost-of-living challenge of increasing food and energy costs, Hamper Scamper was needed this year more than ever to relieve the financial burden of the festive season on families. We were overwhelmed by the support received from the business community and members of the public, who collected, donated, fundraised, and gave their time to support us.

Hamper Scamper delivered 2,017 food hampers and 1,970 children's gifts and attracted £14,000 in supporting donations. We would like to thank the 300 volunteers who donated 1,050 hours of their time to make it happen, and the 220 businesses, organisations and individuals who donated food and gifts. Particular thanks go to Printwaste and Spirax Sarco for lending vans and drivers to help with the collection of donations and delivery of the hampers and gifts, and Fisher German LLP who hosted the Hamper Scamper operation at Grange Park for 2 weeks.

##### Big Sleepout

Across all our services, we are witnessing first-hand the effect that the cost of living crisis is having on people who are already vulnerable and living on the edge of poverty, or who are at risk of losing their homes.

We have seen people who have been disconnected from their gas and electric supplies because they have fallen into arrears, and people who have been forced onto more expensive pre-payment tariffs by their energy providers. These do not 'help people to budget', rather they force them to choose between food or fuel when their money runs out each month.

Households on the very lowest incomes are struggling the most, with three quarters of those in the bottom 20% of incomes going without food or other essentials like clothing or toiletries. People dependent on Universal Credit, private renters and young adults are all seeing rising and worrying levels of hardship. The South West has seen a 38% increase in children living in temporary accommodation in the last year, and the Joseph Rowntree Foundation predicted an epidemic of evictions following the lifting of the eviction ban imposed during Covid.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

#### ACHIEVEMENT AND PERFORMANCE

##### Charitable activities - continued

CCP sees the devastating impact of poverty and homelessness every day and we feel compelled to do what we can to prevent people from losing their home because they can no longer afford to live.

The Big Sleep Out event, which we hosted in January 2023, raised £62,000, thanks to the fundraising efforts of the 88 people and local business leaders who slept out overnight at Brickhampton Court Golf Complex in temperatures down to 1 degree.

The funds generated through The Big Sleep Out are assisting people in financial difficulty, with the aim of helping them avoid debt and sustain their accommodation. Support workers who determine that a family or individual might be at risk of losing their home, due to debt, and where all other avenues have been explored, can access the sleepout fund to pay a debt off and as an immediate solution to prevent an episode of homelessness.

##### Social Value

CCP is committed to delivering social value through the delivery of preventative services and by adding value through volunteering, partnerships with businesses, engagement with the wider community, and asset-based community development.

As a charity primarily funded through contracts with local authorities, we are increasingly required to contribute to our service commissioners obligations under the Social Value Act (2012), and there is a move towards making the social value offer a contractual requirement with a costed value and key deliverables.

When social value is created within a community, through the delivery of our work, it contributes significantly to community cohesion. We make realistic social value offers that are broadly in line with the contract value and our presence and infrastructure in any locality. Typically, this would include:

Recruitment of local volunteers to add capacity, skills, local knowledge and lived experience;

Student placement program - working in partnership with local universities, we provide work experience placements for social work students, adding capacity to our services;

Generating employment and training opportunities for long-term unemployed people, initially through volunteering or peer support, either directly within CCP or through signposting to other charities;

Apprenticeships, training and work experience opportunities for young people, including care leavers, within CCP or through partnerships with local businesses;

Levering-in financial and resource benefits via engagement with local businesses, through skill sharing, challenges and Charity of the Year partnerships;

Environmental benefits, delivered by operating services in line with our Green Impact Gold Award for environmental and sustainability action, and encouraging people using our community and accommodation-based services to lead greener lifestyles through energy-saving and recycling;

Most notable this year has been the increase in the numbers of former service users who have taken on voluntary and paid positions within the organisation. We particularly value people with 'lived experience' who bring elevated levels of empathy and understanding to the roles they perform, leading to a more compassionate and effective trauma-informed approach. People with lived experience bring unique perspectives and insights that can assist in solving complex social issues and form new, previously untried ways of problem solving.

Unpaid staff contributed an additional 14,103 hours to CCP services, equivalent to £220,000 in added value.

CCP hosted 34 students undertaking their social work qualification, through both the undergraduate scheme (70 day placements) and through 'Frontline' placements (30 days).

And finally, 18 internal staff accessed CCP's Apprenticeship Levy to enrol in apprenticeship level study, and one apprentice was recruited externally.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

#### ACHIEVEMENT AND PERFORMANCE

##### Charitable activities - continued

##### Fundraising to support contracted services

Over the year, we secured £69,000 of funding to add value to contracted services and support community groups. This has enabled us to create growing projects at supported accommodation for young people in Cheltenham and Yate, refurbish a kitchen / dining area at an accommodation unit for homeless adults in Hereford, and support a strength & mobility exercise program for over-65s in Tewkesbury.

##### Key Developments and Achievements

Noteworthy developments over the course of the year include:

Green Impact Gold Award - we have achieved the highest level award for environmental awareness and socially sustainable practices;

Cyber Essentials - we have achieved the baseline requirements for cyber security;

Concluding our social finance deal with Social & Sustainable Capital by purchasing 13 properties to accommodate care-leavers;

We have secured contracts for services in new local authority areas including Devon & Dorset.

#### FINANCIAL REVIEW

##### Investment policy and objectives

The principal changes in investments in the year ended 31 March 2023 have been the predicted sale of 301 High Street, Cheltenham, realising a net £17,230 against the previous year's valuation and after deducting legal costs, and the completion of the accommodation purchases funded by Social and Sustainable Capital (SASC). The Charity continues to own 340 High Street, valued in these financial statements at £685,000. The client accommodation portfolio is valued at £2,873,922, funded by the SASC loan of £2,850,000.

##### Risk management

Trustees continue to maintain close assessment and management of risk. In current conditions emphasis has been placed on margins, staff welfare, recruitment and salary levels. Budgeting and forecasting are inbuilt and financial spending authorisation set at appropriate levels.

##### Income and expenditure

Details of financial performance are set out in the Statement of Financial Position on page 15. Our activities have been reported under two headings - Accommodation Based Support and Community Based Support. These activities are defined in Note 22, in which the purposes of the restricted funds are explained.

Income and expenditure have each increased relative to the previous year, by some £560,770 (6.1%) and £750,520 (8.6%) respectively. Expenditure was 98% of income in 2023, against 95.8% in 2022, reflecting continuing investment in management and control systems.

##### Assets and reserves

The principal changes in Fixed Assets are referred to above and have resulted in no net major changes to the balance sheet. The surplus for the year of some £196,000 is reflected in the increase in net current assets which evidence tight control of debtors and creditors.

Note 22 explains the spending from funds in the year and the allocation of funds for the following year, with brief supplementary explanation of the purpose of each fund.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

#### FUTURE PLANS

We will continue to embed our new Learning Management System into the organisation, presided over by a newly appointed Learning and Development Manager. Refining our training pathways for each role in the charity will remain a focus, to ensure that we continue to develop the key technical and behavioural competencies required for us to facilitate a highly skilled workforce.

Having consulted with external subject matter experts to decide on the most appropriate and effective model for the organisation, we are on track to deliver a new pay model by April 2024, which will lay out the pay banding and earning potential for each role within the charity, set against independently evaluated market rates.

After an extensive period of consultation, we will officially launch our staff values doctrine 'SPIRIT' and embed it in the heart of all our staffing and behavioural practices:

SHOW gratitude and appreciation of others  
Demonstrate personal and professional PRIDE  
INTEGRITY is everything  
REFLECT and learn  
Continuous IMPROVEMENT  
TAKE your best self wherever you go.

SPIRIT will be the vehicle to drive wholesale change across the way we recruit, induct and appraise staff, and will drive a shared and collective cultural standard across the workforce.

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Governing document

The charity ("CCP") is incorporated as a company limited by guarantee and therefore it has no share capital. In the event of the company being wound up and the liabilities and winding up expenses being in excess of assets, the liability of each member is limited to £1. It is governed by its Memorandum & Articles of Association dated 19 December 1994, as amended by special resolution on 22 January 1996.

##### Recruitment and appointment of new trustees

The power to appoint new trustees is vested in surviving and continuing trustees. Appropriate procedures for the recruitment and training of new trustees are implemented if required.

##### Organisational Structure

The charity is controlled by a board of trustees, which meets on a regular basis. Names of the trustees are detailed on page 1 of this report. One new trustee was appointed during the year. Day-to-day operations are supervised by a Senior Leadership Team, details of which are given on page 1 of this report.

##### Related Parties

The company is the sole trustee of the Ratcliffe Trust ("The Trust"), itself a registered charity, using the same registration number as CCP. The Ratcliffe Trust is therefore regarded as a subsidiary undertaking of CCP. Since October 2002 the Trust has been inactive. The charity has two wholly-owned subsidiaries, CCP Innovations Limited and CCP Homes Limited, which have always been and remain dormant.

#### STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Caring for Communities and People for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

#### STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

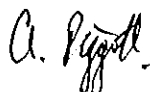
- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

#### AUDITORS

The auditors, Andorran Limited (Statutory Auditor), will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 27 July 2023 and signed on its behalf by:



A Piggott - Secretary

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CARING FOR COMMUNITIES AND PEOPLE

### Opinion

We have audited the financial statements of Caring for Communities and People (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable 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 trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CARING FOR COMMUNITIES AND PEOPLE

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

### **Responsibilities of trustees**

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

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

### **Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

- enquiries of management including a pre audit meeting;
- obtaining and reviewing supporting documentation of policies concerning the laws and regulations applicable to the charity's business;
- understanding how the charitable company complies with its regulatory framework by making enquiries of management ;
- considering the culture inherent in the company and whether this represents a culture of honesty and ethical behaviour with a strong emphasis of detection and prevention of fraud.

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CARING FOR COMMUNITIES AND PEOPLE

### **Auditors' responsibilities for the audit of the financial statements - continued**

We assessed the susceptibility of the charitable company's financial statements to material misstatement and considered how fraud might occur. The audit procedures performed included, but were not limited to:

- challenging management assumptions and estimates;
- identifying and testing unusual journal entries;
- assessing how the relevant laws and regulations have been complied with and noting any instances of non compliance;
- reviewing the financial statements for compliance with relevant Accounting Standards and accounting legislation applicable to a charity;
- considering how those charged with governance have addressed the possibility of an override of essential controls or other influence over the financial reporting processes.

In addition, we also considered other non financial laws relevant to the charitable company. These do not necessarily have a direct influence on the financial statements but might affect the charitable company's ability to operate.

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

### **Use of our report**

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



Roger Downes FCA (Senior Statutory Auditor)  
for and on behalf of Andorran Limited (Statutory Auditor)  
Chartered Accountants  
6 Manor Park Business Centre  
Mackenzie Way  
Cheltenham  
Gloucestershire  
GL51 9TX

27 July 2023

**CARING FOR COMMUNITIES AND PEOPLE**

**STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2023**

	Notes	Unrestricted funds £	Restricted funds £	Endowment fund £	31.3.23 Total funds £	31.3.22 Total funds £
<b>INCOME FROM</b>						
Donations and legacies	2	108,437	36,490	-	144,927	100,973
<b>Charitable activities</b>						
Charitable Activities	5	23,480	9,339,953	-	9,363,433	8,802,378
Other trading activities	3	10,925	24,742	-	35,667	21,745
Investment income	4	1,985	-	-	1,985	421
Other income	6	50,000	85,400	-	135,400	195,125
<b>Total</b>		<u>194,827</u>	<u>9,486,585</u>	<u>-</u>	<u>9,681,412</u>	<u>9,120,642</u>
<b>EXPENDITURE ON</b>						
<b>Charitable activities</b>						
Charitable Activities	7	298,988	9,156,268	-	9,455,256	8,734,736
Property revaluation release	10	30,000	-	-	30,000	-
<b>Total</b>		<u>328,988</u>	<u>9,156,268</u>	<u>-</u>	<u>9,485,256</u>	<u>8,734,736</u>
<b>NET</b>						
<b>INCOME/(EXPENDITURE)</b>		(134,161)	330,317	-	196,156	385,906
<b>Transfers between funds</b>	22	254,154	(254,154)	-	-	-
<b>Net movement in funds</b>		119,993	76,163	-	196,156	385,906
<b>RECONCILIATION OF FUNDS</b>						
Total funds brought forward		1,631,956	163,478	-	1,795,434	1,409,528
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>1,751,949</u>	<u>239,641</u>	<u>-</u>	<u>1,991,590</u>	<u>1,795,434</u>

The notes form part of these financial statements

**CARING FOR COMMUNITIES AND PEOPLE**

**STATEMENT OF FINANCIAL POSITION  
31 MARCH 2023**

	Notes	Unrestricted funds £	Restricted funds £	Endowment fund £	31.3.23 Total funds £	31.3.22 Total funds £
<b>FIXED ASSETS</b>						
Tangible assets	15	680,536	3,102,828	84,850	3,868,214	3,501,962
Investments	16	2	-	-	2	2
		<u>680,538</u>	<u>3,102,828</u>	<u>84,850</u>	<u>3,868,216</u>	<u>3,501,964</u>
<b>CURRENT ASSETS</b>						
Debtors	17	43,011	479,329	-	522,340	687,775
Cash at bank		1,090,435	269,219	-	1,359,654	1,301,910
		<u>1,133,446</u>	<u>748,548</u>	<u>-</u>	<u>1,881,994</u>	<u>1,989,685</u>
<b>CREDITORS</b>						
Amounts falling due within one year	18	(62,035)	(734,357)	-	(796,392)	(1,035,222)
<b>NET CURRENT ASSETS</b>		<u>1,071,411</u>	<u>14,191</u>	<u>-</u>	<u>1,085,602</u>	<u>954,463</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>1,751,949</u>	<u>3,117,019</u>	<u>84,850</u>	<u>4,953,818</u>	<u>4,456,427</u>
<b>CREDITORS</b>						
Amounts falling due after more than one year	19	-	(2,877,378)	(84,850)	(2,962,228)	(2,660,993)
<b>NET ASSETS</b>		<u>1,751,949</u>	<u>239,641</u>	<u>-</u>	<u>1,991,590</u>	<u>1,795,434</u>
<b>FUNDS</b>	22					
Unrestricted funds					1,751,949	1,631,956
Restricted funds					239,641	163,478
<b>TOTAL FUNDS</b>					<u>1,991,590</u>	<u>1,795,434</u>

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 27 July 2023 and were signed on its behalf by:



A Piggott - Trustee



M R Ratcliffe MBE - Trustee

The notes form part of these financial statements

**CARING FOR COMMUNITIES AND PEOPLE**

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2023**

	Notes	31.3.23 £	31.3.22 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	159,530	435,367
Interest paid		(17,332)	(19,439)
		<u>142,198</u>	<u>415,928</u>
<b>Net cash provided by operating activities</b>			
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(847,598)	(1,573,679)
Sale of tangible fixed assets		530,000	-
Interest received		1,985	421
		<u>(315,613)</u>	<u>(1,573,258)</u>
<b>Net cash used in investing activities</b>			
<b>Cash flows from financing activities</b>			
New loans in year		700,000	1,300,000
Loan repayments in year		(468,841)	(42,180)
		<u>231,159</u>	<u>1,257,820</u>
<b>Net cash provided by financing activities</b>			
<b>Change in cash and cash equivalents in the reporting period</b>			
		57,744	100,490
<b>Cash and cash equivalents at the beginning of the reporting period</b>			
		<u>1,301,910</u>	<u>1,201,420</u>
<b>Cash and cash equivalents at the end of the reporting period</b>			
		<u><u>1,359,654</u></u>	<u><u>1,301,910</u></u>

The notes form part of these financial statements

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2023**

**1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	31.3.23 £	31.3.22 £
<b>Net income for the reporting period (as per the Statement of Financial Activities)</b>	196,156	385,906
<b>Adjustments for:</b>		
Depreciation charges	86,746	88,581
Profit on disposal of fixed assets	(50,000)	-
Interest received	(1,985)	(421)
Interest paid	17,332	19,439
Property revaluation	(85,400)	(195,125)
Decrease in debtors	165,435	61,278
(Decrease)/increase in creditors	(168,754)	75,709
<b>Net cash provided by operations</b>	<u>159,530</u>	<u>435,367</u>

**2. ANALYSIS OF CHANGES IN NET DEBT**

	At 1.4.22 £	Cash flow £	At 31.3.23 £
<b>Net cash</b>			
Cash at bank	1,301,910	57,744	1,359,654
	<u>1,301,910</u>	<u>57,744</u>	<u>1,359,654</u>
<b>Debt</b>			
Debts falling due within 1 year	(42,698)	42,698	-
Debts falling due after 1 year	(2,576,143)	(273,857)	(2,850,000)
	<u>(2,618,841)</u>	<u>(231,159)</u>	<u>(2,850,000)</u>
<b>Total</b>	<u>(1,316,931)</u>	<u>(173,415)</u>	<u>(1,490,346)</u>

The notes form part of these financial statements

# CARING FOR COMMUNITIES AND PEOPLE

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

### 1. ACCOUNTING POLICIES

#### **Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

#### **Preparation of consolidated financial statements**

The financial statements contain information about Caring for Communities and People as an individual company and do not contain financial information as the parent of a group. The charity is exempt under Section 399 (2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

#### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

#### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

#### **Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- at varying rates on cost
Motor vehicles	- at varying rates on cost

Individual fixed assets costing £1,000 or more or, at the discretion of the trustees, costing a lower amount are capitalised at cost. Leasehold refurbishments are only capitalised when there is deemed by the trustees to be any lasting value to the work. Freehold property is carried at annual valuation and is not depreciated.

