THE ORDERS OF ST JOHN CARE TRUST

England & Wales · Charity number 1048355

Details

Other names	ORDERS OF ST JOHN TRUST CARE HOMES
Status	Registered
Legal form	Charitable company
Company number	03073089
Registered	1995-07-28
Register	View on the Charity Commission register

Contact

Address	The Orders Of St. John Care Trust Eyre Court Whisby Way Lincoln LN6 3LQ
Phone	0800 988 8133
Email	enquiries@osjct.co.uk
Website	www.osjct.co.uk

Activities

Objects: THE RELIEF OF THE AGED, THE INFIRM AND THE SICK IN SUCH MANNER AS THE TRUSTEES OF THE COMPANY SHALL FROM TIME TO TIME IN THEIR ABSOLUTE DISCRETION THINK FIT.

Activities: To provide care to older people through care homes specialising in residential, dementia and nursing care, together with intermediate and day care.Care in the community is also provided in hospitals, at home and through the provision of extra care housing.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services
- **What:** Accommodation/housing
- **Who:** Elderly/old People

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Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£233,636,945	£234,288,650	£52,756,972	3834
2024-03-31	£169,115,367	£166,897,845	£53,585,942	3307
2023-03-31	£146,839,344	£151,059,738	£49,634,062	3106
2022-03-31	£142,814,877	£141,625,099	£53,413,055	4236
2021-03-31	£133,622,124	£143,407,933	£49,821,276	4555

Trustees

Name	Role	Appointed
Christopher George Roffe-Silvester		2025-02-06
Dr Anne de Bono		2017-11-07
Dr Anton Raymond Borg		2022-07-12
Dr Rekha Elaswarapu		2024-05-22
GRAHAM STUART HUTTON		2015-11-11
James Kneller		2020-09-23
Johannes Franciscus Maria Grefte		2023-09-27
Major James Justin Macnamara TD VR JP		2019-11-06
Mark Andrew Everall		2020-07-07
Mark Brenninmeyer		2023-06-23
Richard Francis Bryden Milligan-Manby		2020-09-23
Timothy John Edward Church		2018-09-19

Linked charities

- ORDERS OF ST JOHN TRUST (1048355-1)

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THE ORDERS OF ST JOHN CARE TRUST

England & Wales - Charity number 1048355

Accounts



Annual Report and Accounts

For the 12 months ended
31 March 2025

The Orders of St John Care Trust



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The 'OSJCT Group' or 'Group' refers to The Orders of St John Care Trust and its subsidiaries throughout this report unless otherwise stated. 'OSJCT' or the 'Trust' refers to The Orders of St John Care Trust.

Chair & Chief Executive's Statement

Review of the Year



This year marked a period of profound change and growth for OSJCT, following the successful combination with The Fremantle Trust and acquisition of the Elmfield Care Group in early 2024. These two significant milestones broadened our reach and deepened our ability to deliver compassionate, high-quality care across a wider footprint.

Given the scale of these additions, it is no surprise that the year was dominated by the integration and performance of Fremantle and Elmfield. It is pleasing to report that both organisations have substantially outperformed the financial projections outlined in their business cases. Fremantle, in particular, delivered a surplus and positive operating cash which was a remarkable achievement compared with the previous year. Elmfield has also exceeded expectations, with strong operational performance, stability within its senior leadership team, and a positive inspection result at Nodens Manor, its newest home. Learnings from Elmfield's operating model are already being shared across the wider Group.

While the full integration of The Fremantle Trust is now scheduled for 2025/26, we have made significant progress this year. A previously closed home within the Fremantle portfolio is being recommissioned and is due to reopen as Wing View Care Centre in autumn 2025. Additionally, we have taken the decision to refurbish Fremantle's head office in Aylesbury, which will serve as the Group's southern office from late 2025. The collaborative work between OSJCT and Fremantle teams has already resulted in marked improvements in care quality and health and safety outcomes.

Despite this positive momentum, we faced a challenging occupancy environment. Occupancy levels ended the year behind expectations across the Group, driven in part by the unexpected decommissioning of short-stay beds and a broader decline in local authority placements.

We are also continuing to see subtle changes in demand, which in turn impact occupancy. Residents are moving to us later in their journey and their stay is shorter. Our respite provision has grown. These factors together can work to suppress permanent occupancy figures.

However, there were encouraging signs—resident move-ins increased compared to the previous year, and our new home, Wellford Gardens, ended the year significantly ahead of occupancy targets.

On workforce, our continued commitment to paying the Real Living Wage in OSJCT, combined with focused international and bank staff recruitment efforts, has helped to stabilise our staffing levels and substantially reduce agency reliance. This increased continuity of care has been welcomed by residents and families alike. Nonetheless, we recognise that pressures remain, particularly where acquisition demands have diverted resources from other strategic people initiatives.



A word of warning would be that external factors are a disabling factor when it comes to our efforts to improve social care for all. Changes to National Insurance contributions (from which the NHS are shielded), the continuing negativity towards wonderful overseas colleagues, and a three year wait for another Commission to deliver its findings rather than meaningful change now, limit our ambitions for our colleagues and our care innovation.

In February 2025, the Board approved a new 10-Year Strategic Vision that will guide our path forward. At its core, our strategy reaffirms our dedication to delivering outstanding residential and nursing care, increasingly tailored to individuals with complex needs. We will invest in digital transformation to enhance experiences for both residents and our workforce. And, as a charity, we will demonstrate performance on par with the best commercial providers, ensuring that every surplus is reinvested to benefit those we support.

Our progress during the year included the development of a Five-Year Strategic Roadmap, which received Board approval in May 2025. We also made key advancements in systems transformation—including the introduction of a new Customer Relationship Management system, Policy Portal, Facilities Management system, and People Portal. These tools will improve our responsiveness, consistency, and ability to deliver at scale. Additionally, we have been working closely with our local authority partners on onward block contracting arrangements and plans are in place for a brand new home in Melksham.

As ever, these achievements have only been possible thanks to the dedication and professionalism of our teams across the Group. We would like to extend my sincere thanks to all our staff, volunteers, and partners for their resilience and commitment in a demanding year. We also thank our Board members for their strategic guidance and welcome new colleagues throughout our organisation who have joined during the year.

As we look ahead to 2025/26, we do so with confidence, ambition, and renewed focus. With integration underway, a new strategic framework in place, and critical systems investments progressing, we are well-positioned to deliver even greater impact for the people and communities we serve.

Dan Hayes
Chief Executive
16 January 2026

Mark Everall
Chairman
16 January 2026



About the Trust

Vision

To be the leading care provider, trusted to create places where people love to live and work.

Values

Our values are at the heart of all that we do and we recruit people who share these values.



We care deeply about our residents and colleagues and deliver the highest possible quality of care. We take pride in our work and continuously review and improve our processes to be the best we can be.



Our homes and schemes are a vital part of the local community. We encourage residents to be involved in life outside their home and we actively support the local community and welcome them into our family.



We treat all of our residents and colleagues with dignity and respect. Whatever their backgrounds or beliefs, we encourage everyone to be themselves and to have a voice.



We will give all employees and colleagues the opportunity, training and support to develop themselves to achieve their maximum potential and provide the highest quality of care.



The Orders of St John Care Trust is here to stay. We invest in our homes and our people in order to safeguard our future and make sure our doors always remain open. We maintain strong finances to reinvest in our care.

Key data

The OSJCT Group is one of the largest not for profit providers of care for older people, operating 75 care homes, 8 Extra Care Housing (ECH) schemes plus 10 Supported Living and 5 Learning Disability services. In total, the Group employs nearly 6,000 permanent and bank employees and cares for over 4,000 people. OSJCT is the parent company of The Fremantle Trust and the Elmfield Care Group. Our operations extend to Buckinghamshire, Lincolnshire, Oxfordshire, Wiltshire, Gloucestershire, Suffolk and West Sussex.

We are a charity, founded on Christian principles, driven by the desire to provide loving care of the highest standards to all those, of all faiths and none, who live with us. People are the focus of our charity.

The table below provides a breakdown of the key services, and the numbers of service users and employees of each part of the Group, at 31 March 2025:

	OSJCT	Fremantle Trust	Elmfield Care	OSJCT Group
Available spaces:	3,616	886	198	4,700
Care Home Residents (older People)	2,814	542	160	3,516
Extra Care Tenants	313	-	-	313
Residential Adults with a Learning Disability	-	42	-	42
Adults in Supported Living	-	166	-	166
Number of permanent employees	3,708	1,020	154	4,882
Number of flexible employees	753	241	39	1,033
Service types	Residential Care Nursing Care Dementia Care Extra Care Housing Respite Care Intermediate Care Day Care	Residential Care Nursing Care Dementia Care Learning Disability Care Supported Living Respite Care	Residential Care	

Our Residential Services at a glance

Residential

Accommodation and 24-hour personal care is provided in a home environment for individuals who may have difficulties in living independently at home, but do not require nursing care.

The care package is tailored to our residents' needs to maximise independence and allow them to lead fulfilled lives.

Dementia

Through our services, we provide specialist support to those living with dementia by having a team of specially trained carers, a dementia lead and Admiral nurses.

Care includes but is not limited to creative activities, reminiscence, pet therapy and sensory equipment.

Learning Disability

We provide expert care and support for people living with a wide range of learning disabilities and complex needs. This is delivered within residential settings, supported living services and through day activity opportunities.