#### **Taxation**

As a recognised charity, the charity is exempt from Corporation Tax so far as it relates to its charitable objects. It is not, however, exempt from VAT, and irrecoverable VAT is included in the cost of those items to which it relates.

#### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Designated funds are unrestricted funds that have been set aside by the trustees for specific purposes and are not available towards the core running costs of the charity.

Restricted funds can only be used for restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes.

#### **Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

**2. DONATIONS AND LEGACIES**

<b>Individual Donors</b>	£
Robert Ryan	2,000
Bob Holt	1,800
Gerald Ward	1,750
Stephen Brown	1,215
Shiona Adamson	1,200
Angela Young	1,200
Michael Beamish	1,100
Michael Ratcliffe	1,000
Individual donors under £1,000	34,791
	-----
	46,056
	=====
 <b>Community and Staff Fundraisers</b>	 £
Matthew Burke	3,640
Sarah Daly	3,538
Tanya Le Grand	2,930
Cordell Ray	2,495
Hannah Boydell	2,060
Sarah Taylor	1,710
Faye Hennessy	1,326
Shanade Smith	1,180
David Owen	1,082
Fundraisers under £1,000	6,708
	-----
	26,669
	=====
 <b>Corporate Donors</b>	 £
Hazlewoods	5,310
Atkins Global	5,000
Ecclesiastical Insurance	4,200
i-2-i Recruitment	3,344
RockWealth LLP	3,300
Brunsdon Financial Services Limited	2,303
Circle 2 Success	2,265
Harrison Clark Rickerbys Limited	1,853
Midcounties Co-operative	1,673
SLG Brands Ltd	1,570
Prestbury Marketing & Consulting Limited	1,460
Nimble Elearning	1,322
Aston Lark Limited	1,270
Iress	1,215
Forge Motorsport	1,145
Hooray Recruitment	1,087
Azets Holdings Ltd	1,020
Cosgrove & Drew Engineering Services Limited	1,000
Eke Security Ltd	1,000
Novus Property Solutions Ltd	1,000
Others under £1,000	6,332
	-----
	48,669
	=====
 <b>Churches, clubs etc</b>	 £
The Montal Charitable Trust	5,000
Others under £1,000	2,476

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

	-----	
	7,476	
	=====	
Total Donations	-----	128,870
HMRC Gift Aid	-----	16,057
Total Donations and Legacies	-----	144,927
	=====	
<b>3. OTHER TRADING ACTIVITIES</b>		
	31.3.23	31.3.22
	£	£
Miscellaneous income	35,667	21,745
	=====	=====
<b>4. INVESTMENT INCOME</b>		
	31.3.23	31.3.22
	£	£
Deposit account interest	1,985	421
	=====	=====
<b>5. INCOME FROM CHARITABLE ACTIVITIES</b>		
	31.3.23	31.3.22
	£	£
Grants Charitable Activities	7,308,255	6,923,328
Operational rents received Charitable Activities	2,055,178	1,879,050
	-----	-----
	9,363,433	8,802,378
	=====	=====
Grants received, included in the above, are as follows:		
	31.3.23	31.3.22
	£	£
Gloucestershire County Council	2,449,216	2,744,133
Bristol City Council	1,057,181	647,883
Herefordshire Council	952,003	996,126
Worcester City Council	419,706	494,735
NHS Gloucestershire	371,698	282,913
Swindon Borough Council	361,073	267,601
South Gloucestershire Council	341,750	306,598
Primary Care Network Cheltenham Central	192,251	149,486
Wiltshire Council	177,137	90,291
Big Lottery Fund	158,661	106,942
Bournemouth, Christchurch and Poole Council	137,756	194,562
Wychavon District Council	135,000	73,171
Primary Care Network Mythe Medical Practice	132,230	62,544
Redditch Borough Council	75,246	64,316
Aspire Foundation	40,843	35,900
Oakwood School	35,850	35,900
Cheltenham Borough Council	33,900	118,000
Teignbridge District Council	30,000	-
London Borough of Havering	28,543	24,943
Rooftop Housing Association	26,198	19,828
Tewkesbury Borough Council	26,000	-
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Carried forward	7,182,242	6,715,872

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

**5. INCOME FROM CHARITABLE ACTIVITIES - continued**

	31.3.23	31.3.22
	£	£
Brought forward	7,182,242	6,715,872
Bromsgrove District Council	25,086	32,114
Police and Crime Commissioner for Wiltshire	10,000	40,000
Herefordshire Community Foundation	7,500	-
Fluck Convalescent Fund	7,416	5,516
E F Bulmer Benevolent Fund	7,289	-
University of Worcester	7,000	4,200
University of Gloucestershire	5,600	12,440
Aspire Gloucestershire Ltd	5,266	-
Oxfordshire Council	3,509	-
University of the West of England	2,800	2,100
University of Bristol	2,800	-
Somerset Community Foundation	-	27,391
Primary Care Network Cheltenham Peripheral	-	9,257
Bournemouth Churches Housing Association	-	6,772
Police and Crime Commissioner for Gloucestershire	-	6,500
Neighbourly Community Fund	-	6,400
Barnwood House Trust	-	5,000
Others less than £5,000	41,747	37,218
Coronavirus Job Retention Scheme	-	12,548
	<u>7,308,255</u>	<u>6,923,328</u>

**6. OTHER INCOME**

	31.3.23	31.3.22
	£	£
Gain on sale of tangible fixed assets	50,000	-
Gain on property revaluation	85,400	195,125
	<u>135,400</u>	<u>195,125</u>

**7. CHARITABLE ACTIVITIES COSTS**

	Direct Costs (see note 8)	Support costs (see note 9)	Totals
	£	£	£
Charitable Activities	<u>9,449,265</u>	<u>5,991</u>	<u>9,455,256</u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

**8. DIRECT COSTS OF CHARITABLE ACTIVITIES**

	31.3.23	31.3.22
	£	£
Staff costs	6,579,992	6,106,651
Direct client costs	141,602	109,178
Property costs	777,039	691,849
Equipment costs	177,858	160,244
Administration costs	248,041	244,038
Professional fees	694,569	555,070
Other staff expenditure	696,242	731,516
Vehicle costs	29,844	22,141
Depreciation	86,746	88,581
Interest payable and similar charges	17,332	19,439
	<u>9,449,265</u>	<u>8,728,707</u>

**9. SUPPORT COSTS**

		Governance costs
		£
Charitable Activities		5,991

Support costs, included in the above, are as follows:

**Governance costs**

	31.3.23	31.3.22
	Charitable Activities	Total activities
	£	£
Auditors' remuneration	5,991	6,029

**10. PROPERTY REVALUATION RELEASE**

	31.3.23	31.3.22
	£	£
Revaluation loss on property	30,000	-

**11. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	31.3.23	31.3.22
	£	£
Auditors' remuneration	5,991	6,029
Depreciation - owned assets	86,746	88,581
Surplus on disposal of fixed assets	(50,000)	-

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

**12. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 March 2023 nor for the year ended 31 March 2022.

**13. STAFF COSTS**

	31.3.23	31.3.22
	£	£
Wages and salaries	5,890,012	5,489,483
Social security costs	496,175	449,852
Other pension costs	193,805	167,316
	<u>6,579,992</u>	<u>6,106,651</u>

The average monthly number of employees during the year was as follows:

	31.3.23	31.3.22
Management and administration	39	37
Charitable Activities	212	200
	<u>251</u>	<u>237</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	31.3.23	31.3.22
£60,001 - £70,000	2	2
£70,001 - £80,000	1	1
	<u>3</u>	<u>3</u>

**14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £	Restricted funds £	Endowment fund £	Total funds £
<b>INCOME FROM</b>				
Donations and legacies	49,678	51,295	-	100,973
<b>Charitable activities</b>				
Charitable Activities	31,797	8,770,581	-	8,802,378
Other trading activities	7,221	14,524	-	21,745
Investment income	421	-	-	421
Other income	75,000	120,125	-	195,125
<b>Total</b>	<u>164,117</u>	<u>8,956,525</u>	<u>-</u>	<u>9,120,642</u>
<b>EXPENDITURE ON</b>				
<b>Charitable activities</b>				
Charitable Activities	31,048	8,703,688	-	8,734,736

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

**14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

	Unrestricted funds £	Restricted funds £	Endowment fund £	Total funds £
<b>NET INCOME</b>	133,069	252,837	-	385,906
<b>Transfers between funds</b>	137,527	(137,527)	-	-
<b>Net movement in funds</b>	270,596	115,310	-	385,906
<b>RECONCILIATION OF FUNDS</b>				
Total funds brought forward	1,361,360	48,168	-	1,409,528
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>1,631,956</u>	<u>163,478</u>	<u>-</u>	<u>1,795,434</u>

**15. TANGIBLE FIXED ASSETS**

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST OR VALUATION</b>				
At 1 April 2022	3,281,984	385,134	33,850	3,700,968
Additions	671,538	158,360	17,700	847,598
Disposals	(480,000)	(16,761)	(1,400)	(498,161)
Revaluations	85,400	-	-	85,400
At 31 March 2023	<u>3,558,922</u>	<u>526,733</u>	<u>50,150</u>	<u>4,135,805</u>
<b>DEPRECIATION</b>				
At 1 April 2022	-	172,610	26,396	199,006
Charge for year	-	79,357	7,389	86,746
Eliminated on disposal	-	(16,761)	(1,400)	(18,161)
At 31 March 2023	<u>-</u>	<u>235,206</u>	<u>32,385</u>	<u>267,591</u>
<b>NET BOOK VALUE</b>				
At 31 March 2023	<u>3,558,922</u>	<u>291,527</u>	<u>17,765</u>	<u>3,868,214</u>
At 31 March 2022	<u>3,281,984</u>	<u>212,524</u>	<u>7,454</u>	<u>3,501,962</u>

Cost or valuation at 31 March 2023 is represented by:

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Totals £
Valuation in 2022	195,125	-	-	195,125
Valuation in 2023	85,400	-	-	85,400
Cost	3,278,397	526,733	50,150	3,855,280
	<u>3,558,922</u>	<u>526,733</u>	<u>50,150</u>	<u>4,135,805</u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

**15. TANGIBLE FIXED ASSETS - continued**

One of the company's properties that is used for its own activities was valued by ETP Property Consultants in February 2020 and this valuation was adopted as the valuation figure and carried at that value in the financial statements to 31 March 2020, 2021 and 2022. The trustees have considered the carrying value at 31 March 2023 and determined that, in their view, there has been no material change to that valuation.

Another of the properties that was used for the charity's own activities was sold in the year.

Three properties were purchased in the year to 31 March 2021, eight more in the year to 31 March 2022 and an additional two in the current year, as part of the charity's Independent Living Service provision. The trustees consider that the value of these properties has increased beyond their original cost and have therefore determined to carry these properties in the financial statements at 31 March 2023 at a revalued amount that they have established by reference to market research into residential property values in the areas that the properties are located, save for one property sold since the year-end, which is included at its subsequent sale value..

**16. FIXED ASSET INVESTMENTS**

The fixed asset investments at 31 March 2023 are £2, being the whole of the issued share capital of CCP Innovations Limited (£1) and the whole of the issued share capital of CCP Homes Ltd (£1). Both are dormant companies that have never traded.

The company also has a subsidiary charity called The Ratcliffe Trust which was inactive during the year and has reserves of £84,850 at both 31 March 2023 and 31 March 2022.

**17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.3.23	31.3.22
	£	£
Trade debtors	392,797	512,760
Other debtors	2,098	8,560
Prepayments and accrued income	127,445	166,455
	522,340	687,775
	522,340	687,775

**18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.3.23	31.3.22
	£	£
Other loans (see note 20)	-	42,698
Trade creditors	99,410	107,431
Social security and other taxes	113,489	155,731
Other creditors	103,830	89,391
Accrued expenses	207,884	195,241
Deferred income	271,779	444,730
	796,392	1,035,222
	796,392	1,035,222

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

**19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	31.3.23	31.3.22
	£	£
Other loans (see note 20)	2,850,000	2,576,143
Amounts owed to group undertakings	84,850	84,850
Accrued expenses	27,378	-
	2,962,228	2,660,993

The accrued expenses represent interest that will become payable to The Community Investment Fund L.P. at the end of the loan period in 2030 - see note 20 below.

**20. LOANS**

An analysis of the maturity of loans is given below:

	31.3.23	31.3.22
	£	£
Amounts falling due within one year on demand:		
Mortgage	-	42,698
Amounts falling between one and two years:		
Mortgage	-	43,571
Amounts falling due between two and five years:		
Mortgage	-	135,776
Amounts falling due in more than five years:		
Repayable by instalments:		
Mortgage	-	246,796
Repayable otherwise than by instalments:		
Other loan	2,850,000	2,150,000

The other loan is funding from The Community Investment Fund L.P., a fund of Social and Sustainable Capital LLP, as part of the programme for acquisition of properties for use in the charity's Independent Living Service. The loan is repayable in 2030 and bears interest at a commercial rate.

**21. SECURED DEBTS**

The following secured debts are included within creditors:

	31.3.23	31.3.22
	£	£
Mortgage	2,850,000	2,618,841

Legal charges dated 19 July 2016 and 8 September 2016 over the charity's two original freehold properties have been granted in favour of Lloyds Bank plc as part of the charity's loan facilities with the bank.

A charge dated 4 January 2020 has been granted to The Community Investment Fund L.P. over one of the company's bank accounts. Subsequently charges have been granted individually to The Community Investment Fund L.P. over the charity's thirteen Independent Living Service properties purchased during the years to 31 March 2021, 2022 and 2023.

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

**22. MOVEMENT IN FUNDS**

	At 1.4.22 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
<b>Unrestricted funds</b>				
General fund	595,656	124,517	(71,828)	648,345
Unrestricted revaluation fund	175,000	(30,000)	-	145,000
Property Maintenance	85,000	(46,476)	21,476	60,000
Consultancy Fees	20,000	(10,630)	(9,370)	-
Depreciation	100,000	(84,927)	84,927	100,000
Expansion of SRoI	20,000	(5,647)	(10,053)	4,300
Marketing	15,000	(3,115)	(11,885)	-
Regulatory Professional Fees	15,000	(3,669)	(1,331)	10,000
Running Costs	476,300	-	71,304	547,604
System Development	25,000	(949)	5,949	30,000
Training	20,000	(14,400)	(5,600)	-
CBS Senior Managers	35,000	(37,179)	64,679	62,500
Apprenticeship	15,000	(3,136)	(5,264)	6,600
Training and Development Manager	35,000	(18,550)	10,550	27,000
Data and Reporting Expert	-	-	23,600	23,600
Quality Manager	-	-	35,000	35,000
Registered Manager (ILS/Ofsted)	-	-	52,000	52,000
	<u>1,631,956</u>	<u>(134,161)</u>	<u>254,154</u>	<u>1,751,949</u>
<b>Restricted funds</b>				
Restricted revaluation fund	130,125	85,400	-	215,525
Community Based Support	33,353	52,231	(61,468)	24,116
Accommodation Based Support	-	192,686	(192,686)	-
	<u>163,478</u>	<u>330,317</u>	<u>(254,154)</u>	<u>239,641</u>
<b>TOTAL FUNDS</b>	<u><u>1,795,434</u></u>	<u><u>196,156</u></u>	<u><u>-</u></u>	<u><u>1,991,590</u></u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

**22. MOVEMENT IN FUNDS - continued**

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	194,824	(70,307)	124,517
Unrestricted revaluation fund	-	(30,000)	(30,000)
Property Maintenance	-	(46,476)	(46,476)
Consultancy Fees	2	(10,632)	(10,630)
Depreciation	1	(84,928)	(84,927)
Expansion of SRol	-	(5,647)	(5,647)
Marketing	-	(3,115)	(3,115)
Regulatory Professional Fees	-	(3,669)	(3,669)
System Development	-	(949)	(949)
Training	-	(14,400)	(14,400)
CBS Senior Managers	-	(37,179)	(37,179)
Apprenticeship	-	(3,136)	(3,136)
Training and Development Manager	-	(18,550)	(18,550)
	<u>194,827</u>	<u>(328,988)</u>	<u>(134,161)</u>
<b>Restricted funds</b>			
Restricted revaluation fund	85,400	-	85,400
Community Based Support	3,787,546	(3,735,315)	52,231
Accommodation Based Support	5,613,639	(5,420,953)	192,686
	<u>9,486,585</u>	<u>(9,156,268)</u>	<u>330,317</u>
<b>TOTAL FUNDS</b>	<u><u>9,681,412</u></u>	<u><u>(9,485,256)</u></u>	<u><u>196,156</u></u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

**22. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.22 £
<b>Unrestricted funds</b>				
General fund	597,360	237,972	(239,676)	595,656
Unrestricted revaluation fund	100,000	75,000	-	175,000
Property Maintenance	85,000	(39,901)	39,901	85,000
Consultancy Fees	20,000	(1,952)	1,952	20,000
Depreciation	100,000	(86,791)	86,791	100,000
Expansion of SRoI	20,000	(2,000)	2,000	20,000
Marketing	25,000	(20,017)	10,017	15,000
Regulatory Professional Fees	10,000	(1,960)	6,960	15,000
Running Costs	289,000	-	187,300	476,300
Social Value Manager	30,000	-	(30,000)	-
System Development	40,000	(8,205)	(6,795)	25,000
Training	20,000	(19,077)	19,077	20,000
Volunteering in the County	25,000	-	(25,000)	-
CBS Senior Managers	-	-	35,000	35,000
Apprenticeship	-	-	15,000	15,000
Training and Development Manager	-	-	35,000	35,000
	<u>1,361,360</u>	<u>133,069</u>	<u>137,527</u>	<u>1,631,956</u>
<b>Restricted funds</b>				
Restricted revaluation fund	10,000	120,125	-	130,125
Community Based Support	38,168	114,586	(119,401)	33,353
Accommodation Based Support	-	18,126	(18,126)	-
	<u>48,168</u>	<u>252,837</u>	<u>(137,527)</u>	<u>163,478</u>
<b>TOTAL FUNDS</b>	<u><u>1,409,528</u></u>	<u><u>385,906</u></u>	<u><u>-</u></u>	<u><u>1,795,434</u></u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2023**

**22. MOVEMENT IN FUNDS - continued**

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	89,117	148,855	237,972
Unrestricted revaluation fund	75,000	-	75,000
Property Maintenance	-	(39,901)	(39,901)
Consultancy Fees	-	(1,952)	(1,952)
Depreciation	-	(86,791)	(86,791)
Expansion of SRol	-	(2,000)	(2,000)
Marketing	-	(20,017)	(20,017)
Regulatory Professional Fees	-	(1,960)	(1,960)
System Development	-	(8,205)	(8,205)
Training	-	(19,077)	(19,077)
	164,117	(31,048)	133,069
<b>Restricted funds</b>			
Restricted revaluation fund	120,125	-	120,125
Community Based Support	3,603,814	(3,489,228)	114,586
Accommodation Based Support	5,232,586	(5,214,460)	18,126
	8,956,525	(8,703,688)	252,837
<b>TOTAL FUNDS</b>	9,120,642	(8,734,736)	385,906

The **designated funds** are in respect of:

**Property Maintenance**

Fund for maintenance and refurbishment of the charity's properties.

**Consultancy fees**

Professional fees relating to quality management and consultancy systems.

**Depreciation**

Allowance for depreciation on fixed assets that increased significantly in the year ended 31 March 2021 due to setting staff up to work from home during the pandemic.

**Expansion of SRol**

Funding to support the rollout across CCP of the current SRol model.

**Marketing**

Production of Microsite Annual Report. Annual budget and equipment purchases to support the expansion of the engagement manager and the digital communication officer roles.

**Regulatory Professional Fees**

Fund to provide the professional services to support us in our application to become a Registered Provider (RP) and Ofsted registration.

**Running Costs**

To cover four months' core running costs not associated with contract provision in the event that income streams covering these costs come to an unforeseen halt or reduce to a level where costs are not covered in full.

## CARING FOR COMMUNITIES AND PEOPLE

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2023

#### 22. MOVEMENT IN FUNDS - continued

##### **System Development**

Investment in managed cloud software to meet business needs relating to finance and HR management and a new website with integrated impact report.

##### **Training**

Funds set aside to upskill SLT members through Quolux, which is a bespoke Leadership package that will develop a range of leadership skills over the next year. An additional training budget to supplement the introduction of new training pathways across the organisation, allowing staff to access mandatory and ancillary training.

##### **CBS Senior Managers**

Funds for the post of additional senior managers that would lead on the Family and Community Wellbeing side of the Community Based Support Service.

##### **Apprenticeship**

To provide an apprenticeship opportunity for the South Gloucestershire Early Help contract service.

##### **Training and Development Manager**

Additional support to ensure that incoming staff are inducted, with a strong offer in terms of continuous professional development through the oversight of training pathways. As well as ensuring compliance with all mandatory training.

##### **Data and Reporting Expert**

Hybrid role to manage Advice Pro, internal data and reporting to commissioners and SRol.

##### **Quality Manager**

Additional post to improve quality processes and internal audits.

##### **Registered Manager**

Additional capacity and experience to comply with Ofsted regulation.

The **restricted funds** are in respect of:

##### **Community-Based Support**

Community-Based Support aims to improve the quality of people's lives by assisting them to maintain their accommodation, promoting independent living and encouraging people to build on their existing strengths and staying well. Incorporated in this is our preventative family Support team, providing assistance to children, young people and families facing crises or on-going struggles that may lead to youth homelessness.

##### **Accommodation-Based Support**

Accommodation-Based Support provides integrated housing, training, education, employment, advice and support services for vulnerable and homeless people, promoting independent living and encouraging people to build on their existing strengths and staying well.

##### **Transfers between funds**

Transfers are made between restricted and unrestricted funds at the end of every accounting period in cases where:

i) the activity of the restricted fund has come to an end and there is an unspent balance that is not repayable to the funder(s), when the surplus is transferred to unrestricted funds; and

ii) the restricted fund is in deficit and has either come to an end or there is no prospect of a surplus in a later period, when the deficit is eliminated by transfer from unrestricted funds.

## CARING FOR COMMUNITIES AND PEOPLE

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2023

#### 23. CONTINGENT LIABILITIES

Various funders retain the right to claw back grants should the use of the funds not be in accordance with the terms of the grant. In the opinion of the trustees, no such liability exists at the year end.

#### 24. CAPITAL COMMITMENTS

	31.3.23	31.3.22
	£	£
Contracted but not provided for in the financial statements	-	33,559
Authorised but not committed at the year end	93,622	-

#### 25. RELATED PARTY DISCLOSURES

During the year the charity paid motor insurance to an insurance broking company owned and managed by one of the trustees. The premium paid in the year to 31 March 2023 was £5,983 (2022: £4,560), on which the related party earned commission of £251 (2022: £408).

During the year the charity paid £4,768 (2022: £30) for room hire and £710 (2022: £2,550) for training costs on commercial terms offered to other charities to a charity of which one of the trustees is also a trustee.

During the year, the charity received grants on an arm's length basis from the Aspire Foundation, where one of the Senior Management Team is a Governor.

During the year, the charity rented a property that is jointly-owned by a member of the Senior Leadership Team for use in its Independent Living Service on an arms length basis.

One of the trustees is also a trustee of Morroway House CIC, from which Caring for Communities and People rented a property, until November 2022, for its Independent Living Service on an arms length basis.

**Caring for Communities and People**

England & Wales - Charity number 1043143

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# Accounts

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REGISTERED COMPANY NUMBER: 03002869 (England and Wales)  
REGISTERED CHARITY NUMBER: 1043143

REPORT OF THE TRUSTEES AND  
AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022  
FOR

CARING FOR COMMUNITIES AND PEOPLE



**CARING FOR COMMUNITIES AND PEOPLE**

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FOR THE YEAR ENDED 31 MARCH 2022**

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**CARING FOR COMMUNITIES AND PEOPLE**  
**REFERENCE AND ADMINISTRATIVE DETAILS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

<b>TRUSTEES</b>	M R Ratcliffe MBE A Piggott I J Salter T Czapski K J Morgan OBE DL A M Lea R J Carter (resigned 31.10.21) D M Stevens (appointed 1.9.21)
<b>COMPANY SECRETARY</b>	A Piggott
<b>REGISTERED OFFICE</b>	Wolseley House Oriol Road Cheltenham Gloucestershire GL50 1TH
<b>REGISTERED COMPANY NUMBER</b>	03002869 (England and Wales)
<b>REGISTERED CHARITY NUMBER</b>	1043143
<b>AUDITORS</b>	Andorran Limited (Statutory Auditor) Chartered Accountants 6 Manor Park Business Centre Mackenzie Way Cheltenham Gloucestershire GL51 9TX
<b>PATRON</b>	The Lord Bird MBE
<b>SENIOR LEADERSHIP TEAM</b>	Cordell Ray MBE - CEO Gareth Edwards - Chief Operating Officer Amanda McPeake - Finance Director Nigel McPeake - Business Devel. Director Max Larcombe - Director of ABS Ramona Ray - Director of CBS Ryan Major - Facilities Director  Daniel Chun - Director - People, Engagement and Quality

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and aims**

The principal objectives of the charity as defined in the Memorandum of Association are to provide assistance for socially deprived young people, particularly those aged from 16 to 25 years; to provide accommodation for homeless persons; to provide for those in financial need; and to provide care, support and resettlement advice to those in need or at risk.

In order to achieve the objectives, the charity has set out a series of statements:

##### **Our Vision:**

Our vision is of a caring, supportive and inclusive society.

##### **Our Purpose:**

Our purpose is to prevent the causes and reduce the effects of homelessness, family breakdown and exclusion.

##### **Our Mission:**

Our mission is to support:

- safe and stable homes;
- strong families and communities;
- health and wellbeing;
- independence and resilience;
- social and financial inclusion.

##### **Our Beliefs:**

We believe:

- everyone should have a place they can call home;
- everyone has the power to change their lives for the better, but some may need help to do so;
- prevention is better than cure;
- volunteering enriches lives.

##### **Our Values:**

We place communities and people at the heart of everything we do. Our services are:

- based on working in partnership;
- available to all who need them;
- delivered to the highest standards;
- compassionate, personalised and empowering;
- based on making things happen.

##### **Public benefit**

In planning the charity's activities for the year the trustees kept in mind the Charity Commission's guidance on public benefit. The focus of the charity's activities during the year, which explains the delivery by the charity of public benefit, is set out above under 'objectives and aims' and below under 'achievement and performance'.

# CARING FOR COMMUNITIES AND PEOPLE

## REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

### ACHIEVEMENT AND PERFORMANCE

#### Charitable activities

##### Why do we do what we do?

Caring for Communities and People (CCP) exists to transform the lives of children, young people, families and vulnerable adults by reducing the impact and consequences of homelessness, family breakdown, poverty and wider social exclusion. We seek firstly to prevent, then to mitigate the influence of Adverse Childhood Experiences (ACEs) which otherwise contribute to a recurring cycle of social deprivation. In the year we have supported 8,251 individuals and families, an increase of 11% on the previous year.

##### How do we do it?

Our principal approach is to tender for contracts for the provision of Health and Social Care services for which local authorities have a statutory responsibility. We specialise in offering Accommodation Based Services to homeless individuals and Community Based Services for people in need who live in their own homes.

#### Accommodation-Based Support

CCP's Accommodation-Based Support (ABS) services provide supportive environments for people who are vulnerable, homeless or who are still developing their independent living skills. We provide a range of services for care leavers, young people aged 16 to 25, and homeless adults. We work with people to develop co-produced action plans which help them to:

- Build on their individual strengths
- Develop the skills they need to become self-reliant
- Sustain accommodation and tenancies
- Rebuild relationships with family members
- Link with wider community support networks
- Enable smooth transitions between supported accommodation and independent living

The accommodation we manage ranges from houses and flats suitable for 1 to 3 people, up to larger sites accommodating 20+ people in individual and shared self-contained units. Accommodation is a mix of CCP-owned, leased, or operated under a management agreement.

Throughout the year we have worked with 908 individuals.

#### **Lola's Story**

Lisa gave me a room which I could get my head together in. They were always there when I needed a chat, and when I needed a laugh. Anything I wanted they did their best to get for me. They helped me see my baby again. They helped me remain calm when my baby was in hospital, and it was touch and go if he survived. Because of Covid I was not allowed in the hospital. I was so angry and upset. I had tried and tried to gain access to the hospital but failed. I came back home and was raging! Lisa recognised this straight away, she spoke to me, and her voice calmed me. Lisa encouraged me to go for walk, to get out the house. I told her if I saw people, I was likely to attack them, but she still came for that walk with me and chatted with me while my anger subsided. She was not scared of my anger like most people would be, she understood, and she listened. she gave me time to think and talk it all through. I will never forget what she has done for me. If she did not do this, I would have gone back to the hospital, kicked off and probably ended up back in prison. Lisa is an angel in disguise. Every staff member has been great, but Lisa really did save me from going to prison.

# CARING FOR COMMUNITIES AND PEOPLE

## REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

### ACHIEVEMENT AND PERFORMANCE

#### Charitable activities - continued

#### Community-Based Support

CCP's Community-Based Support (CBS) services deliver short term support that builds on an individual's existing strengths to help them develop the skills to become self-reliant and resilient, and live independently in the long term. We support people to:

- Reduce the risk of tenancy breakdown or losing their homes
- Find and maintain appropriate accommodation
- Maximise their income, improve budgeting and money management skills, and reduce debt
- Find activities, build social networks and avoid isolation, including rebuilding family relationships and developing links with other people, neighbourhoods and community networks
- Take up education, training, employment or volunteering opportunities
- Improve their health and wellbeing and enable them to access health and social care services, including GPs, mental health and drug and alcohol services

Throughout the year we worked with 6,754 individuals.

#### **Amy's Story**

Amy self-referred after visiting CCP's Community Pantry which she had been signposted to by her GP. Amy asked us for help with her benefits and food initially, but it became apparent that her mental health and low confidence were a concern. Amy was given a sick note by the GP and alongside not working was struggling to get out of the house due to elevated levels of anxiety.

A finance assessment was undertaken by CCP's Financial Inclusion team to ensure Amy had a plan to maintain her finances followed by a referral to the NHS Let's Talk service to access counselling support. As we got to know Amy better, we made a referral to an employment service, Going the Extra Mile (GEM). The GEM Project aims to support individuals like Amy, dealing with circumstances that are causing barriers to work, and move them closer towards education, training, or work.

Amy's benefit review resulted in some additional income to help with personal finances. In addition to the benefit review an application to the Barnwood Trust was written by CCP requesting a grant to replace a broken oven and fridge. This was successful and the items were replaced, which helped Amy to feel better about being at home, being able to focus on nutrition and in general with her self-confidence.

Amy now attends a local job club and continues to shop in the CCP Community Pantry, building a strong connection with the team of trained Pantry support workers. Amy is eating regular meals and learning how to cook nutritional meals together with batch cooking recipes so when feeling low or unwell can still have a substantial meal.

In reflecting on the months since being referred into CCP, Amy says "I am feeling more positive and working with CCP has helped me to get the support I needed. I feel ready to work part time, which was what I really want to do again. I feel in control of my money and overall feel so much better than I ever thought I would.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

#### ACHIEVEMENT AND PERFORMANCE

##### Charitable activities - continued

##### **Our Commitment to Preventative Services**

In delivering both Accommodation Based Services and Community Based Services, we have repeatedly observed the people we support often have high numbers of Adverse Childhood Experiences (ACE's). ACEs are acknowledged to be highly stressful events or situations that happen during childhood and/or adolescence. They can be a single event, or typically prolonged threats to, and/or breaches of a young person's safety, security, trust, or bodily integrity. Evidence consistently demonstrates a strong association between ACEs and a wide range of health and social problems in adulthood.

To mitigate the lifelong impact of ACEs, we have made a commitment to develop an Early Help Family Support Service available to support parents who are struggling in their parenting role, but who are unable to receive support from other specialist services. We are therefore delighted to have secured further investment from National Lottery Community Fund awarding £500,000 over 3 years to continue the Gloucestershire Family and Parenting Support Service.

There are changes to the delivery of the new service, with a greater emphasis on community development, but otherwise the hands-on family support and Solihull Parenting approaches will continue as before. This is great news for families on the fringes of statutory services and for Early Help services.

In the year we were able to support 589 families.

##### **Covid-19**

To maintain consistent and constant service delivery we maintained a cautious approach to dealing with Covid-19, keeping in place the 3 key preventative measures of Hands, Face Space. These measures were reviewed regularly by the Senior Leadership Team with Covid risk assessments updated on our intranet with key messages communicated to staff via Team Meetings and the All-staff Meeting.

Many staff continued to work from home and in some cases a hybrid arrangement including a mixture of home, office or workplace working. The impact of remote / home working is continually assessed, with a focus on Wellbeing.

We have managed to keep all services fully staffed and operational, despite the challenges of increased transmission rates.

##### **Hamper Scamper**

We successfully delivered the busiest Hamper Scamper yet, fulfilling requests of 2,137 hampers and 2005 children's gifts.

The monetary value of the donations combined are estimated to be more than £80,000 and included 41,000 individual items of food. 39 schools and social care agencies referred into the appeal, and we received support from 316 volunteers donating 1,406 hours of their time. Using the Annual Survey of Hours and Earnings, we estimate the donation of time to be worth £19,684.

We are grateful to Zurich Community Trust for the donation of space and Eurolink Connect for the donation of a mobile Wi-Fi hub enabling us to maintain communications with supporters and referring agencies.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

#### ACHIEVEMENT AND PERFORMANCE

##### Personnel

##### Leadership Development

We have continued to invest in the professional development of our Senior Leadership Team through Quolux Leadership Management training. This investment supports business planning and strategy, whilst enabling (developing) the organisation to have a strong team enterprise and sustainable future.

##### Employee Engagement, Workplace Wellness and Diversity and Inclusion

One year ahead of schedule, we delivered on our promise to raise the minimum wage and salary to align with the standards set out by Real Living Wage Foundation, which we brought into force on 1st April 2021. We delivered further positive news increasing salaries for all employees by 2% and by delivering a bonus at the end of the 2021-22 year.

After further strong investment in our Employee Value Proposition last year, we continued in a similar vein by adding employee life assurance as universal cover for all contracted staff, entitling their nominated individual to receive a pay-out equivalent to 3 times their annual salary in the event of their death.

To assist with continued personal and professional development, we have invested in learning management software, currently in a trial period, to map out the individual learning pathways for all staff and facilitate the coordination and review of training to ensure compliance.

We continued to procure universal training in Psychologically Informed Environments, Trauma Informed and Strengths Based Approach. Further, middle managers have undertaken Managing Stress in the Workplace training as well as Work Smarter, Not Harder coaching.

Further, we identified six staff to take their learning and development to the next level through enrolling them onto apprenticeships, paid for through our contributions to the Apprenticeship Levy.