Nursing

Provided by our registered nurses who are on duty 24-hours a day, this covers clinical care for those who have complex conditions and may require specialist medication and equipment.

Residents who receive this care require regular medical attention but do not require care in hospital.

Our nurses and carers monitor changes in health and intervene as required.

Extra Care Housing

Individuals either own or rent a self-contained apartment in a community scheme that has 24-hour emergency support on site for clients, including those with dementia.

The care package is tailored to the client's needs. Building design facilitates independent living and can be adapted to clients' specific requirements.



Our Short Stay Services at a glance

We provide care to individuals who wish to stay with us for a short period for a variety of planned and unplanned reasons.



Respite

A temporary stay following a period of recovery post-operation, accident, illness, or because the individual's carer has an emergency or requires a short break.

Individuals who come into respite experience the same care, support and activities as other residents, enabling them to become part of the community during their stay.



Intermediate Care and Independence

Following discharge from hospital, intermediate care enables an individual to recuperate and supports their rehabilitation before they return home. Intermediate care is also used to avoid hospital admission or an early move into residential care.

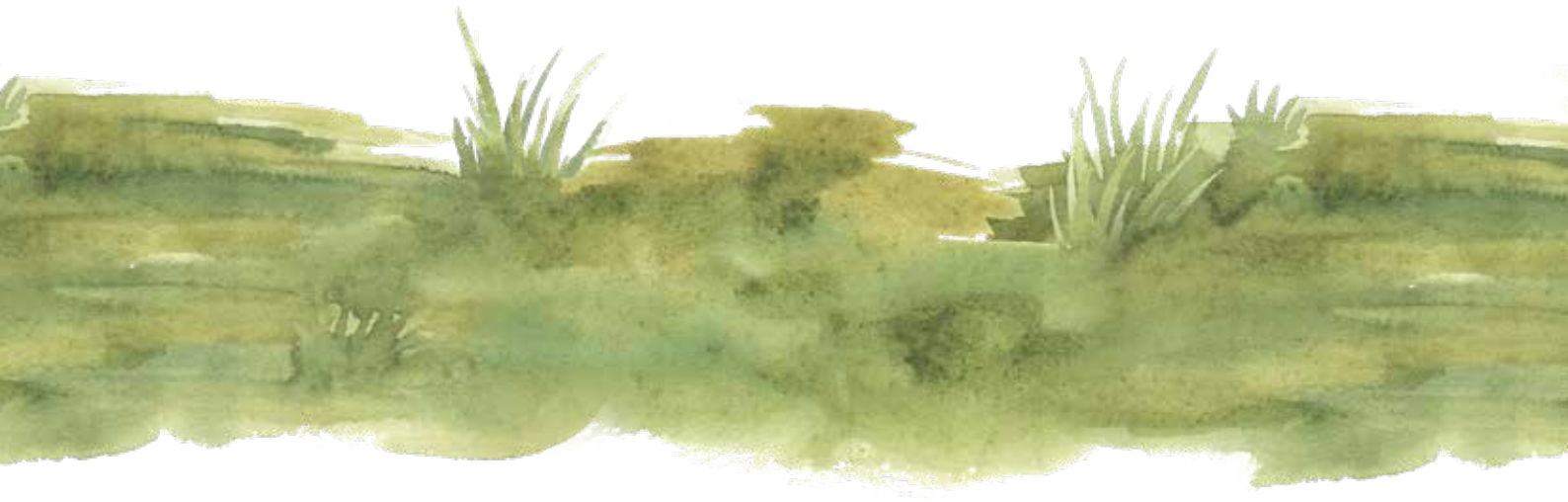
Individuals are encouraged and guided to carry out tasks independently to facilitate this transition.



Day Care

These services provide a day of practical support and activities, which may include coffee mornings, arts and crafts, and exercise classes.

This also allows individuals to feel less isolated if they live alone, in a safe environment which provides companionship, stimulation, and can serve as a break for their carers.



Trustees' Report including Section 172 Statement and Directors' Report

Our Care

Compliance

At a Group level, at the end of March 2025, our Care Quality Commission (CQC) compliance rating (the percentage of Good and Outstanding ratings) for all our homes and schemes was 83.1%, and for our homes was 80.8%.

For OSJCT, our compliance at the end of the year was 83.6% for homes and 85.5% for all services. The national average for care homes is 81.7% and for care homes plus domiciliary care services is 83.4%, meaning we remained ahead of the market average for all settings. We have 100% compliance for our Extra Care Housing (ECH) schemes and Learning Disability (LD) services and our nursing services achieved 88.5% compliance at the end of the year. The table on page 11 sets out the CQC compliance by entity and service type.

Despite our best efforts, we were unable to get any of our Requires Improvement (RI) services inspected by the CQC and only six services were inspected during the course of the year.

The ratings for some of our RI homes now date back to 2017 and are no longer representative of the quality of care provided in these homes. We were, however, delighted that Hartsholme House retained its Outstanding rating which is a rare accomplishment in the sector. Coombe End Court, Seymour House and Nodens Manor (Elmfield Care) were inspected following the year end and all received a Good rating.

All OSJCT Group services received a full internal quality assurance visit during the year with RI services receiving two assurance visits. Against an enhanced quality audit tool (aligned to the CQC's Single Assessment Framework), audit scores for the OSJCT homes improved by 0.6% to 83.5%. Scores for the Fremantle homes increased by 15% over the course of two audits.





CCQ compliance at 31 March 2025 – All services	Outstanding	Good	Requires Improvement
OSJCT Group	5.6%	77.5%	16.9%
OSJCT	4.3%	81.2%	14.5%
Fremantle	11.1%	61.1%	27.8%
Elmfield Care	0.0%	100.0%	0.0%

CCQ compliance at 31 March 2025 – Care homes	Outstanding	Good	Requires Improvement
OSJCT Group	5.5%	75.3%	19.2%
OSJCT	4.9%	78.7%	16.4%
Fremantle	10.0%	50.0%	40.0%
Elmfield Care	0.0%	100.0%	0.0%

CCQ compliance at 31 March 2025 – ECH/SL/LD services	Outstanding	Good	Requires Improvement
OSJCT Group	6.3%	87.5%	6.3%
OSJCT	0.0%	100.0%	0.0%
Fremantle	12.5%	75%	12.5%


St John

Care Quality

We are committed to excellence in care delivery and strive to increase the number of homes recognised as being outstanding. In furtherance of this objective, we formed a network of homes that meet regularly to share ideas and best practice. From 2024 this was established as an official 'Good to Outstanding' project with eight homes targeted to achieve an Outstanding rating. To date all Home Managers have completed training and guidance on completion of statutory notifications and returns, the new CQC Single Assessment Framework and its components. Central functions have completed sessions on CQC's new way of working, the Quality Statements and how they can assist managers with providing evidence. Further workstreams have been developed for roll out during 2025/26 which cover operational excellence, service user feedback and engagement as well as strategic and cultural transformation.

Unfortunately, we were not successful in 2024/25 in seeking reinspection of any of the homes involved in the 'Good to Outstanding' project but will continue to press the CQC to inspect.

OSJCT has invested in new technology to ensure that the very best quality standards are experienced by our residents. The roll out of the Nourish electronic care records system (eCare) was completed in July 2024. Preparation for Phase 2 of the eCare project was ongoing through the year. This will refine the system and the management information available from it, with a view to influencing the way we deliver care and monitor standards both within services and via Operational and Quality Assurance oversight. During 2025 we will complete the roll-out of GP connect, through the Nourish eCare system, which will give us direct access to residents' GP records, with their consent, saving time and resources and delivering a more efficient and better service for the residents.

Service Design

We recognise that the needs of our residents have become more complex in recent years, with more emphasis on dementia or nursing care. Our care quality and operations teams work collectively to redesign services to meet the ever changing needs of our residents. During the year, we partnered with the Local Authority in Gloucestershire to develop a specification for complex dementia which we will pilot in 2025 in Jubilee Lodge. This has required investment in facilities and security as well as advanced levels of training, however it will potentially provide a safe and much needed solution for the local authority, and it is hoped will be a model that we can replicate across the Trust.

Resident Engagement

Resident feedback is a priority and helps to shape the care and service we provide to our residents. In summer 2023, a comprehensive survey was conducted across residents, families and friends to gather feedback on their OSJCT care home. By July 2024, every service had its own 'You said, We did' outcome report detailing local and corporate actions completed from the survey. This has delivered improvements locally and demonstrates how we value and act upon feedback. The 2025 engagement survey will ask specific questions to confirm whether a clear improvement has been seen by residents and their loved ones in areas targeted for improvement.

Our People

People are the focus of our Charity and this includes our colleagues who are at the heart of what we do - delivering compassionate and high-quality services to all those we care for.

During the year we have implemented targeted initiatives to make a tangible difference to our colleagues and to strengthen our workforce. We have continued to sponsor care and nursing professionals, driven greater use of our bank workers, promoted wellbeing, listened to our colleagues and provided opportunities for professional development and career advancement.

Pay

The economy and labour market continue to change rapidly, and we need to ensure the retention of our colleagues, whilst being mindful of affordability. There was not a Group level pay policy in place during 2024/25 but the approach to pay decisions was consistent.

OSJCT maintained payment of the Real Living Wage (RLW) as the minimum pay rate for all roles (as well as appropriate differentials for more senior roles) during 2024/25. Only a minority of roles were paid below Real Living Wage by Fremantle and Elmfield Care during the year.

In reviewing the pay proposal for 2025/6, the Board was keen to act in the best interests of its employees and remain competitive within the employment market. However, the steep rise in RLW combined with unexpected increases to National Insurance Contribution costs (£3.7m for OSJCT and £5.4m for Group) was an insurmountable challenge to maintaining RLW payment. Instead, it was decided to maintain payment of RLW as a minimum for those across the Group in front-line care roles but unfortunately not for all hourly paid roles. It was highly disappointing to have to move away from being an RLW employer but we will continue to lobby for the sector to be funded at a level which enables all social care colleagues to be remunerated at an appropriate rate.

Going forward, the Home Office decision to increase the payable hourly rate for new sponsored carers or those renewing their visas to above the Real Living Wage may have an impact on the Group's (and wider care sector's) ability to recruit carers who require sponsorship.

Gender Pay Gap ('GPG')

The Group continues to employ significantly more females than males, and although we have good representation of females within senior roles and at Executive level, the distribution of males and females in the upper quartiles is the main contributor to the gender pay gap.

Median GPG is based on the pay of a 'typical employee' and therefore compares two employees. The data is taken from a snapshot date of 5 April 2024 as the 5 April 2025 data is not yet available. Both the mean and median gaps improved for both OSJCT and Fremantle. Elmfield Care did not meet the reporting threshold for the current year and therefore no Group level GPG is reported. This will be reviewed for the following year.

Key action areas for the next 12 months have been identified and these are to prioritise a pay and reward framework, improve succession planning and encourage more males into care roles.

	Mean Gender Pay Gap at April 2024	Mean Gender Pay Gap at April 2023	Median Gender Pay Gap at April 2024	Median Gender Pay Gap at April 2023
OSJCT	5.87%	8.67%	-0.24%	0.94%
Fremantle	1.75%	3.9%	0.74%	1.4%

Recruitment and Retention

In a sector facing high staff turnover and continued recruitment challenges, we were pleased to have achieved significant improvement in labour turnover.

At OSJCT Group level, staff turnover was 24.9%.

For OSJCT, labour turnover reduced to its lowest level since pre-covid to 20.8%. This was achieved through a variety of measures, including overseas recruitment, maintaining the Real Living Wage as the minimum pay rate and a focus on support for those in their early careers. Looking forward, the focus remains on reducing turnover rates of those with less than 12 months' service. This will provide even greater stability and quality of care for those we care for.

Elmfield Care's staff turnover has increased year on year and is markedly higher than the rest of the Group. We are working to implement the OSJCT retention strategies within Elmfield Care.

Our recruitment process is designed to be fair, transparent, and inclusive, welcoming and supporting applicants from all backgrounds, including those with disabilities. We are proud to be an equal opportunities employer, fostering an inclusive and diverse workplace where every individual is valued and supported to achieve their full potential through their employment with the Trust. Training is provided for persons who have become disabled. The rest of the sections of the report apply to all staff including disabled staff members.

	Labour turnover 2024/25	Labour turnover 2023/24
OSJCT	20.8%	23.0%
Fremantle	20.2%	26.0%
Elmfield Care	43.0%	34.0%



Wellbeing and Employee Engagement

The wellbeing and engagement of our people remains a high priority for OSJCT. Every employee is individual, and it is therefore recognised that our approach must be flexible. A milestone in the last year was the introduction of a new platform, Rewarding Moments. This provides colleagues with a of variety of benefits and discounts, signposts to assistance and support and enables important peer to peer and manager to peer recognition. A new Employee Assistance Programme was launched which embraces wellness and provides lots of resources. OSJCT continues to be a member of the Care Workers Charity which enables a direct line for all employees to the support which can be provided by this Charity, whether this is financial or mental wellbeing and health support.

Mental Health First Aid pilots have taken place with positive engagement and feedback and are now being rolled out in offices. Wellbeing Team Days for office teams to spend time in homes have also taken place. Amongst many other activities, we have launched menopause eLearning, provided jargon-free pension advice, signposted to resources to help with domestic violence and alcohol awareness and promoted men's health.

We continue to benefit from the employee suggestion scheme which enables all employees to share ideas to improve ways of working, with a good number of quality ideas being received and fulfilled.

Learning and Development

We recognise the importance of equipping our colleagues with the skills and capabilities necessary to meet emerging and future challenges and opportunities. Our comprehensive approach and investment in learning and development underpins our commitment to ensuring our workforce is agile and appropriately skilled to respond to changes in future service provisioning requirements.

Our strategic approach to learning and development includes a focus on early careers as well as significant investment in the development of leaders. OSJCT's 'Leadership Academy' which focuses on first line managers (Care Leaders) through to the Senior Leadership Team, trained 46 colleagues through the 'Lead to Succeed' and 'Well Led' programmes, targeted to support and develop leadership skills for Home Manager and Deputy roles.

Since the Leadership Academy was launched a total of 227 colleagues have benefitted from these development opportunities. For the senior leadership team, during the year 30 colleagues completed the i3 Leadership programme which focuses on how to inspire, influence, and impact as a leader.

The apprenticeship programmes have continued to gain great momentum over the last year. Since April 2024, 86 apprenticeships have been successfully completed with OSJCT. There are also a further 188 employees who are currently working towards an apprenticeship. Apprenticeships are an invaluable tool for upskilling our employees in areas such as care, leadership, kitchens and nutrition, and facilities management, for the benefit of OSJCT and for individual personal development.

Volunteers

Over the last year our volunteer numbers have continued to grow, and we now have more than 684 dedicated volunteers (2024: 590), providing valuable support and helping to enhance the overall quality of life for our residents.

Our volunteers contribute thousands of hours and support in many different ways. Every year we celebrate Volunteers Week and hold events to thank our volunteers for everything they do.


employers network for equality and inclusion
www.enei.org.uk
Member

Environment and Sustainability

Environmental Sustainability

Investment in our properties and assets is vital in supporting our sustainability agenda. Throughout the financial year, OSJCT carried out a number of energy efficient actions including:

- Compliance with phase 3 of the Energy Savings Opportunity Scheme (ESOS) and preparation of a subsequent ESOS action plan.
- Continued rollout of LED lighting upgrades, with the Trust investing £1.1m in the replacement of fluorescent fittings and adding controls.
- Plans agreed to roll out further LED lighting upgrades in 2025/2026 and to replace aged boilers and controls
- Initial planning to explore the potential for installation of heat pumps and solar PV panels within the coming years.
- Commencement of developing a staff energy awareness plan.

Fremantle carried out the following energy efficient actions:

- Compliance with phase 3 of the ESOS scheme and preparation of a subsequent ESOS action plan.
- Initial steps and plans were put in place to explore the potential for LED upgrades and pipework insulation within the coming years.
- Made a commitment to its local authority to develop and implement a sustainability strategy.

Finally, Elmfield Care generated 63,0617 kWh of electricity by solar PV at Nodens Manor across the year.

OSJCT has committed to becoming a Planet Mark certified business. This certification recognises organisations that are actively measuring and reducing their carbon emissions and driving forward sustainability efforts aligned with the Planet Mark Net Zero Certification Scheme Rules. The certification will enable the Trust to ambitiously measure full Scope 1, 2 and 3 emissions. The certification also supports the development of a broader ESG (Environmental, Social, and Governance) strategy to help embed sustainability across the Trust. Once OSJCT is certified, we will look to gain certification for The Fremantle Trust and Elmfield Care.

Across the Group, we continue to drive our ESG aspirations through our procurement processes and decisions, working with suppliers that are proactively reducing their environmental impact and, where appropriate, can support us with our own sustainability objectives.

A good example of this is Nustream, OSJCT's provider of multi-functional devices (MFDs). As part of the contract, Nustream confirmed that OSJCT had offset the equivalent of around two million standard pages of paper consumption by planting 240 trees under the Printreleaf Exchange scheme.

Following a number of home refurbishments, the Teal Living Sustain scheme was utilised to divert 14,547Kg of redundant furniture from landfill and resulted in a saving of 23,864 Kg / CO_2e (tonnes of carbon dioxide equivalent).

Through the Group's current utilities broker we have access to an online portal enabling us to analyse data across the estate at a more granular level and identify opportunities to reduce energy consumption, either through asset optimisation or user behaviour.



Energy Consumption and Emissions (SECR Disclosure)

The data in the tables below show OSJCT's energy consumption and emissions for the last three financial years. The Group's data is included for the financial year. The data are based on meter readings pooled by our utilities broker and broken down per utility, per month and per metering point. The percentages shown represent the split between emissions and year on year (YoY) change per utility measured in tCO_2e, in line with industry best practice.

Official guidance states that users should apply the set of conversion factors that cover the greatest proportion of the reporting period. As the reporting period in question is 01/04/2024 to 31/03/2025, the 2024 UK Government GHG Conversion Factors for Company Reporting have been applied.

The figures include emissions from transportation, comprising business travel in rental cars or employee-owned vehicles where the entity is responsible for purchasing the fuel.