We have continued to refine our health and wellbeing offer in recognition of the increasing pressures placed upon staff performing stressful duties. We invested in additional hours taking our Workplace Welfare Manager from part time to full time and invested in Critical Incident training to equip them to respond to staff subject to traumatic incidents on shift.

In recognition of our strides towards enhancing our Employee Value Proposition, we were proud to be the recipient of the Employee Engagement Award at the SoGlos Business Awards.

We brought diversity and inclusion into sharper focus this year by setting out our objective to build an overarching strategy towards having a highly diverse workforce and workplace that is welcoming, nurturing, and anti-oppressive. We have set out five key objectives that form our strategy and commitment to diversity and inclusion and our Diversity & Inclusion team are embracing the principles of FREDIE (Fairness, Respect, Engagement, Diversity, Inclusion and Equality) across the workforce.

Diversity in the workplace yields significant benefit to everyone in contact with CCP including the people we serve. We have continued to promote a workplace culture of inclusivity in which people can come to work, feel comfortable and confident to be themselves. This ensures everybody feels valued and in so being add value to those we are here to serve.

We are pleased to have been recognised as an inclusive employer through Inclusivity Works, receiving an Exemplar Employer Award recognising the work we do supporting people with barriers moving into employment.

The award has recognised CCP to be leading by example, offering apprenticeships and employment opportunities to people who face barriers to work. We fundamentally uphold a vision that every person should have the opportunity to engage in meaningful work. We understand the value of providing effective work opportunities, enhancing people's employability and life skills, as well as creating a positive impact on their local communities.

# CARING FOR COMMUNITIES AND PEOPLE

## REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

### FINANCIAL REVIEW

#### Investment policy and objectives

Throughout the year, the Charity continued to own properties at 301 and 340 High Street, Cheltenham, which were substantially used for its own administrative and client-facing services. Towards the end of the year the decision was taken to sell 301 High Street as its original purpose as a "One Stop Shop" for client-facing services has been superseded. This sale is expected to be realised in the 2022-23 year. The programme of housing acquisition for the accommodation of clients has progressed, through continued use of the loan facility of £2.85 million provided by Social and Sustainable Capital.

#### Risk management

All risks to which the charity is exposed, as identified by the trustees in their continuous review of risk, have been reviewed and systems are in place to manage those risks. In particular, a risk register covering the areas of governance, operations including staffing, finance and the environment has been improved and is regularly reviewed as to the likelihood and potential seriousness of each perceived risk.

There is a rigorous system of financial control in place which requires a trustee to authorise expenditure above a set level. Historical financial reporting and forecasting occurs on an ongoing basis.

#### Income and expenditure

Details of financial performance are set out in the Statement of Financial Position on page 13. Our activities have been reported under two headings - Accommodation Based Support and Community Based Support. These activities are defined in Note 21, in which the purposes of the restricted funds are explained.

Incoming resources for charitable work have increased by some 6% compared to the previous year, a creditable outcome in a period still affected both by Covid restrictions and the subsequent unwinding of those restrictions. Expenditure to provide services has increased by 11%, attributable to an increase in services provided but also to the installation of additional controls to ensure close monitoring of our expanded activities, which continue to be developed through work with a larger number of local authorities.

#### Assets and reserves

The Statement of Financial Activities and the Statement of Financial Position are on pages 13 and 14.

Once again, the loan facility provided by Social and Sustainable Capital has enabled us to purchase more accommodation for users needing support and this has increased the value of our fixed assets by some £1.5 million, with a corresponding increase in our loan commitment, as explained in Note 18. The assets acquired are principally houses and the directors are confident that their carrying value will not be less than their cost.

Through excellent control of short-term creditors, debtors and cash, the net current asset position has remained as it was in 2021 and the Statement of Cash Flows on pages 15 and 16 reflects this position.

Note 21 explains the spending from funds in the year and the allocation of funds for the following year, with brief supplementary explanation of the purpose of each fund.

#### Thanks to the Finance and Information Technology teams

The Trustees would like to pay particular tribute to the work of the Finance and IT teams throughout the recent period of difficult working. Whilst they are not at the coal face, their co-operation with those who are and their careful control of finance and communications is vital to the organisation and the Trustees are delighted to commend them.

## **CARING FOR COMMUNITIES AND PEOPLE**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022**

#### **FUTURE PLANS**

Demand for services is rising and we expect this to gather pace principally due to the cost-of-living crisis, but also post pandemic where we observe a general wellbeing crisis in many communities. Getting back to normal is frightening for some and the re-adjustment leaves many feeling isolated. Supporting our staff, paid and unpaid, to feel energised and resourced is, therefore, a priority for the year ahead.

We will embed the values of the organisation through the publishing of our Highest Standard Protocol. This will evolve the way in which we dedicate time to supervision and appraisal based on the principles of reflective practice, encouraging staff to reflect on work-based practice and engage in a process of planning, reflection and continuous improvement and learning.

We will maintain investment in reward and recognition through the development and implementation of a transparent, equitable pay structure. This will ensure that current and future employees are able to map their time with the charity, whether this be as a steppingstone to a future career or as a long-term employee with us.

In respect to service development, we are considering applying to become a Registered Social Landlord during the next fiscal year to strengthen CCP's position when commissioning with local authorities. Successful registration will ensure our standards remain high through the introduction of a regulator to scrutinise our standards. We envisage this process will drive our high gold standard mantra that we are so proud of. High standards are especially important to make sure that everyone encountering CCP's Independent Living Services gets the care and support that is right for them and that purchasers of our services feel assured quality is at the heart of our offer.

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

The charity ("CCP") is incorporated as a company limited by guarantee and therefore it has no share capital. In the event of the company being wound up and the liabilities and winding up expenses being in excess of assets, the liability of each member is limited to £1. It is governed by its Memorandum & Articles of Association dated 19 December 1994, as amended by special resolution on 22 January 1996.

##### **Recruitment and appointment of new trustees**

The power to appoint new trustees is vested in surviving and continuing trustees. Appropriate procedures for the recruitment and training of new trustees are implemented if required.

##### **Organisational Structure**

The charity is controlled by a board of trustees, which meets on a regular basis. Names of the trustees are detailed on page 1 of this report. One new trustee was appointed during the year. Day-to-day operations are supervised by a Senior Leadership Team, details of which are given on page 1 of this report.

##### **Related Parties**

The company is the sole trustee of the Ratcliffe Trust ("The Trust"), itself a registered charity, using the same registration number as CCP. The Ratcliffe Trust is therefore regarded as a subsidiary undertaking of CCP. Since October 2002 the Trust has been inactive. The charity has two wholly-owned subsidiaries, CCP Innovations Limited and CCP Homes Limited, which have always been and remain dormant.

#### **EVENTS SINCE THE END OF THE YEAR**

Information relating to events since the end of the year is given in the notes to the financial statements.

#### **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The trustees (who are also the directors of Caring for Communities and People for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

#### **STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued**

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

#### **AUDITORS**

The auditors, Andorran Limited (Statutory Auditor), will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 26 July 2022 and signed on its behalf by:



A Piggott - Secretary

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CARING FOR COMMUNITIES AND PEOPLE

### **Opinion**

We have audited the financial statements of Caring for Communities and People (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable 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 trustees with respect to going concern are described in the relevant sections of this report.

### **Other Information**

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CARING FOR COMMUNITIES AND PEOPLE

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

### **Responsibilities of trustees**

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

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

### **Our 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 a Report of the Independent Auditors 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.

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

- enquiries of management including a pre audit meeting;
- obtaining and reviewing supporting documentation of policies concerning the laws and regulations applicable to the charity's business;
- understanding how the charitable company complies with its regulatory framework by making enquiries of management;
- considering the culture inherent in the company and whether this represents a culture of honesty and ethical behaviour with a strong emphasis of detection and prevention of fraud.

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CARING FOR COMMUNITIES AND PEOPLE

### **Auditors' responsibilities for the audit of the financial statements - continued**

We assessed the susceptibility of the charitable company's financial statements to material misstatement and considered how fraud might occur. The audit procedures performed included, but were not limited to:

- challenging management assumptions and estimates;
- identifying and testing unusual journal entries;
- assessing how the relevant laws and regulations have been complied with and noting any instances of non compliance;
- reviewing the financial statements for compliance with relevant Accounting Standards and accounting legislation applicable to a charity;
- considering how those charged with governance have addressed the possibility of an override of essential controls or other influence over the financial reporting processes.

In addition, we also considered other non financial laws relevant to the charitable company. These do not necessarily have a direct influence on the financial statements but might affect the charitable company's ability to operate.

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

### **Use of our report**

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



Roger Downes FCA (Senior Statutory Auditor)  
for and on behalf of Andorran Limited (Statutory Auditor)  
Chartered Accountants  
6 Manor Park Business Centre  
Mackenzie Way  
Cheltenham  
Gloucestershire  
GL51 9TX

26 July 2022

**CARING FOR COMMUNITIES AND PEOPLE**

**STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2022**

	Notes	Unrestricted funds £	Restricted funds £	Endowment fund £	31.3.22 Total funds £	31.3.21 Total funds £
<b>INCOME FROM</b>						
Donations and legacies	2	49,678	51,295	-	100,973	148,238
<b>Charitable activities</b>						
Charitable Activities	5	31,797	8,770,581	-	8,802,378	8,311,223
Other trading activities	3	7,221	14,524	-	21,745	13,701
Investment income	4	421	-	-	421	59,696
Other income	6	75,000	120,125	-	195,125	-
<b>Total</b>		<u>164,117</u>	<u>8,956,525</u>	<u>-</u>	<u>9,120,642</u>	<u>8,532,858</u>
<b>EXPENDITURE ON</b>						
<b>Charitable activities</b>						
Charitable Activities	7	31,048	8,703,688	-	8,734,736	7,851,582
<b>NET INCOME</b>		<u>133,069</u>	<u>252,837</u>	<u>-</u>	<u>385,906</u>	<u>681,276</u>
<b>Transfers between funds</b>	21	<u>137,527</u>	<u>(137,527)</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net movement in funds</b>		<u>270,596</u>	<u>115,310</u>	<u>-</u>	<u>385,906</u>	<u>681,276</u>
<b>RECONCILIATION OF FUNDS</b>						
<b>Total funds brought forward</b>		<u>1,361,360</u>	<u>48,168</u>	<u>-</u>	<u>1,409,528</u>	<u>728,252</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>1,631,956</u></u>	<u><u>163,478</u></u>	<u><u>-</u></u>	<u><u>1,795,434</u></u>	<u><u>1,409,528</u></u>

The notes form part of these financial statements

**CARING FOR COMMUNITIES AND PEOPLE**

**STATEMENT OF FINANCIAL POSITION  
31 MARCH 2022**

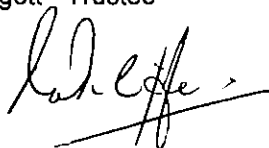
	Notes	Unrestricted funds £	Restricted funds £	Endowment fund £	31.3.22 Total funds £	31.3.21 Total funds £
<b>FIXED ASSETS</b>						
Tangible assets	14	1,119,182	2,297,930	84,850	3,501,962	1,821,739
Investments	15	2	-	-	2	2
		<u>1,119,184</u>	<u>2,297,930</u>	<u>84,850</u>	<u>3,501,964</u>	<u>1,821,741</u>
<b>CURRENT ASSETS</b>						
Debtors	16	51,509	636,266	-	687,775	749,053
Cash at bank		739,830	562,080	-	1,301,910	1,201,420
		<u>791,339</u>	<u>1,198,346</u>	<u>-</u>	<u>1,989,685</u>	<u>1,950,473</u>
<b>CREDITORS</b>						
Amounts falling due within one year	17	(67,099)	(968,123)	-	(1,035,222)	(958,653)
		<u>724,240</u>	<u>230,223</u>	<u>-</u>	<u>954,463</u>	<u>991,820</u>
<b>NET CURRENT ASSETS</b>						
		<u>1,843,424</u>	<u>2,528,153</u>	<u>84,850</u>	<u>4,456,427</u>	<u>2,813,561</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>						
		<u>1,631,956</u>	<u>163,478</u>	<u>-</u>	<u>1,795,434</u>	<u>1,409,528</u>
<b>CREDITORS</b>						
Amounts falling due after more than one year	18	(211,468)	(2,364,675)	(84,850)	(2,660,993)	(1,404,033)
		<u>1,631,956</u>	<u>163,478</u>	<u>-</u>	<u>1,795,434</u>	<u>1,409,528</u>
<b>NET ASSETS</b>						
<b>FUNDS</b>						
Unrestricted funds	21				1,631,956	1,361,360
Restricted funds					163,478	48,168
					<u>1,795,434</u>	<u>1,409,528</u>
<b>TOTAL FUNDS</b>						

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 26 July 2022 and were signed on its behalf by:



A Piggott - Trustee



M R Ratcliffe MBE - Trustee

The notes form part of these financial statements

**CARING FOR COMMUNITIES AND PEOPLE**

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2022**

	Notes	31.3.22 £	31.3.21 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	435,367	728,408
Interest paid		(19,439)	(75,828)
Net cash provided by operating activities		415,928	652,580
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(1,573,679)	(644,633)
Interest received		421	137
Net cash used in investing activities		(1,573,258)	(644,496)
<b>Cash flows from financing activities</b>			
New loans in year		1,300,000	850,000
Loan repayments in year		(42,180)	(40,828)
Net cash provided by financing activities		1,257,820	809,172
<b>Change in cash and cash equivalents in the reporting period</b>			
		100,490	817,256
<b>Cash and cash equivalents at the beginning of the reporting period</b>		1,201,420	384,164
<b>Cash and cash equivalents at the end of the reporting period</b>		1,301,910	1,201,420

The notes form part of these financial statements

CARING FOR COMMUNITIES AND PEOPLE

NOTES TO THE STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2022

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.22 £	31.3.21 £
<b>Net Income for the reporting period (as per the Statement of Financial Activities)</b>	385,906	681,276
<b>Adjustments for:</b>		
Depreciation charges	88,581	50,728
Interest received	(421)	(137)
Interest paid	19,439	75,828
Property revaluation	(195,125)	-
Decrease/(increase) in debtors	61,278	(252,782)
Increase in creditors	75,709	173,495
<b>Net cash provided by operations</b>	<u>435,367</u>	<u>728,408</u>

2. ANALYSIS OF CHANGES IN NET DEBT

	At 1.4.21 £	Cash flow £	At 31.3.22 £
<b>Net cash</b>			
Cash at bank	1,201,420	100,490	1,301,910
	<u>1,201,420</u>	<u>100,490</u>	<u>1,301,910</u>
<b>Debt</b>			
Debts falling due within 1 year	(41,838)	(860)	(42,698)
Debts falling due after 1 year	(1,319,183)	(1,256,960)	(2,576,143)
	<u>(1,361,021)</u>	<u>(1,257,820)</u>	<u>(2,618,841)</u>
<b>Total</b>	<u>(159,601)</u>	<u>(1,157,330)</u>	<u>(1,316,931)</u>

The notes form part of these financial statements

## CARING FOR COMMUNITIES AND PEOPLE

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

#### 1. ACCOUNTING POLICIES

##### **Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

##### **Preparation of consolidated financial statements**

The financial statements contain information about Caring for Communities and People as an individual company and do not contain financial information as the parent of a group. The charity is exempt under Section 399 (2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

##### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

##### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

##### **Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- at varying rates on cost
Motor vehicles	- 20% on cost

Individual fixed assets costing £1,000 or more or, at the discretion of the trustees, costing a lower amount are capitalised at cost. Leasehold refurbishments are only capitalised when there is deemed by the trustees to be any lasting value to the work. Freehold property is carried at annual valuation and is not depreciated.

##### **Taxation**

As a recognised charity, the charity is exempt from Corporation Tax so far as it relates to its charitable objects. It is not, however, exempt from VAT, and irrecoverable VAT is included in the cost of those items to which it relates.

##### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Designated funds are unrestricted funds that have been set aside by the trustees for specific purposes and are not available towards the core running costs of the charity.

Restricted funds can only be used for restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes.