OSJCT Energy Consumption Table

Energy Category	MWH	tCO_2e	Fuel %	YoY Change (emissions)	Employees	Employee (tCO_2e)
2022/2023						
Gas & Kerosene	33,438	6,121	74.3%	-5.9%		
Electricity	10,958	2,119	24.3%	-12.7%		
Transportation (business travel)	620	153	1.4%	+59.3%		
Total	**45,016**	**8,393**	**100.0%**	**-7.1%**	**3,738**	**2.25**
2023/2024						
Gas & Kerosene	29,635	5,436	73.0%	-11.2%		
Electricity	10,198	2,112	25.1%	-0.3%		
Transportation (business travel)	789	191	1.9%	+24.8%		
Total	**40,622**	**7,739**	**100.0%**	**-7.7%**	**3,772**	**2.05**
2024/2025						
Gas & Kerosene	29,359	5,385	70.7%	-0.9%		
Electricity	10,643	2,204	25.6%	+4.4%		
Transportation (business travel)	1,537	371	3.7%	+94.2%		
Total	**41,539**	**7,960**	**100.0%**	**2.9%**	**3,229**	**2.47**

Headcount figures are based on FTE as at 31 March 2025 excluding contractors and bank staff.

Natural gas consumption in our care homes continues to account for most of the Group's total energy consumption, with homes using this fuel for heating, hot water, laundry (gas fired dryers) and cooking.

Electricity is used in all homes and offices, accounting for the smaller element of total energy consumption. Overall usage is predominantly for lighting and small domestic appliances, with significant uses varying from home to home which include kitchen appliances, hot cupboards (for food transfer to satellite restaurants), laundries and hair salons.

We continue to meet our obligations to commission both ESOS and SECR reports and are committed to reinvestment based on the findings.

Group Energy Consumption Table

Energy Category	MWH	tCO_2e	Fuel %	YoY Change (emissions)	Employees	tCO_2e/Employee
2024/2025						
Gas & Kerosene	35,833	6,569	67%	n/a		
Electricity	13,452	2,785	29%	n/a		
Transportation (business travel)	1,763	426	4%	n/a		
Total	**51,048**	**9,780**	**100.0%**	**n/a**	**4,186**	**2.34**

Headcount figures are based on FTE as at 31 March 2025 excluding contractors and Bank staff.
This table shows combined energy consumption and emissions for The Orders of St John Care Trust, The Fremantle Trust & Elmfield Care.





Strategy

Progress against 2024/25 objectives

Last year we set out a number of strategic priorities. We have made good progress against some of these, whilst for others, circumstances have prevented full achievement:

- The predominant focus over the last year has been the integration of Fremantle within OSJCT, and consideration of the positioning of Elmfield Care within the Group. Whilst the legal structure is currently unchanged, plans for the future structure have been identified and significant work has been completed to align systems, practices and teams to support transitional arrangements and prepare for a full integration of Fremantle into OSJCT.
- The roll out of Nourish eCare was completed ahead of schedule and Phase Two of the project was commenced which focuses on group integration as well as refining the reporting and data potential of the system in improving care outcomes.
- We had targeted a move back into the 'Top 5' large providers in terms of compliance with CQC, as well as a specific focus on increasing the number of Outstanding services. Unfortunately, with the lack of CQC inspections of our services, we have not achieved this ambition. However, from a care quality perspective, our internal audits show an increase in compliance by 0.6% to 83.5% for OSJCT services.
- Occupancy ended the year at 87%, below our target of 89%. This was due to unexpected removal of short-stay beds from Local Authority contracts as well as higher mortality rates. However, admissions were stronger, helping us to achieve our objective of increasing the self-funded mix of service users.
- The development of a sustainability strategy was commenced during the year with the appointment of an external consultancy to work in partnership with OSJCT. Detailed work on our ESG strategy will be undertaken in 2025/26.

Strategy Update

10 year strategic vision

- We will concentrate on our strength of delivering high quality residential and nursing services and continue to develop our care provision to support those with ever more complex needs.
- We will embrace technology to advance the experiences of those who live with us and those we depend upon to deliver our care.
- We will demonstrate the unique value of our charity through a performance level matching that of the best commercial organisations; and through reinvestment of our surpluses, we will deliver exceptional standards for all.

Due in large part to the substantial impact of our business combination activity in 2024, we completed a full review of our strategy during the year. A new 10 year strategic vision and plan was approved in February 2025. The 10 year strategy provides direction and gives a clear view of the type of charity we will be in 10 years' time, and why. The vision and plan are supported by a detailed roadmap for the five years to 2030 which encompasses OSJCT and its subsidiaries.

The five year plan continues to be built on the five pillars previously identified. Set out below are key strategic priorities for 2025/26:

Our Care

- We will seek to grow our CQC rated Good and Outstanding services; and for any services inspected during 2025-26 we will aim to achieve a minimum rating of Good. In the absence of CQC inspections, we will deliver a continued positive trajectory of internal audit scores.
- Phase Two of our eCare roll out will be completed.
- We will pilot complex dementia services, supporting this by introducing a modern, Group wide, dependency tool.

Our People

- We will build on the strength of our overall labour turnover figure, to target an improvement in retention rates of those in their first year of working for OSJCT and its subsidiaries.
- We will complete a colleague survey to gather insights on workplace culture, engagement and areas for improvement.
- We will continue to embed the Employee Engagement Group to empower employee voice, with the aim of creating a more formal structure moving forward.

Our Financial Sustainability

- We will grow our occupancy with a stronger self-funded mix of service users.
- We will deliver savings through operating efficiencies linked to rosters and tight control of agency usage.
- We will complete the integration of Fremantle and OSJCT, creating a new consolidated division and fully integrated central support functions.

Our Partners

- We will work with our local authority partners to plan for the end of contractual block contracts and to put in place new agreements, based on sound commercial principles, which reflect commissioning requirements and support the move towards greater innovation and complexity.

Our Environmental Sustainability

- We will work in partnership with our appointed external consultancy to deliver an ESG Strategy and identify onward targets.




The Orders of
St John

Section 172 Statement & Board Decisions

Section 172 legislation, which became effective in the UK during 2020, aims to better explain how directors have discharged their duty to promote the success of companies, while having regard to the matters set out in Section 172(1)(a) to (f) of the UK Companies Act 2006 (s172 matters).

The following is a statement by the Trustees in performance of their statutory duties in accordance with s172(1) of the Companies Act 2006.

The Board of Trustees of The Orders of St John Care Trust consider, both individually and together, that they have acted in the way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole (having regard to the stakeholders and matters set out in s172(1)(a-f) of the Act) in the decisions taken during the year ended 31 March 2025.

Outlined below, through use of cross reference, are examples of where we have written about the s172 matters throughout this Annual Report. We consider our key stakeholders to include our residents (and their families/representatives); our employees and volunteers; the local communities within which we operate; our public sector partners such as local authority commissioners; as well as a multitude of other partners with whom we engage on a regular basis to help us deliver and improve our services.

S172 Matter	Specific Examples	Pages
(a) the likely consequences of any decision in the long term	• New 10 year strategic vision and 5 year strategic roadmap	p22
	• Significant investment in IT infrastructure	
	• Integration of The Fremantle Trust	p4, 5, 13, 23, 28
	• New joint southern office	p26
	• New home in Melksham	p27
	• Planet Mark commitment	p18
(b) the interests of the company's employees	• Maintenance of the real Living Wage as minimum pay rate for front line roles	p14
	• Wellbeing strategy	
	• Launch of new employee Rewarding Moments platform	p16
	• New Employee Assistance Programme	p16
	• Mental Health First Aid pilots	p16
(c) the need to foster the company's business relationships with suppliers, customers and others	• Resident and family feedback	p13
	• Partnering with suppliers	
	• Ensuring our voice contributes to the discussion on the future shape of adult care provision	p13, 18, 23

S172 Matter	Specific Examples	Pages
(d) the impact of the company's operations on the community and the environment	• Provision of new service models reflective of local authority commissioning needs	p13
	• Volunteering opportunities and community engagement	p16
	• Working with suppliers to reduce environmental impact	p18
	• New home development in Melksham	p27
	• Planet Mark commitment	p18
(e) the desirability of the company maintaining a reputation for high standards of business conduct	• Compliance ratings	p11
	• Launch of policy portal	p5, 36
	• Partnering with suppliers	p18
	• Good to Outstanding programme	p13
(f) the need to act fairly between members of the company	• Our governance framework sets out the membership structure of the Trust	p38

Engagement with our key stakeholders drives our strategy and decision-making. During the course of the year, the principal decisions taken by the Board were:

Remuneration

The Trust's commitment to Real Living Wage has been a significant part of our people strategy since it was first introduced in April 2022 and the continuation of this has been our aspiration. Over the course of the financial year, we have seen our workforce stabilising and demonstrable improvements across a range of people KPIs. In reviewing the pay proposal for 2025/6, the Board was keen to act in the best interests of its employees and remain competitive within the employment market. However, affordability challenged this position. The Living Wage Foundation has increased RLW by just over 25% since 2022 (from £9.90 to £12.60). The Autumn Budget 2024 also delivered unexpected increases to NIC costs amounting to an additional £3.7m for OSJCT and £5.4m for the Group as a whole. After detailed consideration and based on affordability, the Board decided to maintain payment of RLW as a minimum for those across the Group in front-line care roles but unfortunately could not afford to do this for ancillary hourly paid roles.

The Group is as yet unable to commit to being a RLW employer due to the lack of visibility as to sustainability of RLW rates in the longer-term. We will continue to lobby for the sector to be funded by our Local Authority partners at a level which enables social care employees to be remunerated at an appropriate rate.