##### **Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2022**

**2. DONATIONS AND LEGACIES**

<b>Individual Donors</b>	£
Robert Ryan	3,500
Simon Brisk	2,000
Elizabeth Macnamara	1,900
Toni Bayliss	1,261
Stephen Brown	1,210
Gerald Ward	1,200
Shiona Adamson	1,100
Angela Young	1,000
George Herbert	1,000
Jacqueline Durbin	1,000
James Horrell	1,000
Mary Ann Hazell	1,000
Owen Jubb	1,000
Individual donors under £1,000	27,207
	<hr/>
	45,378
	=====
 <b>Legacy</b>	 £
Estate of Mary Coskery	5,000
 <b>Community and Staff Fundraisers</b>	 £
Michael Bride	1,288
Heather Sheridan	1,451
Others under £1,000	1,147
	<hr/>
	3,886
	=====
 <b>Churches, clubs etc</b>	 £
Family Space Charity	8,260
Others under £1,000	1,635
	<hr/>
	9,895
	=====
 <b>Corporate Donors</b>	 £
Really Helpful Marketing	4,790
Midcounties Co-operative	3,891
Ecclesiastical Insurance	2,750
Arnold Clark	2,500
Innova Capital	2,072
EKE Security	2,000
Office Works	2,000
RockWealth LLP	1,800
Creed Foodservice	1,050
Others under £1,000	5,110
	<hr/>
	27,963
	=====
 <b>Total Donations</b>	 <hr/>
	92,121
 <b>Inland Revenue Gift Aid</b>	 <hr/>
	8,852
 <b>Total Donations and Legacies</b>	 <hr/>
	100,973
	=====

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2022**

<b>3. OTHER TRADING ACTIVITIES</b>		31.3.22	31.3.21
		£	£
Miscellaneous income		<u>21,745</u>	<u>13,701</u>
<b>4. INVESTMENT INCOME</b>		31.3.22	31.3.21
		£	£
Rents received		-	59,559
Deposit account interest		<u>421</u>	<u>137</u>
		<u>421</u>	<u>59,696</u>
<b>5. INCOME FROM CHARITABLE ACTIVITIES</b>		31.3.22	31.3.21
		£	£
Grants	Activity	6,923,328	6,880,694
	Charitable Activities		
Operational rents received	Charitable Activities	<u>1,879,050</u>	<u>1,430,529</u>
		<u>8,802,378</u>	<u>8,311,223</u>
Grants received, included in the above, are as follows:			
		31.3.22	31.3.21
		£	£
Gloucestershire County Council		2,744,133	3,163,652
Herefordshire Council		996,126	730,931
Bristol City Council		647,883	246,917
Worcester City Council		494,735	768,876
South Gloucestershire Council		306,598	227,096
NHS Gloucestershire		282,913	228,006
Swindon Borough Council		267,601	5,403
Bournemouth, Christchurch and Poole Council		194,562	502,437
Primary Care Network Cheltenham Central		149,486	115,296
Cheltenham Borough Council		118,000	107,500
Big Lottery Fund		106,942	49,034
Wiltshire Council		90,291	33,310
Wychavon District Council		73,171	-
Redditch Borough Council		64,316	62,417
Primary Care Network Mythe Medical Practice		62,544	45,137
Police and Crime Commissioner for Wiltshire		40,000	40,000
Aspire Foundation		35,900	35,900
Oakwood School		35,900	35,900
Bromsgrove District Council		32,114	31,041
Somerset Community Foundation		27,391	19,415
London Borough of Havering		24,943	-
Rooftop Housing Association		19,828	-
University of Gloucestershire		12,440	9,800
Primary Care Network Cheltenham Peripheral		9,257	37,583
Bournemouth Churches Housing Association		6,772	40,634
Police and Crime Commissioner for Gloucestershire		6,500	6,500
Neighbourly Community Fund		6,400	5,400
Carried forward		<u>6,856,746</u>	<u>6,548,185</u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2022**

**5. INCOME FROM CHARITABLE ACTIVITIES - continued**

	31.3.22	31.3.21
	£	£
Brought forward	6,856,746	6,548,185
Fluck Convalescent Fund	5,516	7,017
Barnwood House Trust	5,000	15,593
University of Worcester	4,200	5,600
University of the West of England	2,100	11,200
Worcester County Council	-	15,643
North Somerset Council	-	177,592
Maggs Day Centre	-	14,801
Severn Wye Energy Agency	-	10,700
Gloucestershire Community Foundation	-	9,822
Gloucestershire Society	-	8,928
The Rowlands Trust	-	5,000
Others less than £5,000	37,218	23,586
Coronavirus Job Retention Scheme	12,548	27,027
	<u>6,923,328</u>	<u>6,880,694</u>

**6. OTHER INCOME**

	31.3.22	31.3.21
	£	£
Gain on property revaluation	<u>195,125</u>	<u>-</u>

**7. CHARITABLE ACTIVITIES COSTS**

	Direct Costs (see note 8) £	Support costs (see note 9) £	Totals £
Charitable Activities	<u>8,728,707</u>	<u>6,029</u>	<u>8,734,736</u>

**8. DIRECT COSTS OF CHARITABLE ACTIVITIES**

	31.3.22	31.3.21
	£	£
Staff costs	6,106,651	5,709,292
Direct client costs	109,178	75,602
Property costs	691,849	602,853
Equipment costs	160,244	142,530
Administration costs	244,038	197,949
Professional fees	555,070	376,864
Other staff expenditure	731,516	592,263
Vehicle costs	22,141	21,645
Depreciation	88,581	50,728
Interest payable and similar charges	19,439	75,828
	<u>8,728,707</u>	<u>7,845,554</u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2022**

**9. SUPPORT COSTS**

	<b>Governance costs</b>	
	£	
Charitable Activities		<u>6,029</u>

Support costs, included in the above, are as follows:

**Governance costs**

	31.3.22	31.3.21
	Charitable	Total
	Activities	activities
	£	£
Auditors' remuneration	<u>6,029</u>	<u>6,028</u>

**10. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	31.3.22	31.3.21
	£	£
Auditors' remuneration	6,029	6,028
Depreciation - owned assets	<u>88,581</u>	<u>50,728</u>

**11. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 March 2022 nor for the year ended 31 March 2021.

**12. STAFF COSTS**

	31.3.22	31.3.21
	£	£
Wages and salaries	5,489,483	5,158,430
Social security costs	449,852	402,999
Other pension costs	167,316	147,863
	<u>6,106,651</u>	<u>5,709,292</u>

The average monthly number of employees during the year was as follows:

	31.3.22	31.3.21
Management and administration	37	31
Charitable Activities	200	207
	<u>237</u>	<u>238</u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2022**

**12. STAFF COSTS - continued**

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	31.3.22	31.3.21
£60,001 - £70,000	2	1
£70,001 - £80,000	1	-
	<u>3</u>	<u>1</u>

**13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £	Restricted funds £	Endowment fund £	Total funds £
<b>INCOME FROM</b>				
Donations and legacies	44,920	103,318	-	148,238
<b>Charitable activities</b>				
Charitable Activities	48,155	8,263,068	-	8,311,223
Other trading activities	5,726	7,975	-	13,701
Investment income	50,057	9,639	-	59,696
<b>Total</b>	<u>148,858</u>	<u>8,384,000</u>	-	<u>8,532,858</u>
<b>EXPENDITURE ON</b>				
<b>Charitable activities</b>				
Charitable Activities	34,013	7,817,569	-	7,851,582
<b>NET INCOME</b>	<u>114,845</u>	<u>566,431</u>	-	<u>681,276</u>
<b>Transfers between funds</b>	566,588	(566,588)	-	-
<b>Net movement in funds</b>	<u>681,433</u>	<u>(157)</u>	-	<u>681,276</u>
<b>RECONCILIATION OF FUNDS</b>				
<b>Total funds brought forward</b>	679,927	48,325	-	728,252
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u><u>1,361,360</u></u>	<u><u>48,168</u></u>	-	<u><u>1,409,528</u></u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2022**

**14. TANGIBLE FIXED ASSETS**

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST OR VALUATION</b>				
At 1 April 2021	1,597,092	317,597	33,850	1,948,539
Additions	1,489,767	83,912	-	1,573,679
Disposals	-	(16,375)	-	(16,375)
Revaluations	195,125	-	-	195,125
At 31 March 2022	<u>3,281,984</u>	<u>385,134</u>	<u>33,850</u>	<u>3,700,968</u>
<b>DEPRECIATION</b>				
At 1 April 2021	-	106,865	19,935	126,800
Charge for year	-	82,120	6,461	88,581
Eliminated on disposal	-	(16,375)	-	(16,375)
At 31 March 2022	<u>-</u>	<u>172,610</u>	<u>26,396</u>	<u>199,006</u>
<b>NET BOOK VALUE</b>				
At 31 March 2022	<u>3,281,984</u>	<u>212,524</u>	<u>7,454</u>	<u>3,501,962</u>
At 31 March 2021	<u>1,597,092</u>	<u>210,732</u>	<u>13,915</u>	<u>1,821,739</u>

Cost or valuation at 31 March 2022 is represented by:

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Totals £
Valuation in 2022	195,125	-	-	195,125
Cost	3,086,859	385,134	33,850	3,505,843
	<u>3,281,984</u>	<u>385,134</u>	<u>33,850</u>	<u>3,700,968</u>

One of the company's properties that is used for its own activities was valued by ETP Property Consultants in February 2020 and this valuation was adopted as the valuation figure and carried at that value in the financial statements to 31 March 2020 and 2021. The trustees have considered the carrying value at 31 March 2022 and determined that, in their view, there has been no material change to that valuation..

Another of the properties that is used for the charity's own activities is under offer for sale and therefore the trustees have deemed it appropriate to carry this property at its offered selling price net of estimated selling costs.

Three properties were purchased in the year to 31 March 2021 and eight more in the year to 31 March 2022 as part of the charity's Independent Living Service provision. The trustees consider that the value of these properties has increased beyond their original cost and have therefore determined to carry these properties in the financial statements at 31 March 2022 at a revalued amount that they have established by reference to market research into residential property values in the areas that the properties are located.

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2022**

**15. FIXED ASSET INVESTMENTS**

The fixed asset investments at 31 March 2022 are £2, being the whole of the issued share capital of CCP Innovations Limited (£1) and the whole of the issued share capital of CCP Homes Ltd (£1). Both are dormant companies that have never traded.

The company also has a subsidiary charity called The Ratcliffe Trust which was inactive during the year and has reserves of £84,850 at both 31 March 2022 and 31 March 2021.

**16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.3.22	31.3.21
	£	£
Trade debtors	512,760	639,041
Other debtors	8,560	15,942
Prepayments and accrued income	166,455	94,070
	687,775	749,053

**17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.3.22	31.3.21
	£	£
Other loans (see note 19)	42,698	41,838
Trade creditors	107,431	167,917
Social security and other taxes	155,731	117,307
Other creditors	89,391	76,214
Accrued expenses	195,241	158,491
Deferred income	444,730	396,886
	1,035,222	958,653

**18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	31.3.22	31.3.21
	£	£
Other loans (see note 19)	2,576,143	1,319,183
Amounts owed to group undertakings	84,850	84,850
	2,660,993	1,404,033

**19. LOANS**

An analysis of the maturity of loans is given below:

	31.3.22	31.3.21
	£	£
Amounts falling due within one year on demand:		
Mortgage	42,698	41,838
Amounts falling between one and two years:		
Mortgage - 1-2 years	43,571	42,571
Amounts falling due between two and five years:		
Mortgage - 2-5 years	135,776	130,735
Amounts falling due in more than five years:		
Repayable by instalments:		
Mortgage more than 5 years	246,796	295,877

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2022**

**19. LOANS - continued**

	31.3.22	31.3.21
	£	£
Repayable otherwise than by instalments:		
Other loan more 5 years	<u>2,150,000</u>	<u>850,000</u>

The other loan is funding from The Community Investment Fund L.P., a fund of Social and Sustainable Capital LLP, as part of the programme for acquisition of properties for use in the charity's Independent Living Service. The loan is repayable in 2030 and bears interest at a commercial rate.

**20. SECURED DEBTS**

The following secured debts are included within creditors:

	31.3.22	31.3.21
	£	£
Mortgage	<u>2,618,841</u>	<u>1,361,021</u>

Legal charges dated 19 July 2016 and 8 September 2016 over the charity's two original freehold properties have been granted in favour of Lloyds Bank plc as part of the charity's loan facilities with the bank.

A charge dated 4 January 2020 has been granted to The Community Investment Fund L.P. over one of the company's bank accounts. Subsequently charges have been granted individually to The Community Investment Fund L.P. over the charity's eleven Independent Living Service properties purchased during the years to 31 March 2021 and 2022.

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2022**

**21. MOVEMENT IN FUNDS**

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.22 £
<b>Unrestricted funds</b>				
General fund	597,360	237,972	(239,676)	595,656
Unrestricted revaluation fund	100,000	75,000	-	175,000
Property Maintenance	85,000	(39,901)	39,901	85,000
Consultancy Fees	20,000	(1,952)	1,952	20,000
Depreciation	100,000	(86,791)	86,791	100,000
Expansion of SRoI to include volunteering	20,000	(2,000)	2,000	20,000
Marketing	25,000	(20,017)	10,017	15,000
Regulatory Professional Fees	10,000	(1,960)	6,960	15,000
Running Costs	289,000	-	187,300	476,300
Social Value Manager	30,000	-	(30,000)	-
System Development	40,000	(8,205)	(6,795)	25,000
Training	20,000	(19,077)	19,077	20,000
Volunteering in the County	25,000	-	(25,000)	-
CBS Senior Manager	-	-	35,000	35,000
Apprenticeship	-	-	15,000	15,000
Training Coordinator	-	-	35,000	35,000
	<hr/>	<hr/>	<hr/>	<hr/>
	1,361,360	133,069	137,527	1,631,956
<b>Restricted funds</b>				
Restricted revaluation fund	10,000	120,125	-	130,125
Community Based Support	38,168	114,586	(119,401)	33,353
Accommodation Based Support	-	18,126	(18,126)	-
	<hr/>	<hr/>	<hr/>	<hr/>
	48,168	252,837	(137,527)	163,478
<b>TOTAL FUNDS</b>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	1,409,528	385,906	-	1,795,434

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2022**

**21. MOVEMENT IN FUNDS - continued**

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	89,117	148,855	237,972
Unrestricted revaluation fund	75,000	-	75,000
Property Maintenance	-	(39,901)	(39,901)
Consultancy Fees	-	(1,952)	(1,952)
Depreciation	-	(86,791)	(86,791)
Expansion of SRoI to include volunteering	-	(2,000)	(2,000)
Marketing	-	(20,017)	(20,017)
Regulatory Professional Fees	-	(1,960)	(1,960)
System Development	-	(8,205)	(8,205)
Training	-	(19,077)	(19,077)
	<hr/>	<hr/>	<hr/>
	164,117	(31,048)	133,069
<b>Restricted funds</b>			
Restricted revaluation fund	120,125	-	120,125
Community Based Support	3,603,814	(3,489,228)	114,586
Accommodation Based Support	5,232,586	(5,214,460)	18,126
	<hr/>	<hr/>	<hr/>
	8,956,525	(8,703,688)	252,837
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	9,120,642	(8,734,736)	385,906
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2022**

**21. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
<b>Unrestricted funds</b>				
General fund	494,927	152,507	(50,074)	597,360
Unrestricted revaluation fund	100,000	-	-	100,000
Property Maintenance	60,000	(22,196)	47,196	85,000
Volunteer Co-ordinator	25,000	(15,466)	(9,534)	-
Consultancy Fees	-	-	20,000	20,000
Depreciation	-	-	100,000	100,000
Expansion of SRol to include volunteering	-	-	20,000	20,000
Marketing	-	-	25,000	25,000
Regulatory Professional Fees	-	-	10,000	10,000
Running Costs	-	-	289,000	289,000
Social Value Manager	-	-	30,000	30,000
System Development	-	-	40,000	40,000
Training	-	-	20,000	20,000
Volunteering in the County	-	-	25,000	25,000
	<u>679,927</u>	<u>114,845</u>	<u>566,588</u>	<u>1,361,360</u>
<b>Restricted funds</b>				
Restricted revaluation fund	10,000	-	-	10,000
Community Based Support	38,325	409,561	(409,718)	38,168
Accommodation Based Support	-	156,870	(156,870)	-
	<u>48,325</u>	<u>566,431</u>	<u>(566,588)</u>	<u>48,168</u>
<b>TOTAL FUNDS</b>	<u><u>728,252</u></u>	<u><u>681,276</u></u>	<u><u>-</u></u>	<u><u>1,409,528</u></u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	148,858	3,649	152,507
Property Maintenance	-	(22,196)	(22,196)
Volunteer Co-ordinator	-	(15,466)	(15,466)
	<u>148,858</u>	<u>(34,013)</u>	<u>114,845</u>
<b>Restricted funds</b>			
Community Based Support	3,660,615	(3,251,054)	409,561
Accommodation Based Support	4,723,385	(4,566,515)	156,870
	<u>8,384,000</u>	<u>(7,817,569)</u>	<u>566,431</u>
<b>TOTAL FUNDS</b>	<u><u>8,532,858</u></u>	<u><u>(7,851,582)</u></u>	<u><u>681,276</u></u>

The **designated funds** are in respect of:

**Property Maintenance**

Fund for maintenance and refurbishment of the charity's properties.

## CARING FOR COMMUNITIES AND PEOPLE

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2022

#### 21. MOVEMENT IN FUNDS - continued

##### **Consultancy fees**

Professional fees relating to quality management and consultancy systems.

##### **Depreciation**

Allowance for depreciation on fixed assets that increased significantly in the year ended 31 March 2021 due to setting staff up to work from home during the pandemic.

##### **Expansion of SRol to include Volunteering**

Funding to support the rollout across CCP of the current SRol model being developed in Family Services. Additional academic/professional support to research and develop.

##### **Marketing**

Production of Microsite Annual Report. Annual budget and equipment purchases to support the expansion of the engagement manager and the digital communication officer roles.

##### **Regulatory Professional Fees**

Fund to provide the professional services to support us in our application to become a Registered Provider (RP) and Ofsted registration. There will also be fees for the application and associated legal costs (planning permission).

##### **Running Costs**

To cover four months' core running costs not associated with contract provision in the event that income streams covering these costs come to an unforeseen halt or reduce to a level where costs are not covered in full.

##### **System Development**

HR, Finance and Housing Management system development.

##### **Training**

Funds set aside to upskill SLT members through Quolux, which is a bespoke Leadership package that will develop a range of leadership skills over the next year. An additional training budget to supplement the introduction of new training pathways across the organisation, allowing staff to access mandatory and ancillary training.

##### **CBS Senior Manager**

Funds for the post of an additional senior manager that would lead on the Family/CWS side of Community Based Support.

##### **Apprenticeship**

To provide an apprenticeship opportunity for the South Gloucestershire Early Help contract service.

##### **Training Coordinator**

Additional support to ensure that incoming staff are inducted, with a strong offer in terms of continuous professional development through the oversight of training pathways.

The **restricted funds** are in respect of:

##### **Community-Based Support**

Community-Based Support aims to improve the quality of people's lives by assisting them to maintain their accommodation, promoting independent living and encouraging people to build on their existing strengths and staying well. Incorporated in this is our preventative family Support team, providing assistance to children, young people and families facing crises or on-going struggles that may lead to youth homelessness.

## CARING FOR COMMUNITIES AND PEOPLE

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2022

#### 21. MOVEMENT IN FUNDS - continued

##### Accommodation-Based Support

Accommodation-Based Support provides integrated housing, training, education, employment, advice and support services for vulnerable and homeless people, promoting independent living and encouraging people to build on their existing strengths and staying well.

##### Transfers between funds

Transfers are made between restricted and unrestricted funds at the end of every accounting period in cases where:

- i) the activity of the restricted fund has come to an end and there is an unspent balance that is not repayable to the funder(s), when the surplus is transferred to unrestricted funds; and
- ii) the restricted fund is in deficit and has either come to an end or there is no prospect of a surplus in a later period, when the deficit is eliminated by transfer from unrestricted funds.

#### 22. CONTINGENT LIABILITIES

Various funders retain the right to claw back grants should the use of the funds not be in accordance with the terms of the grant. In the opinion of the trustees, no such liability exists at the year end.

#### 23. CAPITAL COMMITMENTS

	31.3.22	31.3.21
	£	£
Contracted but not provided for in the financial statements	<u>33,559</u>	<u>260,022</u>

#### 24. RELATED PARTY DISCLOSURES

During the year the charity paid motor insurance to an insurance broking company owned and managed by one of the trustees. The premium paid in the year to 31 March 2022 was £4,560 (2021: £5,595), on which the related party earned commission of £408 (2021: £500).

During the year the charity paid £30 (2021: £23) for room hire and £2,550 (2021: £2,621) for training costs on commercial terms offered to other charities to a charity of which one of the trustees is also a trustee.

During the year, the charity received grants on an arm's length basis from the Aspire Foundation, where one of the Senior Management Team is a Governor.

During the year, the charity rented a property that is jointly-owned by a member of the Senior Leadership Team for use in its Independent Living Service on an arms length basis.

One of the trustees is also a trustee of Morroway House CIC, from which Caring for Communities and People rents a property for its Independent Living Service on an arms length basis.

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2022**

**25. POST BALANCE SHEET EVENTS**

An offer has been made and accepted for the disposal of one of the charity's operating properties at its 31 March 2022 valuation net of selling costs.

**Caring for Communities and People**

England & Wales - Charity number 1043143

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# Accounts

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REGISTERED COMPANY NUMBER: 03002869 (England and Wales)  
REGISTERED CHARITY NUMBER: 1043143

REPORT OF THE TRUSTEES AND  
AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020  
FOR

CARING FOR COMMUNITIES AND PEOPLE



## CARING FOR COMMUNITIES AND PEOPLE

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**CARING FOR COMMUNITIES AND PEOPLE**

**REFERENCE AND ADMINISTRATIVE DETAILS  
FOR THE YEAR ENDED 31 MARCH 2021**

<b>TRUSTEES</b>	M R Ratcliffe MBE A Piggott I J Salter T Czapski K J Morgan OBE DL A M Lea R J Carter (appointed 8.7.20)
<b>COMPANY SECRETARY</b>	A Piggott
<b>REGISTERED OFFICE</b>	Wolseley House Oriol Road Cheltenham Gloucestershire GL50 1TH
<b>REGISTERED COMPANY NUMBER</b>	03002869 (England and Wales)
<b>REGISTERED CHARITY NUMBER</b>	1043143
<b>AUDITORS</b>	Andorran Limited (Statutory Auditor) Chartered Accountants 6 Manor Park Business Centre Mackenzie Way Cheltenham Gloucestershire GL51 9TX
<b>PATRON</b>	The Lord Bird MBE
<b>SENIOR LEADERSHIP TEAM</b>	Cordell Ray MBE - CEO Gareth Edwards - Chief Operating Officer Amanda McPeake - Finance Director Nigel McPeake - Business Devel. Director Max Larcombe - Director of ABS Ramona Ray - Director of CBS Ryan Major - Facilities Director

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

#### OBJECTIVES AND ACTIVITIES

##### Objectives and aims

The principal objectives of the charity as defined in the Memorandum of Association are to provide assistance for socially deprived young people, particularly those aged from 16 to 25 years; to provide accommodation for homeless persons; to provide for those in financial need; and to provide care, support and resettlement advice to those in need or at risk.

In order to achieve the objectives, the charity has set out a series of statements:

##### Our Vision:

Our vision is of a caring, supportive and inclusive society.

##### Our Purpose:

Our purpose is to prevent the causes and reduce the effects of homelessness, family breakdown and exclusion.

##### Our Mission:

Our mission is to support:

- safe and stable homes;
- strong families and communities;
- health and wellbeing;
- independence and resilience;
- social and financial inclusion.

##### Our Beliefs:

We believe:

- everyone should have a place they can call home;
- everyone has the power to change their lives for the better, but some may need help to do so;
- prevention is better than cure;
- volunteering enriches lives.

##### Our Values:

We place communities and people at the heart of everything we do. Our services are:

- based on working in partnership;
- available to all who need them;
- delivered to the highest standards;
- compassionate, personalised and empowering;
- based on making things happen.

##### Public benefit

In planning the charity's activities for the year the trustees kept in mind the Charity Commission's guidance on public benefit. The focus of the charity's activities during the year, which explains the delivery by the charity of public benefit, is set out above under 'objectives and aims' and below under 'achievement and performance'.

#### ACHIEVEMENT AND PERFORMANCE

##### Award of MBE

Trustees are delighted to record that our CEO, Cordell Ray, has been awarded the honour of MBE in recognition of his charitable work with CCP, particularly during the COVID pandemic. We offer him our heartfelt congratulations.

# CARING FOR COMMUNITIES AND PEOPLE

## REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

### ACHIEVEMENT AND PERFORMANCE

#### Charitable activities

##### Why do we do what we do?

Caring for Communities and People (CCP) exists to transform the lives of children, young people, families and vulnerable adults by reducing the impact and consequences of homelessness, family breakdown, poverty and wider social exclusion. We seek firstly to prevent, then to mitigate the influence of Adverse Childhood Experiences (ACEs) which otherwise contribute to a recurring cycle of social deprivation. In the year we have supported 7044 people.

##### How do we do it?

Our principal approach is to tender for contracts for the provision of social services for which local authorities have a statutory responsibility. Payment for these services represents some 86% of our income, with the remainder consisting of donations, grants and rents from some parts of our premises.

##### What social support fields do we work in?

Our local authority work is in two main support fields, accommodation-based (53% by income) and community-based (47% by income).

#### Accommodation-Based Support

CCP's Accommodation-Based Support (ABS) services provide supportive environments for people who are vulnerable, homeless or who are still developing their independent living skills. We provide a range of services for care leavers, young people aged 16 to 25, and adults. We work with people to develop co-produced action plans which help them to:

- Build on their individual strengths
- Develop the skills they need to become self-reliant
- Sustain accommodation and tenancies
- Rebuild relationships with family members
- Link with wider community support networks
- Make a smooth transition between supported accommodation and independent living

The accommodation we manage ranges from houses and flats suitable for 1 to 3 people, up to larger sites accommodating 20+ people in individual and shared self-contained units. Accommodation is a mix of CCP-owned, leased, or operated under a management agreement.

Throughout the year we worked with 646 people.

#### **Amy's Story**

Amy became homeless following a breakdown in the relationship with her mum and was referred to CCP's supported accommodation as she wanted help to "get control of her life and circumstances".

On arriving at supported housing, Amy not only had a number of debts but there were also serious concerns around her mental health. Having suffered domestic abuse by an ex-partner, Amy had a continuous pattern of unhealthy relationships that seemed to seriously put her at risk and impact her mental health.

To support her needs, CCP staff worked with Amy to create a personal plan and to learn to budget, allowing her to begin paying off her debts. Amy also attended life skills sessions run by staff, as it was essential for her to learn how to care for herself, to find better coping strategies and to understand more about unhealthy relationships and abuse. Staff also helped Amy access mental health services, attended counselling sessions with her, and offered their time if she ever needed support.

Twelve months later, Amy is now living independently and is continuing to engage with counselling to support her mental health. We also supported her to rebuild her relationship with her mum, and the two now have regular contact. Amy is enjoying her new role as a waitress, and has expressed her happiness at finally feeling more hopeful, thanks to all the support she has received.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

#### ACHIEVEMENT AND PERFORMANCE

##### Charitable activities - continued

##### **Everyone In - Covid-19 Response**

During the Covid-19 pandemic, we provided accommodation and support to 70 homeless individuals in the county of Worcestershire, as part of the Government's "Everyone In" campaign. Worcester City Council commissioned CCP to provide 24/7 support utilising the Fownes Hotel in Worcester as the accommodation.

The project began on the 3rd of April 2020 by supporting 32 entrenched rough sleepers. By mid-May the hotel was at capacity and housing 56 people. The accommodation included a 3-course evening meal, laundry services, housekeeping and the provision of a secure outside space.

We have received positive media coverage of the project including interviews with staff on BBC Radio Hereford & Worcestershire, The Worcester News, The Washington Post (USA) and latterly both Midlands today and BBC Points West following an interview with the leader of the Labour Party, Sir Keir Starmer.

Our much-valued social investment agreement with Social & Sustainable Capital (SASC), enabling us to expand our supported accommodation services for young people leaving care, was put on hold during the initial Covid lockdown. Effectively this delayed property viewings by six months. During the year we have since purchased 3 properties out of our intended total of 16, but towards the end of the year we were again hampered by restrictions, with our surveyors being unable to work. In addition, we have agreed with SASC to include Bournemouth, Christchurch & Poole in our permitted area, further widening the search for suitable properties.

##### **Community-Based Support**

CCP's Community-Based Support (CBS) services deliver short term support that builds on an individual's existing strengths to help them develop the skills to become self-reliant and resilient, and live independently in the long term. We support people to:

- Reduce the risk of tenancy breakdown or losing their homes
- Find and maintain appropriate accommodation
- Maximise their income, improve budgeting and money management skills, and reduce debt
- Find activities, build social networks and avoid isolation, including rebuilding family relationships and developing links with other people, neighbourhoods and community networks
- Take up education, training, employment or volunteering opportunities
- Improve their health and wellbeing and enable them to access health and social care services, including GPs, mental health and drug and alcohol services

Throughout the year we worked with 6,398 people.

##### **James' Story**

James suddenly became a single father to 4 very young children after their mother left the family when her struggles with mental health issues became too challenging. James is now accessing the NHS mental health team himself, through which he was referred to by CCP for additional support. James has suffered from growing anxieties and depression in recent months, not only from parenting and financial stresses, but also since the still birth of a baby girl at full term which significantly impacted the family 3 years ago.

In order to support the family, CCP has put James in touch with a local stillbirth and neonatal death charity where he has arranged to attend regular sessions. The two older girls are also accessing bereavement counselling to come to terms with recent events. CCP has also supported James in managing the family's day to day routine, and has arranged for them to attend local activities together to build their relationships. James has also been receiving finance and housing advice through CCP in order to cope with financially supporting the girls whilst he is unable to work - as he is caring for them full time.

James now feels he is doing much better and is able to support his daughters, who although are keen to keep contact with their mum, are much more settled and happy in family life.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

#### ACHIEVEMENT AND PERFORMANCE

##### Charitable activities - continued

##### Pantry Project

As part of our Community-based Support service, and particularly in this pandemic year, we would especially like to feature the work of our Pantry Project.

Since the inception of the charity 31 years ago, emergency food provision has been a staple activity. Typically provided in the form of a food bank, more recently CCP has revolutionised the food offer to become a Pantry, which achieves better nutritional balance and choice for people living in food poverty.

Pantry mirrors the offer of a small supermarket. People become members, pay a small weekly fee of £3.50, and then shop to the value of up to £20. Members have total choice over the produce, including fresh meat, dairy, fruit, vegetables, bread, eggs and frozen foods.

In response to Covid restrictions and the initial lockdown period, Pantry was transformed into a doorstep delivery service. Between April and July, we delivered 2,394 emergency food deliveries to the doorsteps of 229 Pantry members. The average shop was valued at £33.60, with 17 volunteers donating 1121 hours and over 250 businesses responding to our rallying cries.

##### Hamper Scamper

No CCP Annual Report could possibly omit an account of Hamper Scamper, our appeal which distributes food parcels and gifts to people living in poverty and isolation at Christmas. Our appeal opened for referrals at the start of September with a target cap on food hampers of 1,800. By 24 December 2020 we had successfully delivered 1,953 festive hampers in addition to 2,200 children's gifts. For the first time, 295 packets of biscuits were dispatched as a "thinking of you" to those who were identified as being alone but not necessarily in need of a full parcel. A total of 54,952 food items were donated in the month leading up to Christmas. The hampers, together with the gifts, had an estimated value of £96,183.

##### Personnel

The year witnessed a significant growth, due to an increased portfolio of contracted services and expanding geographical spread. The split of income by area is as follows:

Gloucestershire	60%
Herefordshire	14%
Worcestershire	11%
South Gloucestershire	11%
Dorset	3%
Wiltshire	1%

Employee levels averaged 238 supported by a volunteer workforce of over 150. Analysis of staff numbers in percentage terms by age is shown in the following table:

19-29	23%
30-39	19%
40-49	27%
50-59	22%
60-69	9%

The Senior Leadership Team has a powerful desire to continually improve CCP's activities and in realising this ambition unceasingly refines and adapts the approach to supporting vulnerable people. This service activity is driven by our front-line key workers, paid and unpaid, who work closely with the Senior Leadership Team and service users in developing new strategies and models of engagement.

In a year dominated by the global pandemic, Covid-19, which required us all to fundamentally reconfigure our lives, adapt to new ways of working and think outside the box, personally and professionally, in a vastly unusual way, the trustees would like to express their appreciation and thanks to the Senior Leadership Team and all the key workers and volunteers who have produced such stellar results for the charity's clients.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

#### ACHIEVEMENT AND PERFORMANCE

##### Personnel - continued

The determination of the charity's staff throughout these most challenging of times gives rise to a deep sense of pride. The many calls to action in providing emergency responses, together with the fact that all commissioned services have been maintained for those most in need, is clearly an impressive result.

"CCP mobilised and began operation of the Community Based Support service at a particularly difficult time, we could not have anticipated beginning this contract during a global pandemic, but CCP rose to the challenge. This involved the large task of providing a seamless continuation of the existing CBS service while inducting a large cohort of staff and residents to a new organisation. The past year has not been without its hurdles but I am confident in CCP's ability to operate this service and I look forward to our partnership and the development of this service post-COVID."

Mohammed Bhula - Outcome Manager (Supporting People), Gloucestershire County Council

Mental Wellbeing has been a constant theme as we continue to juggle multiple tasks at once, all whilst supporting and assisting service users during a huge period of uncertainty and stress for them. We have regularly had to act fast, often on instinct, and make decisions in relative isolation.

We know there is inevitably a greater toll on some people than others and so have brought in or enhanced our workplace employee welfare solutions to ensure our people feel supported.

A Health and Wellbeing Steering Group was launched within the year, chaired by our new Workplace Welfare Manager, who coordinates our Health and Wellbeing Strategy. Counselling sessions are offered to CCP staff, as required, to help manage their emotional health needs.

We have renewed contracts with Perkbox and Benenden for a further two years. Perkbox has been re-subscribed at a higher level of membership and benefits.

A Training Coordinator has been recruited to oversee the professional development of all employees by creating competitive and transparent training pathways and sourcing the highest quality external and internal training programmes.

We have increased our minimum wage level to reflect the National Living Wage for all. This will be further enhanced through 2021 to achieve the Real Living Wage by the end of 2021/22.

We have invested in an Assured Futures Policy entitling staff to nominate beneficiaries for a payout of 3x annual salary in the case of death whilst employed by CCP.

Additional outreach to staff has been through setting up peer support WhatsApp groups; bringing on line SharePoint and the newly-launched CCP Wellbeing Site; encouraging organisation-wide attendance at the monthly virtual staff meeting including the 2020 All Stars Awards and promoting greater flexibility in the way we manage our work/life balance.

As the Charity has expanded to cover a growing number of geographies in England, so the need to bring everyone together regularly is more complex. Developing our virtual platforms has enabled us to hold monthly staff meetings with most employees able to attend. In November 2020 we held our inaugural All Stars Event, with guest speaker Phil Vickery MBE DL. Employees were recognised for their endeavours throughout the year and such was the success that we plan celebratory events to feature more prominently and regularly across the year as part of our staff meetings.

Microsoft 365 training was delivered to 300 staff between November and December 2020. Escalla were selected as the training provider who offered a full-service training package with extensive experience of supporting Microsoft change programmes. Microsoft 365 will continue to revolutionise the way we work and communicate internally.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

#### FINANCIAL REVIEW

##### Investment policy and objectives

The Charity continues to own properties at 301 and 340 High Street, Cheltenham, which are substantially used for its own administrative and client-facing services. In the course of the year it has acquired three houses for the accommodation of clients, using part of the facility of £2.85 million provided by Social and Sustainable Capital, mentioned elsewhere in this report.

##### Risk management

All risks to which the charity is exposed, as identified by the trustees in their continuous review of risk, have been reviewed and systems are in place to manage those risks. In particular, a risk register covering the areas of governance, operations including staffing, finance and the environment has been improved and is regularly reviewed as to the likelihood and potential seriousness of each perceived risk.

There is a rigorous system of financial control in place which requires a trustee to authorise expenditure above a set level. Historical financial reporting and forecasting occurs on an ongoing basis.