New Southern Office

Following the closure of the Witney office in 2021 and relocation of the head office to Lincoln, OSJCT had been seeking a new permanent office base in the south. Following the merger with Fremantle, its headquarters in Aylesbury was identified as a suitable and affordable location. The office will be refurbished during 2025 and once reopened will accommodate both OSJCT and Fremantle colleagues. Having one shared office is a key part of our continuing integration and will support collaboration and new improved ways of working.

Melksham Development

In October 2024, the Board approved entry into a 35 year lease for a new 80-bed home being developed on a 1.6 acre site in Melksham. The home will help address undersupply of appropriate ensuite accommodation in the local area and where the over 85 population is growing. The location in Wiltshire is well known to OSJCT and will complement both OSJCT and Elmfield provision in the county. The developer of the home is striving to be a leader in Sustainable Healthcare Real Estate and to invest in healthcare real estate that facilitates the delivery of high-quality care. Part of their policy is to seek to reduce carbon emissions to net zero and as such the building will be targeted to achieve a BREEAM rating of 'very good' and will include a full air source heat pump and additional building management systems control measures including electrical power correction and approximately 50m^2 of photovoltaic cells. BREEAM is a sustainability assessment method for the built environment. It's a widely used framework for evaluating and improving the environment and social performance of buildings and infrastructure.

Gloucestershire Five Older Homes

OSJCT as a partner in the Gloucestershire Care Partnership ('GCP'), exercised the March 2025 break clause in its care contract with Gloucestershire County Council ('GCC') for five older homes in the region. To enable GCC's Cabinet to tender the care services to the wider market and transition the services safely, GCP with OSJCT, as care provider, agreed to continue to provide services until the end of January 2026. As the age and physical environment of the homes do not fit OSJCT's strategic estates profile, it was decided not to participate in the retendering process. GCP will ensure continuity of care and high standards of care delivery are maintained for all residents in the homes prior to any transfer to a new provider.



Operating and Financial Review

Operating and Financial Performance

The year to March 2025 is the first full year of trading for the OSJCT Group, encompassing full year performance from The Fremantle Trust and Elmfield Care Limited and Elmfield Care 1 Limited. Income has increased by 38% to £234m (2024: £169m).

The year has been one of consolidation, with management focus on building relationships with our subsidiaries and stabilising performance. We have spent time delivering procurement efficiencies across the OSJCT Group, aligning policies and processes in The Fremantle Trust to OSJCT and continuing our work to improve staff retention and manage costs. Whilst we have seen improvement in our self-funder occupancy, with strong occupancy fill at Wellford Gardens which opened in March 2024, pressure on local authority budgets has influenced commissioning behaviour in some of the areas we operate, leading to a reduction in referrals to our homes. This has impacted our elderly care home occupancy with the full year Group average occupancy at 85.2% (2024: 85.2%). Occupancy in our mature elderly care homes has remained stable at 86.6% (2024: 88.8%).

Despite this, the Group performance is strong and reinforces the decision to acquire Elmfield Care and combine with The Fremantle Trust. There is still benefit to be realised from both subsidiaries as we continue to align processes and realise synergies across the Group. The work to transform our back office system continues, with the new finance system due to be implemented during the latter stage of FY26.

FY25 (As at 31 March)	No. Homes / Schemes	Capacity	No. FTE Employees
Care homes	75	4,133	3,653
Learning Disability homes/schemes	5	45	71
Supported Living Schemes	10	201	148
Extra Care Homes	8	321	91
Corporate Offices	0	0	309
Total	**98**	**4,700**	**4,272**

Our focus continues to be on developing our self-funder occupancy in our elderly care homes, and our objective to reach a 50% mix of private fee payers remains. The introduction of our new Customer Relationship Management (CRM) system into OSJCT in the latter part of the financial year is supporting this objective and we have seen an increase in private fee payers during the latter part of the year. For the OSJCT entity, self-funder mix averaged 39% during the year (2024: 38%). As a Group self-funder mix was 42.2% (2024: 41.6%). We intend to roll out the CRM system to The Fremantle Trust towards the end of this financial year, once we have embedded its use in our OSJCT homes.

Capital and Revenue Expenditure on Major Property and IT and Transformation Works

Group investment for the year was £19.5m. We increased our investment in our existing OSJCT estate during the year through our home refurbishment programme. The Fremantle Trust has a closed home, currently undergoing refurbishment which we will be reopening during this financial year. As part of our work to future-proof the Fremantle homes and services, we are investing in improved IT infrastructure to enable increase used of technology and digital applications.

	Group	OSJCT	OSJCT
£000's	**2024/25**	**2024/25**	**2023/24**
Existing Estate	7,398	6,590	5,162
New homes	1,259	878	1,582
IT	623	286	172
I&E Maintenance Charges	8,026	7,633	7,868
Transformation	2,212	2,212	2,150
Total	**19,518**	**17,599**	**16,934**

Our transformation programme continues and now extends to The Fremantle Trust. We have invested over £4m in the last two years in new technology including the rollout of electronic care records and a new payroll system.

Our transformation programme is ongoing, with Trustees' approval to commit up to £3m per annum which is due to end in March 2027. This investment will continue to be managed in line with cashflow capacity and trading performance and has been reduced by £1m for FY26 due to the changes in National Insurance. The strategic importance of this investment means that the OSJCT entity will intentionally operate in a deficit position for some years whilst this investment is delivered.

Government changes to fiscal policy which has increased employer National Insurance burden from the next financial year has increased scrutiny around investment in the next 12 months. We have reduced our programme of works to ensure we can cover the additional National Insurance burden, with budgeted investment set at £12.7m. Whilst this is lower than our original plans, it still allows us to build on the refurbishment programme and back office transformation that is underway.

Financial Results for the Year

Group income for the year was £234m (2024: £169m). Our income from charitable activities grew by 42% to £233m (2024: £164m). Full year trading of Elmfield Care and Fremantle contributed income of £12m and £50m respectively.

Care fees are the principal source of income for the Charity, which are funded by multiple sources including local authorities, NHS bodies, and private fee payers. These care fees support the delivery of care to our residents, which underpins the Charity's purpose to 'care for the aged, the infirm and the sick'.

Group net expenditure for the year was £0.7m (2024: net income of £2.2m). This is driven by investment made by one of our joint venture companies, the Oxfordshire Care Partnership, in refurbishment for our Oxfordshire properties. Excluding this, the Group made a small surplus, which was in line with expectation.

Agency employee expenditure of £4.8m (2024: £6m) within our homes had the largest impact on the reduction in our cost base alongside aligning The Fremantle Trust to OSJCT procurement arrangements.

The Group has been managed as separate entities for the financial year, each with their own management team and central supporting infrastructure. As we migrate The Fremantle Trust onto the same systems as OSJCT, we expect to realise synergies. This will be further supported by the modernisation of our back-office systems. However, we expect to absorb higher overheads costs for an interim period as we work through the investment needed to align our systems and processes. The opening of Wellford Gardens care home alongside the recently opened Elmfield Care home in Lydney, has contributed to the Group costs in FY25 with a net cost of £0.8m. Despite this, the first full year of Group trading has delivered £2.9m of operating surplus.

Group operating surplus by Segment

£000's	FY25
Mature Homes	28,553
New Homes	(825)
Extra Care Housing	400
Supported Living	1,409
Learning Disabilites	626
Central overheads	(25,043)
Transformation	(2,212)
Operating Surplus	**2,908**

Note: Operating Surplus is net expenditure before interest, loss on disposal of fixed assets, impairment provisions and exceptional items.

Financial Position at the End of the Year

The reduction in Group unrestricted funds is driven by the utilisation of joint venture reserves for property investment, of which 50% is reflected through the Group accounts. The Charity's reserves remain broadly in line with last year. Group cash reserves remain strong with £14.4m of cash in the bank and on deposit at the end of the year (2024: £15.8m).

£0.9m (2024: £2.0m) has been recognised as the 50% share of the investment in the two joint venture partnerships OSJCT holds a 50% share in, alongside our partner, Bedfordshire Pilgrims Housing Association (bpha).

Land held for sale has increased to £1.4m (2024: £1.3m) where we continue to hold one parcel of land for sale. The land continues to be marketed. Three OSJCT homes were impaired during the year, with one home's impairment reversed, giving a net impairment charge of £0.6m.

Cash Flow

The net movement in operating cash was an inflow of £9.1m (2024: £6.4m inflow).

The movement is analysed on pages 55 and 57 of the accounts. The inflow was generated by net expenditure of £0.7m (2024: net income of £2.2m) which after allowing for depreciation and other non-cash expenditure was reduced by a reduction in working capital of £0.8m (2024: reduction of £1.8m).

Pension

The Trust is an admitted member of a sub fund of a Local Government Pensions Scheme (LGPS) operated by Wiltshire County Council (WCC) and of a sub-fund of an LGPS operated by Gloucestershire County Council (GCC), which are both defined benefit schemes.

The service costs were £0.1m (2024: £0.2m). The actuarial gain was £2.2m (2024 £1.4m gain). At the year end both schemes incurred an asset ceiling of the same amount as their surplus (Glos LGPS at £4.7m and Wilts LGPS at £4.3m) therefore the surplus on both schemes is £nil. Payments for the next financial year will be 0% for WCC (2024: 0%) and 24.4% for GCC (2024: 24.4%).

The Trust is also a member of the NHS Pension scheme, an unfunded defined benefit scheme which is not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities, and therefore the scheme is accounted for as if it were a defined contribution scheme.

None of the OSJCT subsidiary companies or joint ventures is an admitted member of any Local Government Pension Schemes.