##### Income and expenditure

Details of financial performance are set out in the Statement of Financial Activities on page 14. Our activities have been reported under two headings - Accommodation Based Support and Community Based Support. These activities are defined in Note 23, in which the purpose of the restricted fund is explained.

As against the previous year, in the year to 31 March 2021 there has been a 51% increase in incoming resources and a 40% increase in expenditure. In the year to 31 March 2020 the increase over 2019 was 38% in both categories. In achieving the 2021 results, the charity has both increased the scope of its services and widened its geographical spread. The larger volume of work undertaken has realised economies of scale, spreading central overheads across more activities, but there has also been a significant Covid effect in the receipt of grants and in the reduction of costs via higher productivity and reduced travel through staff working from home.

##### Assets and reserves

The Statement of Financial Activities and the Statement of Financial Position on pages 14 and 15, with the accompanying notes, show a step change in the activities of CCP for the year ended 31 March 2021. Incoming resources have increased by 50% in comparison with the previous year and by over 100% compared with two years ago, whilst the percentage of these resources spent on charitable objects has fallen from the high to the low nineties, with a consequent addition to reserves.

There are several reasons for this stellar performance. New contracts started and savings were achieved on many ongoing contracts. Covid brought about savings in some areas and the impossibility of running some events meant that expenditure was not incurred, as was the case with property maintenance where Covid prevented work being carried out. The loan facility negotiated through Social and Sustainable Capital came on stream and by enabling CCP to buy its own properties, reduced costs and avoided the need to deal with landlords. The increased activity through new contracts helped significantly with the spread of central overheads and Covid-related recruitment difficulties saw what were effectively forced savings in some areas, without compromising core services.

CCP has exciting plans to use the reserves it has acquired, as set out in Note 23. Prominent amongst these are its plans to continue its academic enquiries into the area of Social Return on Investment and proposals to develop systems to provide better data, but there are also more mundane areas such as a reserve for depreciation where funding for assets has been received and has formed part of the year's surplus but where the associated depreciation charge will be spread over some three years. Trustees have also been prudent in reserving three months' running costs to allow for orderly changes in running the charity should circumstances change. Trustees are delighted that there is now such scope for the improvement of existing services and the development of new.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

#### **FUTURE PLANS**

As we continue our learning journey through Covid-19, we develop a range of measures that will consider the individual as importantly as the collective.

This will include building in more time for employees to prepare for and reflect on their work life. It is easy to fall into a routine of cramming in as many visits or meetings into a day, without giving credence to the positives of properly preparing for visits/meetings and then post visit reflection. Covid-19 has taught us that incorporating mindful practices into our daily routine reduces anxiety and builds healthy coping skills.

The personal time we used to have as part of our daily routines, commuting, time alone at home, going to the shops or out for meals is much more of a rarity. Corporately we recognise we must create the opportunity to recharge. In doing this we will build in weekly Mindfulness sessions that all employees, paid and unpaid, will be encouraged to access.

Further focused investment will develop our Equality, Diversity, and Inclusion work via a newly-created Diversity & Inclusion Action Group. We recognise that every employee, paid and unpaid, brings the accumulation of day-to-day experiences to the workplace and that this helps people feel they belong, that their unique talents matter and that their individual needs are cared for by their colleagues and leaders. We know that when people experience the very human acts of acknowledgment, inclusion, dignity and compassion, they are happier in the workplace and this will be passed on to our service users and infuse every aspect of the charity. This is particularly important as our workplace is more diverse and connected than ever before.

Looking further ahead we will invest in the Information Technology team to enhance the support we offer colleagues and maximise how Microsoft 365 and other appropriate software can assist in developing the Charity.

We will continue the work started this year in developing our Social Return on Investment model in tandem with developing the early help Family Support service through the framework of Independent Living.

Restrictions permitting, we hope to conclude the purchase of the remaining 13 properties through our investment from Social & Sustainable Capital. In addition we will research opportunities to achieve Registered Provider Status, which we expect to bring many advantages including, but not limited to, access to funding streams not currently available to us and enabling us to compete for certain Section 106 opportunities arising through local planning. Being regulated and conforming to Registered Provider standards will make us more credible to lenders, investors and some of our supporters.

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

The charity ("CCP") is incorporated as a company limited by guarantee and therefore it has no share capital. In the event of the company being wound up and the liabilities and winding up expenses being in excess of assets, the liability of each member is limited to £1. It is governed by its Memorandum & Articles of Association dated 19 December 1994, as amended by special resolution on 22 January 1996.

##### **Recruitment and appointment of new trustees**

The power to appoint new trustees is vested in surviving and continuing trustees. Appropriate procedures for the recruitment and training of new trustees are implemented if required.

##### **Organisational Structure**

The charity is controlled by a board of trustees, which meets on a regular basis. Names of the trustees are detailed on page 1 of this report. One new trustee was appointed during the year. Day-to-day operations are supervised by a Senior Leadership Team, details of which are given on page 1 of this report.

##### **Related Parties**

The company is the sole trustee of the Ratcliffe Trust ("The Trust"), itself a registered charity, using the same registration number as CCP. The Ratcliffe Trust is therefore regarded as a subsidiary undertaking of CCP. Since October 2002 the Trust has been inactive. The charity has two wholly-owned subsidiaries, CCP Innovations Limited and CCP Homes Limited, which have always been and remain dormant.

## CARING FOR COMMUNITIES AND PEOPLE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

#### STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Caring for Communities and People for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

#### AUDITORS

The auditors, Andorran Limited (Statutory Auditor), will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 16 July 2021 and signed on its behalf by:



A Piggott - Secretary

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CARING FOR COMMUNITIES AND PEOPLE

### **Opinion**

We have audited the financial statements of Caring for Communities and People (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable 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 trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CARING FOR COMMUNITIES AND PEOPLE

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

### **Responsibilities of trustees**

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

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

### **Our 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 a Report of the Independent Auditors 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

- enquiries of management including a pre audit meeting;
- obtaining and reviewing supporting documentation of policies concerning the laws and regulations applicable to the charity's business;
- understanding how the charitable company complies with its regulatory framework by making enquiries of management ;
- considering the culture inherent in the company and whether this represents a culture of honesty and ethical behaviour with a strong emphasis of detection and prevention of fraud.

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CARING FOR COMMUNITIES AND PEOPLE

### **Auditors' responsibilities for the audit of the financial statements - continued**

We assessed the susceptibility of the charitable company's financial statements to material misstatement and considered how fraud might occur. The audit procedures performed included, but were not limited to:

- challenging management assumptions and estimates;
- identifying and testing unusual journal entries;
- assessing how the relevant laws and regulations have been complied with and noting any instances of non compliance;
- reviewing the financial statements for compliance with relevant Accounting Standards and accounting legislation applicable to a charity;
- considering how those charged with governance have addressed the possibility of an override of essential controls or other influence over the financial reporting processes.

In addition, we also considered other non financial laws relevant to the charitable company. These do not necessarily have a direct influence on the financial statements but might affect the charitable company's ability to operate.

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

### **Use of our report**

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



Roger Downes FCA (Senior Statutory Auditor)  
for and on behalf of Andorran Limited (Statutory Auditor)  
Chartered Accountants  
6 Manor Park Business Centre  
Mackenzie Way  
Cheltenham  
Gloucestershire  
GL51 9TX

16 July 2021

**CARING FOR COMMUNITIES AND PEOPLE**

**STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	Unrestricted funds £	Restricted funds £	Endowment fund £	31.3.21 Total funds £	31.3.20 Total funds £
<b>INCOME FROM</b>						
Donations and legacies	2	44,920	103,318	-	148,238	89,904
<b>Charitable activities</b>						
Charitable Activities	5	48,155	8,263,068	-	8,311,223	5,476,896
Other trading activities	3	5,726	7,975	-	13,701	30,540
Investment income	4	50,057	9,639	-	59,696	47,548
Other income	6	-	-	-	-	45,000
<b>Total</b>		<u>148,858</u>	<u>8,384,000</u>	<u>-</u>	<u>8,532,858</u>	<u>5,689,888</u>
<b>EXPENDITURE ON</b>						
<b>Charitable activities</b>						
Charitable Activities	7	34,013	7,817,569	-	7,851,582	5,605,680
Reduction in property valuation	11	-	-	-	-	45,000
<b>Total</b>		<u>34,013</u>	<u>7,817,569</u>	<u>-</u>	<u>7,851,582</u>	<u>5,650,680</u>
<b>NET INCOME</b>		<u>114,845</u>	<u>566,431</u>	<u>-</u>	<u>681,276</u>	<u>39,208</u>
<b>Transfers between funds</b>	23	566,588	(566,588)	-	-	-
<b>Net movement in funds</b>		<u>681,433</u>	<u>(157)</u>	<u>-</u>	<u>681,276</u>	<u>39,208</u>
<b>RECONCILIATION OF FUNDS</b>						
<b>Total funds brought forward</b>		<u>679,927</u>	<u>48,325</u>	<u>-</u>	<u>728,252</u>	<u>689,044</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>1,361,360</u></u>	<u><u>48,168</u></u>	<u><u>-</u></u>	<u><u>1,409,528</u></u>	<u><u>728,252</u></u>

The notes form part of these financial statements

**CARING FOR COMMUNITIES AND PEOPLE**

**STATEMENT OF FINANCIAL POSITION  
31 MARCH 2021**

	Notes	Unrestricted funds £	Restricted funds £	Endowment fund £	31.3.21 Total funds £	31.3.20 Total funds £
<b>FIXED ASSETS</b>						
Tangible assets	16	1,013,354	723,535	84,850	1,821,739	1,227,834
Investments	17	2	-	-	2	2
		<u>1,013,356</u>	<u>723,535</u>	<u>84,850</u>	<u>1,821,741</u>	<u>1,227,836</u>
<b>CURRENT ASSETS</b>						
Debtors	18	84,737	664,316	-	749,053	496,271
Cash at bank		684,000	517,420	-	1,201,420	384,164
		<u>768,737</u>	<u>1,181,736</u>	<u>-</u>	<u>1,950,473</u>	<u>880,435</u>
<b>CREDITORS</b>						
Amounts falling due within one year	19	(58,796)	(899,857)	-	(958,653)	(782,598)
		<u>709,941</u>	<u>281,879</u>	<u>-</u>	<u>991,820</u>	<u>97,837</u>
<b>NET CURRENT ASSETS</b>						
		<u>709,941</u>	<u>281,879</u>	<u>-</u>	<u>991,820</u>	<u>97,837</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>						
		1,723,297	1,005,414	84,850	2,813,561	1,325,673
<b>CREDITORS</b>						
Amounts falling due after more than one year	20	(361,937)	(957,246)	(84,850)	(1,404,033)	(597,421)
		<u>1,361,360</u>	<u>48,168</u>	<u>-</u>	<u>1,409,528</u>	<u>728,252</u>
<b>NET ASSETS</b>						
		<u>1,361,360</u>	<u>48,168</u>	<u>-</u>	<u>1,409,528</u>	<u>728,252</u>
<b>FUNDS</b>						
Unrestricted funds	23				1,361,360	679,927
Restricted funds					48,168	48,325
					<u>1,409,528</u>	<u>728,252</u>
<b>TOTAL FUNDS</b>						
					<u>1,409,528</u>	<u>728,252</u>

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 16 July 2021 and were signed on its behalf by:



A Piggott - Trustee

The notes form part of these financial statements

CARING FOR COMMUNITIES AND PEOPLE

STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2021

Notes	31.3.21 £	31.3.20 £
<b>Cash flows from operating activities</b>		
Cash generated from operations 1	728,408	310,614
Interest paid	(75,828)	(61,689)
Net cash provided by operating activities	<u>652,580</u>	<u>248,925</u>
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	(644,633)	(109,532)
Refund of investment	-	30,000
Interest received	137	19
Net cash used in investing activities	<u>(644,496)</u>	<u>(79,513)</u>
<b>Cash flows from financing activities</b>		
New loans in year	850,000	-
Loan repayments in year	(40,828)	(38,833)
Net cash provided by/(used in) financing activities	<u>809,172</u>	<u>(38,833)</u>
<b>Change in cash and cash equivalents in the reporting period</b>	<u>817,256</u>	<u>130,579</u>
<b>Cash and cash equivalents at the beginning of the reporting period</b>	<u>384,164</u>	<u>253,585</u>
<b>Cash and cash equivalents at the end of the reporting period</b>	<u><u>1,201,420</u></u>	<u><u>384,164</u></u>

The notes form part of these financial statements

CARING FOR COMMUNITIES AND PEOPLE

NOTES TO THE STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2021

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.21 £	31.3.20 £
<b>Net income for the reporting period (as per the Statement of Financial Activities)</b>	681,276	39,208
<b>Adjustments for:</b>		
Depreciation charges	50,728	17,049
Interest received	(137)	(19)
Interest paid	75,828	61,689
Increase in debtors	(252,782)	(96,900)
Increase in creditors	173,495	289,587
<b>Net cash provided by operations</b>	<u>728,408</u>	<u>310,614</u>

2. ANALYSIS OF CHANGES IN NET DEBT

	At 1.4.20 £	Cash flow £	At 31.3.21 £
<b>Net cash</b>			
Cash at bank	384,164	817,256	1,201,420
	<u>384,164</u>	<u>817,256</u>	<u>1,201,420</u>
<b>Debt</b>			
Debts falling due within 1 year	(39,278)	(2,560)	(41,838)
Debts falling due after 1 year	(512,571)	(806,612)	(1,319,183)
	<u>(551,849)</u>	<u>(809,172)</u>	<u>(1,361,021)</u>
<b>Total</b>	<u>(167,685)</u>	<u>8,084</u>	<u>(159,601)</u>

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES

**Basis of preparing the financial statements**

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

**Preparation of consolidated financial statements**

The financial statements contain information about Caring for Communities and People as an individual company and do not contain financial information as the parent of a group. The charity is exempt under Section 399 (2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- at varying rates on cost
Motor vehicles	- 20% on cost

Individual fixed assets costing £1,000 or more or, at the discretion of the trustees, costing a lower amount are capitalised at cost. Leasehold refurbishments are only capitalised when there is deemed by the trustees to be any lasting value to the work. Freehold property is carried at annual valuation and is not depreciated.

**Taxation**

As a recognised charity, the charity is exempt from Corporation Tax so far as it relates to its charitable objects. It is not, however, exempt from VAT, and irrecoverable VAT is included in the cost of those items to which it relates.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Designated funds are unrestricted funds that have been set aside by the trustees for specific purposes and are not available towards the core running costs of the charity.

Restricted funds can only be used for restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes.

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2021**

**1. ACCOUNTING POLICIES - continued**

**Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**2. DONATIONS AND LEGACIES**

	31.3.21	31.3.20
	£	£
Other Charities, Churches & Trusts > £1,000	41,444	11,000
Individual donors > £1,000	15,405	-
Corporate donors > £1,000	23,953	18,649
Other donations < £1,000	67,436	60,255
	<u>148,238</u>	<u>89,904</u>

**3. OTHER TRADING ACTIVITIES**

	31.3.21	31.3.20
	£	£
Miscellaneous income	<u>13,701</u>	<u>30,540</u>

**4. INVESTMENT INCOME**

	31.3.21	31.3.20
	£	£
Rents received	59,559	47,529
Deposit account interest	137	19
	<u>59,696</u>	<u>47,548</u>

**5. INCOME FROM CHARITABLE ACTIVITIES**

	31.3.21	31.3.20
	£	£
Grants	6,880,694	4,656,719
Operational rents received	1,430,529	820,177
	<u>8,311,223</u>	<u>5,476,896</u>

Grants received, included in the above, are as follows:

	31.3.21	31.3.20
	£	£
Gloucestershire County Council	3,163,652	2,422,666
Worcester City Council	768,876	431,402
Herefordshire Council	730,931	216,572
Bournemouth, Christchurch and Poole Council	543,071	291,381
Bristol City Council	246,917	49,536
NHS Gloucestershire	228,006	250,372
South Gloucestershire Council	227,096	96,449
North Somerset Council	177,592	-
Primary Care Network Cheltenham Central	115,296	-
Cheltenham Borough Council	107,500	127,500
Carried forward	<u>6,308,937</u>	<u>3,885,878</u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2021**

**5. INCOME FROM CHARITABLE ACTIVITIES - continued**

	31.3.21	31.3.20
	£	£
Brought forward	6,308,937	3,885,878
Redditch Borough Council	62,417	27,385
Big Lottery Fund	49,034	165,034
Primary Care Network Mythe Medical Practice	45,137	-
Police and Crime Commissioner for Wiltshire	40,000	34,559
Primary Care Network Cheltenham Peripheral Gardners Lane and Oakwood Federation	37,583	-
Oakwood School	35,900	35,317
Wiltshire Council	33,310	75,000
Bromsgrove District Council	31,041	46,642
Somerset Community Foundation	19,415	-
Worcester County Council	15,643	22,084
Barnwood House Trust	15,593	-
Maggs Day Centre	14,801	26,908
University of the West of England	11,200	7,000
Severn Wye Energy Agency	10,700	13,470
Gloucestershire Community Foundation	9,822	-
University of Gloucestershire	9,800	10,460
Gloucestershire Society	8,928	-
Fluck Convalescent Fund	7,017	-
Police and Crime Commissioner for Gloucestershire	6,500	6,500
University of Worcester	5,600	-
Swindon Borough Council	5,403	-
Neighbourly Community Fund	5,400	-
The Rowlands Trust	5,000	-
P3	-	56,821
London Borough of Islington	-	51,838
Bournemouth Churches Housing Association	-	40,634
The Postcode Lottery	-	19,524
Midcounties Cooperative Community Trust	-	15,000
The National Foundation for Youth Music	-	13,346
The Edward Cadbury Trust	-	7,800
The Percy Bilton Charity	-	6,872
The National Lottery Community Fund	-	6,000
Santander Foundation	-	4,920
University of Bristol	-	1,400
Others less than £5,000	23,586	41,010
Coronavirus Job Retention Scheme	27,027	-
	<u>6,880,694</u>	<u>4,656,719</u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2021**