Going Concern

Each subsidiary of OSJCT and the OSJCT entity have used the OSJCT three year forecast model to review future trading performance. Consideration has been given to external market forces and the impact they have on our turnover, operating costs, and cash flow. As part of the review process, early in 2025 the Board reviewed the sensitivity analysis that considers care fees inflation, occupancy, pay rates and recruitment challenges. This model has been rigorously stress tested for occupancy changes and the use of agency employees given the challenges in the UK labour market.



A further review has been undertaken of the OSJCT Group utilising the same stress tests and methodology. The Group review indicates liabilities will be met until the end of the review period. In the review of the Group position, full consideration has been given to the level of financial support that may need to be given to The Fremantle Trust for the next 12 – 18 months. At a Group and individual entity level, OSJCT is not detrimentally impacted by any support which may need to be given. Elmfield Care and its associated subsidiaries are cash generating entities which are self-sufficient in their own right. The Group remains comfortably within banking covenants and has considerable headroom against them.

Based on the assessment of the forecast and the sensitivity analysis the Board remains confident that both OSJCT and the Group will be able to meet its liabilities at least until the end of the review period in March 2027, and therefore the accounts have been prepared on a Going Concern basis.

Treasury

Our treasury management ensures there is enough cash available to manage operations and ensure there is sufficient funding to meet the investment requirements of the Group. The debt financing facility from Barclays will facilitate future investment and growth in our portfolio. This aligns with our strategic objectives.

We continue to operate short term (annual) and longer term (3 year) cash flow models to ensure we are managing our liquidity, working capital, and investments in line with our financing facility and operating cash inflows.

Long-term debt at the end of 31 March 2025 was £23.3m (2024: £22.9m). The Group has not drawn any funds during the year to support investment. We continue to meet our banking covenants which are primarily based on fixed charge cover and leverage. These were met with considerable headroom.

We have access to undrawn facilities of £10m. These facilities will be utilised during the next one – two years as we continue to fund investment in the enlarged OSJCT Group.

Our intention is to repay debt at the earliest opportunity whilst balancing the need to invest and develop in our homes, schemes, and services.

Reserves Policy and Investment Powers

Under the Articles of Association, OSJCT has the power to make any investments which the Trustees see fit. The Board is responsible for the regular review of investments.

The Board reviewed the OSJCT reserves policy in July 2024 considering future investment plans needed to support the new strategy. It was agreed to maintain OSJCT cash reserves at a minimum of £2m to manage ongoing working capital requirements. The cash balance was higher than this at the year end, mainly due to timing of supplier payments and capital commitments and will reduce during the next financial year as commitments are met and capital investment made. The Group has access to undrawn facilities of £10m which Trustees consider to be sufficient to meet the ongoing working capital and investment requirements of the Group.

At the end of 2024/25 the Group's total unrestricted reserves excluding pension reserves were £52.7m (2024: £53.5m). Negative free reserves excluding fixed assets, capital commitments and land held for sale were £24m (2024: Negative free reserves of £22.9m).

Group Free Reserves	2024/25	2023/24 (as restated)
Unrestricted Net Assets (note 20)	£52.7m	£53.5m
Less:		
Unrestricted Fixed Assets	(£74.3m)	(£73.8m)
Land Held for Sale	(£1.4m)	(£1.3m)
Capital Commitments	(£1m)	(£1.3m)
Total Negative Free Reserves	**(£24m)**	**(£22.9m)**

Trustees approved a change in the reserves policy in March 2022 which reflects the strategic shift to borrow to invest and expand in the next five years. The reserves policy is set at a level to ensure that the Trust can manage any financial risks that may arise during the year, whilst ensuring we continue to deliver excellent standards of care to our residents. The policy ensures we meet our ongoing financial obligations whilst also considering future commitments. It was agreed to keep OSJCT cash reserves at a minimum of £2m and that free reserves will become negative for a period of time whilst we fund new developments, acquisition and transformation investment to deliver longer term efficiency and growth. The OSJCT reserves policy is deemed to be appropriate for the whole Group, given OSJCT forms the largest part of the Group. Minimum cash reserves are agreed for each entity to ensure ongoing commitments can be met.



Risk Management

The Board retains overall responsibility for risk management and decides the level of risk it is prepared to tolerate. The Board promotes a culture of prudence with resources and throughout its operations.

The key risks to which the OSJCT Group is exposed have been identified and, for each of these, an assessment has been made as to the likely impact, severity, and probability. The Board regularly reviews individual significant risks and the cumulative effect of these risks, and internal controls have been reviewed for effectiveness in mitigating these risks and further controls have been put in place where appropriate and as set out in internal procedures and policies. Systems established to manage the level of risk include the following:

- The issue and regular review of a comprehensive risk register (OSJCT and Fremantle).
- The issue and regular review of a major incident log (and steps taken to address any incidents).
- The internal control system is monitored and supported by internal and external audit functions that can provide an independent perspective on the management of risk within the Trust.
- The Finance Committee meets with the external auditors and internal auditor, in the absence of management, at least once a year.

The management and control of risk is an ongoing process. The risk register and risk control procedures are subject to frequent management review and amendments are issued as new information and situations arise. Updates happen both organically as issues occur and through regular, structured conversations held between the Executive team as well as at Board level.

Responsibility for ensuring that there are appropriate risk management and audit structures in place, and for reviewing those structures, resides with the Board. The Board completes a full review of the risk register on an annual basis and receives update reports at each meeting. Additionally, each Committee reviews risks and incidents specific to their relevant Terms of Reference.

The update reports to the OSJCT Board take the form of a heat map which highlights the top risks facing the Trust, changes to these existing risks and any new material risks identified. In addition to the risk register, a log is maintained which includes all types of serious incidents across the Group. Incidents that are included on the major incident log are routinely reported to the Charity Commission, in line with the requirements of its serious incident reporting regime.

At a subsidiary level, processes within Fremantle mirror that of OSJCT with a comprehensive risk register and major incident log in place. Elmfield does not currently mirror the OSJCT process, all Elmfield incidents are included in the OSJCT major incidents log. Any significant risks are identified within reporting to the entity level Boards and escalated upwards, where appropriate, to the Group level. There is regular reporting by Elmfield and Fremantle to the OSJCT Board and any risk related matters are highlighted through this route.

Principal Risks and Controls

The Executive team identifies the major strategic risks to which the Group could be exposed and establishes controls and action plans to mitigate them. The principal areas of risk to which the Group and its individual entities may be subject are reflected in five broad headings contained within the risk register.

Strategic, Governance and Management Risks

A new 10 year strategic vision for the Group was approved in February 2025. This provides strategic direction and a clear view of the type of charity we will be in 10 years' time, and why. It is supported by a 5 year strategic roadmap which is set out under five strategic pillars each of which contains a number of strategic objectives which have a timeline ascribed to them. Trustees monitor delivery of these objectives through formal reporting against the objectives twice per annum as well as through regular updates at Board meetings.

Objectives are reviewed and updated annually, to set clear goals for the current year aligned with our long-term aspirations. These aspirations are in line with the overarching aims of the Trust as well as with guidance from the Charity Commission on public benefit.

Trustees retain oversight of the management team, which is subject to robust recruitment and selection processes, and a heavy focus on training and development of the management team and throughout the Trust to ensure efficient and effective management, and quality provision of care services.

The skill set of the Trustee Board is regularly reviewed to identify any gaps and highlight future needs for succession planning purposes. Conflicts of interests are regularly declared and recorded and there is policy in place for the management of conflicts of interests for both Trustees and employees.

Key Risks

Within the broader areas outlined above there are several specific risks which, when assessed for impact and probability, are those that carry the highest risk score or are central to the Trust's operations. These principal risks are set out on the following pages, along with their movement in the year and examples of key controls and mitigating factors.

Financial Risks

Management of the Trust is overseen by a Board of Trustees with relevant expertise, further supported by the Finance Committee. There are established systems for financial reporting, planning, and monitoring of financial performance with clearly defined, delegated authorities for the financial commitments of each management role. These authorities were last reviewed by the Board in July 2025.

There is an internal audit function which is delivered in-house and which provides timely, relevant management actions arising from internal audit reviews.

Operational Risks

There are established systems to monitor the care provision in our homes, supported by a comprehensive Care Manual, which is subject to regular review. This is supported by the Group's own internal care audit and inspection team, Health & Safety audit and inspection team as well as regulatory inspections by the CQC and local authorities. The Quality & Care Committee also regularly reviews care related risks. The Group's disaster recovery plans are updated regularly, with the latest review taking place in July 2024.

External Factors

The Trust is a member of the National Care Forum which represents operators in the industry with the objective of ensuring a voice for the sector in commercial, legal, and other regulatory environments. The Trust continues to embrace opportunities to communicate directly with the Government and to engage on its reform agenda and on matters concerning the proper recognition and reward for employees within the Social Care sector.

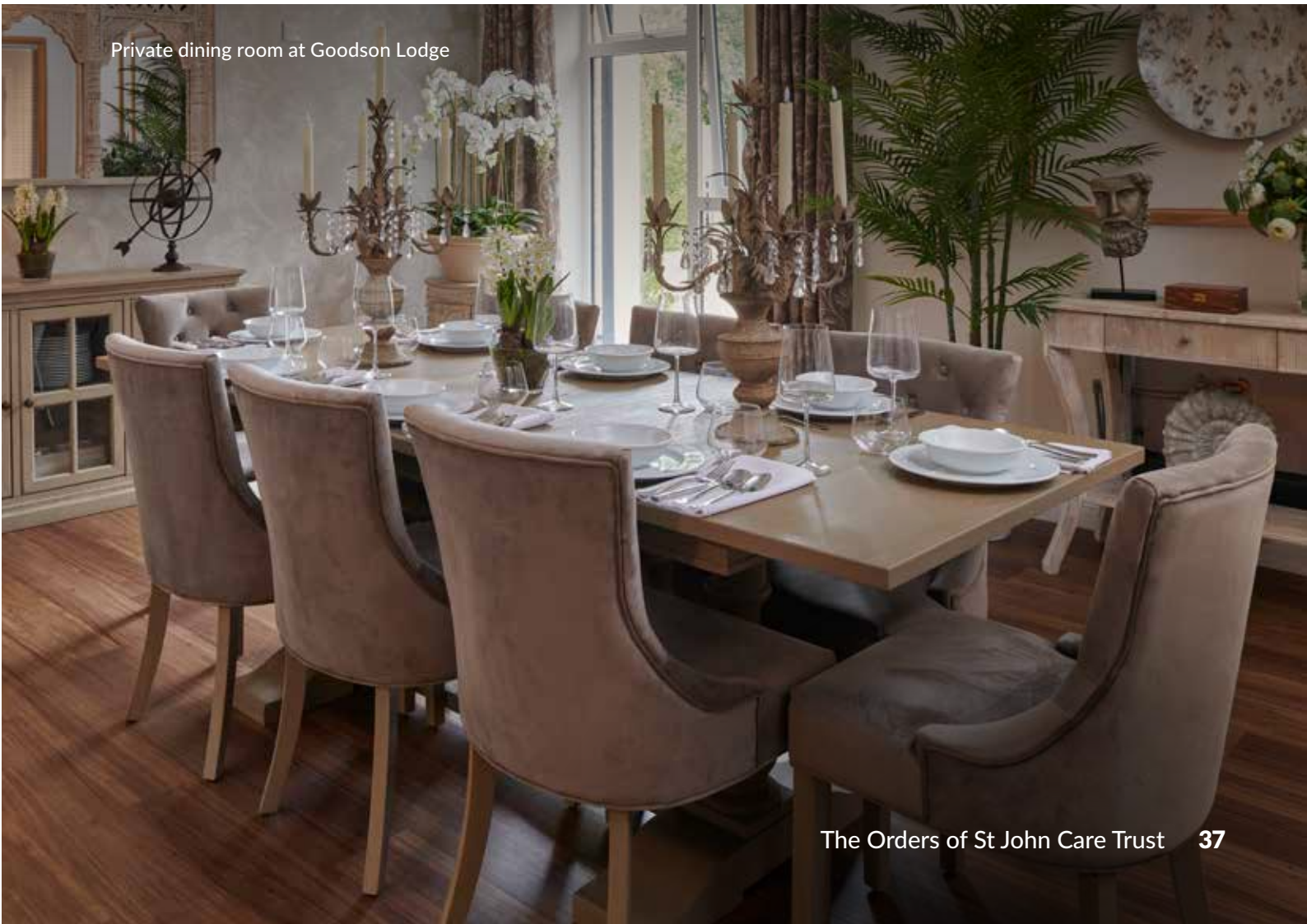
Legal and Other Compliance Risks

Comprehensive policies and procedures are in place to cover legal and other statutory compliance including health and safety, audit, data protection, and insurance requirements of the Trust.

Risk	Description and Potential Impact	Key Controls and Mitigating Factors	Year-on year change in net risk score
Affordability of the real Living Wage	Significant cost implications resulting from above-inflationary increases in the Real Living Wage which are not matched by increases in Local Authority funding or self-funder fee increases. Failure to pay RLW affects ability to attract and retain staff.	Programme of internal cost-efficiency initiatives to mitigate increases in RLW rates combined with fee rate increases. Decision to restrict payment of RLW as a minimum for frontline care roles rather than all roles.	
Staff Retention	Staff turnover rates start to rise, leading to increased recruitment and training costs. Lack of stability in staffing in homes negatively affects the consistency of care delivery to residents. Reputational damage linked to high turnover in short timeframe. Failure to maintain position as RLW payer negatively affects retention rates.	Continued focus on competitive reward and attractiveness of employee benefits package. Investment in The Leadership Academy and the roll out of the Care Leader Development Programme. Expanded use of Onboarder and Exit App data at Trust and local level to inform and enable change where required.	
Occupancy	Increased competition, changes to local authority commissioning and an associated failure to attract new residents may lower occupancy levels, affecting overall financial performance.	The strong reputation of the Group, combined with enhanced investment in marketing, attractive fee rates and continued investment in its homes should support sustainable rebuilding of occupancy levels. The Group works proactively with commissioners to design and deliver services required by the local communities. The adoption of a CRM system supports tracking and conversion of enquiries.	
Recruitment	The national picture for social care workforce vacancies remains difficult, in part due to increasing competition for recruitment from the hospitality and retail sectors but also due to the pandemic reducing the attractiveness of the sector to potential new recruits. This leads to increased costs, increased time to recruit, greater reliance on agency staffing and consequentially impacts financial performance. Changes in the Government's stance on international recruitment of care employees and restrictions on care workers being able to bring family into the country, may restrict this source of recruitment.	Enhanced pay rates ensure the Group remains competitive within the sector and the use of 'Refer a Friend' payments proved successful alongside targeted recruitment campaigns.	

Risk	Description and Potential Impact	Key Controls and Mitigating Factors	Year-on-year change in net risk score
CQC compliance	Failure of homes to achieve good or outstanding compliance ratings with CQC standards could cause reputational damage and financial losses. Internal changes at the CQC and the introduction of its new inspection framework has meant that services continue to wait for reinspection and the ratings are outdated.	CQC compliance figures for the Trust have remained ahead of national averages throughout the year. All Requires Improvement homes have detailed service improvement plans in place. The Group continues to request reinspection of its services.	
Block contracts	The Trust's two joint ventures, the Oxfordshire Care Partnership and the Gloucestershire Care Partnership, as well as homes in Wiltshire operate with block contracting arrangements. These end for OCP in 2032 (2027 break option for older homes), for GCP in 2025 (2040 for reprovided homes) and in 2025 for Wiltshire. With any contract of this duration there is an inherent risk that over time its purpose becomes less relevant in the context of changing market conditions and increasing resident expectations. There is a risk that the local authorities will re-tender the contracts, leading to a material fall in purchasing / shrinkage of the estate.	To mitigate risk, regular management meetings and Board meetings are held to ensure there is a detailed understanding of performance and an agreed approach to the future strategy. Dialogue is ongoing with each local authority to ensure that ongoing and future provision is tailored to developing commissioning needs. The Trust is the largest care provider in each region and is viewed as a strategic partner.	
Policies and procedures	Lack of awareness of procedures and policies may mean actions are taken without proper authority or not following the correct protocol. Differing policies across the Group creates differences in working practices. There is significant resource and training requirements to align policy and procedure across the Group.	Comprehensive induction and training for all staff, combined with internal quality audits and management oversight, reduce the risk. Roll out of new Policy Portal and property compliance system better ensures adherence to correct procedures.	

Risk	Description and Potential Impact	Key Controls and Mitigating Factors	Year-on-year change in net risk score
Government social care policy	Government actions to cancel planned social care reforms and establish an independent commission into adult social care effectively delay any sector reform for a number of years. Government emphasis switched to care at home and new technology to support individuals remaining in their homes for longer risks reducing demand or means that residents are admitted with higher dependency and complexity of care needs.	The Group continues to work with Commissioners to provide services required in local communities and identify opportunities to grow specialist services. We continue to contribute to consultations with the Department of Health & Social Care, local authority partners and National Care Forum and seek to influence decision-making through direct and collectives means.	New entry
Assisted Dying - Terminally Ill Adults (End of Life) Bill	Change in law contrary to ethical principles of some stakeholders, such as BASMOM. The Bill does not make reference to adult social care for older people and does not make adequate provision for the protections and exclusions required to protect such individuals.	OSJCT continues to lobby for sector safeguards and to ensure high quality end of life care to all residents. Specifically in relation to the proposed bill, OSJCT will continue to raise its significant concerns for the safety and wellbeing of those who live in our services and will emphasise the request for individual location and organisational exemption.	↑



Private dining room at Goodson Lodge

Structure, Governance & Management

Legal Structure

OSJCT is a charitable company limited by guarantee (registered company number 03073089) and is a registered charity (registered charity number 1048355) in England. The charitable objective of the Trust (as set out in its Articles of Association) is 'the relief of the aged, the infirm and the sick'. In furtherance of this objective, the Trust provides care to older people through care homes (including residential, nursing, intermediate, and day care services) as well as extra care housing.

The Trust is sponsored by two historic Orders which have a long tradition of offering care. These are the British Association of the Sovereign Military Order of St John of Jerusalem and of Malta (BASMOM) and The Priory of England and the Islands of the Most Venerable Order of the Hospital of St John of Jerusalem ('The Venerable Order').

A proportion of the Trust's operational activities is currently conducted through two joint ventures, the Oxfordshire Care Partnership (OCP) and the Gloucestershire Care Partnership (GCP), which were established in 2001 and 2005 respectively, following the outsourcing of the two local authorities' care homes.