<b>6. OTHER INCOME</b>		31.3.21	31.3.20
		£	£
Gain on property revaluation		-	45,000
		<u>          </u>	<u>          </u>
<b>7. CHARITABLE ACTIVITIES COSTS</b>			
	Direct Costs (see note 8)	Support costs (see note 10)	Totals
	£	£	£
Charitable Activities	7,845,554	6,028	7,851,582
	<u>          </u>	<u>          </u>	<u>          </u>
<b>8. DIRECT COSTS OF CHARITABLE ACTIVITIES</b>		31.3.21	31.3.20
		£	£
Staff costs		5,709,292	3,746,405
Direct client costs		75,602	50,501
Property costs		602,853	489,124
Equipment costs		142,530	132,814
Administration costs		197,949	177,791
Professional fees		376,864	324,725
Other staff expenditure		592,263	566,432
Vehicle costs		21,645	20,078
Depreciation		50,728	17,049
Interest payable and similar charges		75,828	61,689
		<u>          </u>	<u>          </u>
		7,845,554	5,586,608
		<u>          </u>	<u>          </u>
<b>9. GRANTS PAYABLE</b>		31.3.21	31.3.20
		£	£
Charitable Activities		-	15,000
		<u>          </u>	<u>          </u>
The total grants paid to institutions during the year was as follows:			
		31.3.21	31.3.20
		£	£
The Music Works		-	15,000
		<u>          </u>	<u>          </u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2021**

**10. SUPPORT COSTS**

		Governance costs
		£
Charitable Activities		6,028
		<u>6,028</u>

Support costs, included in the above, are as follows:

**Governance costs**

	31.3.21 Charitable Activities £	31.3.20 Total activities £
Auditors' remuneration	6,028	4,072
	<u>6,028</u>	<u>4,072</u>

**11. REDUCTION IN PROPERTY VALUATION**

	31.3.21 £	31.3.20 £
Revaluation loss on property	-	45,000
	<u>-</u>	<u>45,000</u>

**12. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	31.3.21 £	31.3.20 £
Auditors' remuneration	6,028	4,072
Depreciation - owned assets	50,728	17,049
	<u>50,728</u>	<u>17,049</u>

**13. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 March 2021 nor for the year ended 31 March 2020.

**14. STAFF COSTS**

	31.3.21 £	31.3.20 £
Wages and salaries	5,158,430	3,402,336
Social security costs	402,999	251,029
Other pension costs	147,863	93,040
	<u>5,709,292</u>	<u>3,746,405</u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2021**

**14. STAFF COSTS - continued**

The average monthly number of employees during the year was as follows:

	31.3.21	31.3.20
Management and administration	31	17
Charitable Activities	207	158
	<u>238</u>	<u>175</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	31.3.21	31.3.20
£60,001 - £70,000	<u>1</u>	<u>1</u>

**15. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £	Restricted funds £	Endowment fund £	Total funds £
<b>INCOME FROM</b>				
Donations and legacies	60,928	28,976	-	89,904
<b>Charitable activities</b>				
Charitable Activities	13,471	5,463,425	-	5,476,896
Other trading activities	27,121	3,419	-	30,540
Investment income	7,784	39,764	-	47,548
Other income	45,000	-	-	45,000
<b>Total</b>	<u>154,304</u>	<u>5,535,584</u>	-	<u>5,689,888</u>
<b>EXPENDITURE ON</b>				
<b>Charitable activities</b>				
Charitable Activities	139,829	5,465,851	-	5,605,680
Reduction in property valuation	-	45,000	-	45,000
<b>Total</b>	<u>139,829</u>	<u>5,510,851</u>	-	<u>5,650,680</u>
<b>NET INCOME</b>	14,475	24,733	-	39,208
<b>Transfers between funds</b>	53,146	(53,146)	-	-
<b>Net movement in funds</b>	67,621	(28,413)	-	39,208
<b>RECONCILIATION OF FUNDS</b>				
<b>Total funds brought forward</b>	612,306	76,738	-	689,044
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>679,927</u>	<u>48,325</u>	<u>-</u>	<u>728,252</u>

CARING FOR COMMUNITIES AND PEOPLE

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2021

16. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST</b>				
At 1 April 2020	1,100,000	208,984	29,376	1,338,360
Additions	497,092	138,407	9,134	644,633
Disposals	-	(29,794)	(4,660)	(34,454)
	<u>1,597,092</u>	<u>317,597</u>	<u>33,850</u>	<u>1,948,539</u>
At 31 March 2021	1,597,092	317,597	33,850	1,948,539
<b>DEPRECIATION</b>				
At 1 April 2020	-	91,643	18,883	110,526
Charge for year	-	45,016	5,712	50,728
Eliminated on disposal	-	(29,794)	(4,660)	(34,454)
	<u>-</u>	<u>106,865</u>	<u>19,935</u>	<u>126,800</u>
At 31 March 2021	-	106,865	19,935	126,800
<b>NET BOOK VALUE</b>				
At 31 March 2021	<u>1,597,092</u>	<u>210,732</u>	<u>13,915</u>	<u>1,821,739</u>
At 31 March 2020	<u>1,100,000</u>	<u>117,341</u>	<u>10,493</u>	<u>1,227,834</u>

Two of the properties were transferred from investment properties in the previous year, as the charity now occupies them both for its own activities. Both properties were valued by ETP Property Consultants in February 2020 and the trustees had these valuations in mind when determining the carrying values applicable to each property at 31 March 2020. In one case the valuation was adopted at the valuation figure. In the other case, the trustees considered the valuation to be below open market value for the property, as it was prepared in connection with possible bank borrowings and did not, in the view of the trustees, take into account all factors relevant to establishing open market value. The trustees determined therefore to use a carrying value that had regard to this external document but was their own considered valuation. In the view of the trustees, these valuations remain appropriate at 31 March 2021.

An additional three properties were purchased in the year. The trustees consider their market value at March 2021 to be consistent with their acquisition price.

17. FIXED ASSET INVESTMENTS

The fixed asset investments at 31 March 2021 are £2, being the whole of the issued share capital of CCP Innovations Limited (£1) and the whole of the issued share capital of CCP Homes Ltd (£1). Both are dormant companies that have never traded.

The company also has a subsidiary charity called The Ratcliffe Trust which was inactive during the year and has reserves of £84,850 at both 31 March 2021 and 31 March 2020.

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2021**

<b>18. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>	31.3.21	31.3.20
	£	£
Trade debtors	639,041	424,800
Other debtors	15,942	3,777
Prepayments and accrued income	94,070	67,694
	<u>749,053</u>	<u>496,271</u>
 <b>19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>	 31.3.21	 31.3.20
	£	£
Other loans (see note 21)	41,838	39,278
Trade creditors	167,917	105,290
Social security and other taxes	117,307	72,937
Other creditors	76,214	71,057
Accrued expenses	158,491	121,286
Deferred income	396,886	372,750
	<u>958,653</u>	<u>782,598</u>
 <b>20. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR</b>	 31.3.21	 31.3.20
	£	£
Other loans (see note 21)	1,319,183	512,571
Amounts owed to group undertakings	84,850	84,850
	<u>1,404,033</u>	<u>597,421</u>
 <b>21. LOANS</b>		
An analysis of the maturity of loans is given below:		
	31.3.21	31.3.20
	£	£
Amounts falling due within one year on demand:		
Mortgage	<u>41,838</u>	<u>39,278</u>
Amounts falling between one and two years:		
Mortgage - 1-2 years	<u>42,571</u>	<u>40,026</u>
Amounts falling due between two and five years:		
Mortgage - 2-5 years	<u>130,735</u>	<u>124,833</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Mortgage more than 5 years	295,877	347,712
Repayable otherwise than by instalments:		
Other loan more 5 years	<u>850,000</u>	<u>-</u>

The other loan is funding from The Community Investment Fund L.P., a fund of Social and Sustainable Capital LLP., as part of the programme for acquisition of properties for use in the charity's Independent Living Service. The loan is repayable in 2030 and bears interest at a commercial rate.

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2021**

**22. SECURED DEBTS**

The following secured debts are included within creditors:

	31.3.21	31.3.20
	£	£
Mortgage	<u>1,361,021</u>	<u>551,849</u>

Legal charges dated 19 July 2016 and 8 September 2016 over the charity's two original freehold properties have been granted in favour of Lloyds Bank plc as part of the charity's loan facilities with the bank.

A charge dated 7 January 2020 has been granted to The Community Investment Fund L.P. over one of the company's bank accounts. Charges dated 6 May 2020, 18 November 2020 and 1 December 2020 have been granted to The Community Investment Fund L.P. over the charity's three Independent Living Service properties purchased during the year.

**23. MOVEMENT IN FUNDS**

	At 1.4.20	Net	Transfers	At
	£	movement	between	31.3.21
		in funds	funds	£
		£	£	
<b>Unrestricted funds</b>				
General fund	494,927	152,507	(50,074)	597,360
Unrestricted revaluation fund	100,000	-	-	100,000
Property Maintenance	60,000	(22,196)	47,196	85,000
Volunteer Co-ordinator	25,000	(15,466)	(9,534)	-
Consultancy Fees	-	-	20,000	20,000
Depreciation	-	-	100,000	100,000
Expansion of SRoI to include				
volunteering	-	-	20,000	20,000
Marketing	-	-	25,000	25,000
Regulatory Professional Fees	-	-	10,000	10,000
Running Costs	-	-	289,000	289,000
Social Value Manager	-	-	30,000	30,000
System Development	-	-	40,000	40,000
Training	-	-	20,000	20,000
Volunteering in the County	-	-	25,000	25,000
	<u>679,927</u>	<u>114,845</u>	<u>566,588</u>	<u>1,361,360</u>
<b>Restricted funds</b>				
Restricted revaluation fund	10,000	-	-	10,000
Community Based Support	38,325	409,561	(409,718)	38,168
Accommodation Based Support	-	156,870	(156,870)	-
	<u>48,325</u>	<u>566,431</u>	<u>(566,588)</u>	<u>48,168</u>
<b>TOTAL FUNDS</b>	<u>728,252</u>	<u>681,276</u>	<u>-</u>	<u>1,409,528</u>

**CARING FOR COMMUNITIES AND PEOPLE**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2021**

**23. MOVEMENT IN FUNDS - continued**

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	148,858	3,649	152,507
Property Maintenance	-	(22,196)	(22,196)
Volunteer Co-ordinator	-	(15,466)	(15,466)
	<u>148,858</u>	<u>(34,013)</u>	<u>114,845</u>
<b>Restricted funds</b>			
Community Based Support	3,660,615	(3,251,054)	409,561
Accommodation Based Support	4,723,385	(4,566,515)	156,870
	<u>8,384,000</u>	<u>(7,817,569)</u>	<u>566,431</u>
<b>TOTAL FUNDS</b>	<u><u>8,532,858</u></u>	<u><u>(7,851,582)</u></u>	<u><u>681,276</u></u>

**Comparatives for movement in funds**

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.20 £
<b>Unrestricted funds</b>				
General fund	472,306	28,741	(6,120)	494,927
Unrestricted revaluation fund	55,000	45,000	-	100,000
Property Maintenance	60,000	(49,420)	49,420	60,000
Volunteer Co-ordinator	25,000	(9,846)	9,846	25,000
	<u>612,306</u>	<u>14,475</u>	<u>53,146</u>	<u>679,927</u>
<b>Restricted funds</b>				
Restricted revaluation fund	55,000	(45,000)	-	10,000
Community Based Support	21,738	70,538	(53,951)	38,325
Accommodation Based Support	-	(805)	805	-
	<u>76,738</u>	<u>24,733</u>	<u>(53,146)</u>	<u>48,325</u>
<b>TOTAL FUNDS</b>	<u><u>689,044</u></u>	<u><u>39,208</u></u>	<u><u>-</u></u>	<u><u>728,252</u></u>

## CARING FOR COMMUNITIES AND PEOPLE

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2021

#### 23. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	109,304	(80,563)	28,741
Unrestricted revaluation fund	45,000	-	45,000
Property Maintenance	-	(49,420)	(49,420)
Volunteer Co-ordinator	-	(9,846)	(9,846)
	154,304	(139,829)	14,475
<b>Restricted funds</b>			
Restricted revaluation fund	-	(45,000)	(45,000)
Community Based Support	1,699,807	(1,629,269)	70,538
Accommodation Based Support	3,835,777	(3,836,582)	(805)
	5,535,584	(5,510,851)	24,733
<b>TOTAL FUNDS</b>	5,689,888	(5,650,680)	39,208

The **designated funds** are in respect of:

#### **Property Maintenance**

Fund for maintenance and refurbishment of the charity's operational properties and for the contracted internal redecoration at Bramah House.

#### **Volunteer Co-ordinator**

Volunteering features strongly in the new 3 year business plan 2019-2022 and in our journey to Investors In People (IIP) Platinum Award. As such, additional capacity within the volunteering department has been identified to realise our ambitions and ensure volunteers are central to CCP's ongoing activity, that they feel valued and their impact is measured and conveyed.

#### **Depreciation**

To cover depreciation on fixed assets that increased significantly in the year ended 31 March 2021 due to setting staff up to work from home during the pandemic.

#### **Social Value Manager**

To strengthen CCP's commitment to growing sustainable communities through the proliferation of volunteering, student placement, apprenticeships etc. by recruitment of a Social Value Manager.

#### **Consultancy fees**

Professional fees relating to recertification under ISO9001 (quality management), and future implementation of ISO14001 (environmental management).

#### **Expansion of SRoI to include Volunteering**

To support the rollout across CCP of the current SRoI model being developed in Family Services. Additional academic/professional support to research and develop.

#### **Marketing**

Development of Microsite Annual Report and equipment purchases to support the expansion of the engagement manager and the digital communication officer roles.

#### **Regulatory Professional Fees**

## CARING FOR COMMUNITIES AND PEOPLE

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2021

#### 23. MOVEMENT IN FUNDS - continued

Fund to provide the professional services to support us in our application to become a Registered Provider of Social Housing. We have to provide evidence to satisfy the Regulator of Social Housing (.Gov) (RSH) that we comply with the Regulatory standards that Registered Providers must meet. We must be able to satisfy RSH that we meet the Governance and Financial Viability Standard at the point of registration and be able to maintain that beyond the point of registration. We must also have management arrangements in place that enable us to demonstrate we are able to meet the other Regulatory standards.

##### **Running Costs**

To cover three months' core running costs not associated with contract provision in the event that income streams covering these costs come to an unforeseen halt or reduce to a level where costs are not covered in full.

##### **System Development**

Replacement of ageing IT equipment and investment in managed cloud software to meet business needs relating to housing management and HR management.

##### **Training**

Funds set aside to upskill SLT members through Quolux, a bespoke Leadership package that will develop a range of leadership skills and an additional training budget to supplement the introduction of new training pathways across the organisation, allowing staff to access mandatory and ancillary training.

##### **Volunteering in the County**

Post Covid, to support the Local Authority of Gloucestershire to establish a county wide strategy for a volunteer brokerage service. Along with strategic support, we will deliver a face to face brokerage service in the towns of Cheltenham & Tewkesbury.

The **restricted funds** are in respect of:

##### **Community-Based Support**

Community-Based Support aims to improve the quality of people's lives by assisting them to maintain their accommodation, promoting independent living and encouraging people to build on their existing strengths and staying well. Incorporated in this is our preventative family Support team, providing assistance to children, young people and families facing crises or on-going struggles that may lead to youth homelessness.

##### **Accommodation-Based Support**

Accommodation-Based Support provides integrated housing, training, education, employment, advice and support services for vulnerable and homeless people, promoting independent living and encouraging people to build on their existing strengths and staying well.

##### **Transfers between funds**

Transfers are made between restricted and unrestricted funds at the end of every accounting period in cases where:

- i) the activity of the restricted fund has come to an end and there is an unspent balance that is not repayable to the funder(s), when the surplus is transferred to unrestricted funds; and
- ii) the restricted fund is in deficit and has either come to an end or there is no prospect of a surplus in a later period, when the deficit is eliminated by transfer from unrestricted funds.

CARING FOR COMMUNITIES AND PEOPLE

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2021

24. CONTINGENT LIABILITIES

Various funders retain the right to claw back grants should the use of the funds not be in accordance with the terms of the grant. In the opinion of the trustees, no such liability exists at the year end.

25. CAPITAL COMMITMENTS

	31.3.21	31.3.20
	£	£
Contracted but not provided for in the financial statements	<u>260,022</u>	<u>-</u>

26. RELATED PARTY DISCLOSURES

During the year the charity paid motor insurance to an insurance broking company owned and managed by one of the trustees. The premium paid in the year to 31 March 2021 was £5,595 (2020: £4,260), on which the related party earned commission of £500 (2020: £380).

During the year the charity paid £23 (2020: £4,301) for room hire and £2,621 (2020: £2,675) for training costs on commercial terms offered to other charities to a charity of which one of the trustees is also a trustee.

During the year, the charity received grants on an arm's length basis from Gardners Lane and Oakwood Federation, where one of the Senior Management Team is a Governor.

During the year, the charity rented a property that is jointly-owned by a member of the Senior Leadership Team for use in its Independent Living Service on an arms length basis.