OSJCT has a 50% holding in both charitable companies, alongside its joint venture partner, bpha, a social housing association. The Boards of Trustees for both OCP and GCP comprise an equal number of Trustees from each of OSJCT and bpha. There is regular reporting on both joint ventures to the Board of OSJCT, enabling it to ensure the arrangements continue to best serve the Trust's charitable purposes.

On 1 February 2024, OSJCT combined with another charity, The Fremantle Trust. This was effected by way of acquisition making Fremantle a wholly owned subsidiary of the Trust with its own Board of Trustees. The Fremantle Trust has a wholly owned charitable subsidiary, Leonard Pulham Limited, which was also part of the combination.

Elmfield Care TopCo Limited and its subsidiary undertakings were acquired by the Trust on 27 March 2024. Elmfield will continue to be operated as a commercial subsidiary of the Trust, with any profits being gifted to OSJCT in furtherance of the group's charitable objectives.

Additionally, the Trust has a wholly owned subsidiary, Fosse Way Care Developments Ltd, which was incorporated in 2016 as a vehicle for future new home development. The company has not traded since incorporation.

We will seek to simplify the organisational structure of the Group and its subsidiaries over the next 12 to 18 months.

Public Benefit Statement

As a Charity, OSJCT regularly reviews its vision, objectives, and activities to ensure that it remains focused on its charitable purpose, namely, the relief of the aged, the infirm and the sick. The Board of Trustees has regard to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Trust's aims and objectives and in planning future activities. The Board believes that the provision of care homes and care services to older people delivers a valuable public benefit. The Trust's services are, by their nature, focused on older people, and with the addition of The Fremantle Trust to those with learning disability support needs. Beyond this, there are no restrictions on who can benefit from the services available based on sexuality, ethnicity, disability, religion or gender.

Trustee Board

Trustees are appointed based on the skills and experience they can bring to overseeing the activities of the Trust.

The skills and backgrounds collectively represented on the Board reflect the environment in which the charity operates as well as uphold its founding Christian values.

New appointments are made on merit, taking account of the specific skills and experience, knowledge, personality, and approach needed to ensure a well-rounded Board. In terms of diversity, the objectives are to:

- Consider aspects of diversity when reviewing the composition and balance of the Board;
- Ensure that candidate lists for Trustee positions are compiled by drawing from as diverse a range of candidates as possible who possess suitable skills and qualities;
- Aspire to increase Board diversity without setting specific targets or compromising on the calibre of Trustee.

Trustees are normally nominated either by BASMOM or the Venerable Order (although they need not be a member of either Order) and appointed by the Board. The President of BASMOM is entitled to nominate the Chair, although the appointment is subject to Board approval. There are also two co-opted positions available on the Board. There is no differentiation in powers of Trustees.

The Articles permit a maximum of 12 and minimum of five Trustees on the Board. At the end of March 2025, the Board comprised 12 Trustees.

During the year, Jill Manthorpe and Judy Wright stepped down from the Board, having made considerable contributions to the Trust over their terms of office. Based on the skills and experience prioritised for Trustee recruitment purposes, Jill was succeeded by Rekha Elaswarapu and Judy by George Roffe-Silvester. Rekha brings to the Board social care experience and George acquisitions and finance expertise.

Alongside these specific skills, other attributes such as an understanding of the role of a trustee, commitment, work ethos, an ability to relate to employees and sharing the Trust's values are viewed as equally important in prospective Board candidates.

Trustee Terms of Appointment

All Trustees (with the exception of the Ex-Officio Trustee) are appointed for terms not exceeding three years and are eligible for re-appointment for a maximum of three terms, save that, in exceptional circumstances, the Trustees may re-appoint for a fourth or subsequent term.

If it is agreed that a Trustee will serve for more than nine years, this decision is made on the basis of a rigorous review and considers the need for progressive refreshing of the Board. The term of office of Judy Wright was lengthened slightly beyond nine years to allow for the recruitment of a new Trustee. Graham Hutton's final term was extended for an additional year to November 2025 in order to provide continuity for the Finance Committee and support as Deputy Chair. Timothy Church was reappointed during the year for a third term.

Specialist Trustee Roles

There are four county trustee roles and a specialist medical trustee position. The county trustees have a formal job description which encompasses developing and maintaining a close knowledge of the Trust's operations within their county, playing an ambassadorial role at local events, and familiarising themselves with the homes in this county and visiting them regularly. County trustees ensure that the Board is kept informed about relevant matters arising out of their work on behalf of the Trust in their counties. They are also specifically consulted on strategic matters within their counties. Following the retirement of Judy Wright in February 2025, there is a vacancy for the Wiltshire county trustee position. The structure of the country trustee role will be reviewed following the full integration of Fremantle into OSJCT.

The medical trustee has specific responsibilities in terms of advising the Board on the medical aspects of the Trust's care provision and maintaining an open and constructive relationship with the Group Operations Director.

All Trustees regularly devote time to visit care homes and extra care facilities. These visits are invaluable in understanding the daily work of the Trust, in building relationships, and in gaining a feel for the culture and caring ethos of the Trust on a local level. The Board also benefited from further opportunities for contact and ensuring oversight through attendance at employee award services, garden competition judging, and virtual Town Hall meetings.

Board Composition as at 31 March 2025

Ex-Officio Trustee	BASMOM Trustees	Venerable Order Trustees	Medical Trustee	Co-opted Trustee
Mark Brenninkmeyer Ex-Officio Trustee Oxfordshire Trustee	**Anton Borg** Quality & Care Committee member Gloucestershire Trustee	**James Macnamara** Finance Committee member Remuneration & People Committee member Nominations & Governance Committee member	**Anne de Bono** Medical Trustee Chair of Quality & Care Committee	**Hans Grefte** Quality & Care Committee member
	Timothy Church Finance Committee member	**Richard Milligan Manby** Finance Committee member Remuneration & People Committee member Lincolnshire Trustee		**James Kneller** Chair of Remuneration & People Committee
	Rekha Elaswarapu Quality & Care Committee member	**George Roffe-Silvester** Finance Committee member		
	Mark Everall Chair of the Board Chair of Nominations & Governance Committee			
	Graham Hutton Deputy Chair of the Board Chair of Finance Committee Nominations & Governance Committee member			

The Board comprises twelve Trustees across five classes:

1. An Ex-Officio Trustee, being the current BASMOM President or their nominee
2. Up to five further BASMOM Trustees who are nominated by BASMOM and appointed by the Trustees (there are currently five BASMOM Trustees)
3. Up to three Venerable Order Trustees who are nominated by The Venerable Order and appointed by the Trustees (there are currently three Venerable Order Trustees)
4. One Medical Trustee appointed at the Trustees' discretion (there is currently one Medical Trustee)
5. One or more Co-opted Trustees appointed at the Trustees' discretion, provided there is a full number of BASMOM and Venerable Order Trustees (there are currently two Co-opted Trustees)

Trustee Biographies

Mark Everall

Appointed 7 July 2020

Mark was appointed Chair of the Board of Trustees in 2020. He was a circuit judge and Deputy High Court Judge at the Central Family Court. He was also a nominated judge of the Court of Protection. Before being appointed a judge, Mark qualified as a barrister and became a Queen's Counsel in 1994. He is a Bencher of the Inner Temple and a member of BASMOM.

Anne de Bono

Appointed 7 November 2017

Anne joined the board of Trustees in 2017. She is a consultant in occupational medicine at the University Hospitals of Leicester, in a large NHS Occupational Health Service for healthcare employees and students across Leicestershire and Rutland. She was also a member of Council and Trustee of the Academy of Medical Royal Colleges until October 2023. From 2003 to 2016 she was chief medical officer for the BASMOM Lourdes pilgrimage.

Anton Borg

Appointed 12 July 2022

Anton joined the Board of Trustees in 2022. He has been a GP since September 1986, and has had roles in Obstetrics, Cardiology, Medicine and Dermatology. He is a member of BASMOM and has been the pilgrimage doctor since 2000.

Mark Brenninkmeyer

Appointed 23 June 2023

Mark was nominated by the President of BASMOM as Ex-Officio Trustee in June 2023 and was also appointed as the Oxfordshire County Trustee. Mark has had a long career in retail, both in the UK and USA. He is a member of BASMOM and served as Hospitaller from 2012 to 2018.

Timothy Church

Appointed 19 September 2018

Timothy joined the Board of Trustees in 2018. He was president of MIO Partners, Inc. the investment office of McKinsey & Co. Timothy joined McKinsey in 1991, to start and head up the European investment activity for the firm, taking over the running of the global activity in 1997. Timothy is the former Chairman of The HALO Trust and the Chairman of Aid to the Church in Need UK and on the Advisory boards of a number of investment related entities. Timothy is a member of BASMOM.

Rekha Elaswarapu

Appointed 22 May 2024

Rekha joined the Board of Trustees in 2024. She has over 25 years' experience within the health and social care environment, both in policy and regulation. Rekha was the lead for older people strategy for the Healthcare Commission and subsequently for the Care Quality Commission. She also has a considerable experience of board governance as a trustee in the charity sector. Currently her work portfolio consists of lecturer at the University of Sunderland in London, an independent consultant, and an insight expert with the International Longevity Centre (ILC) UK and a dignity advisor.

Hans Grefte

Appointed 27 September 2023

Hans joined the in 2023. He is the founder of iCasework ltd, a software provider to government agencies, charities, health providers and blue-chip companies across the UK, the US and Australia. As managing director of iCasework, he oversaw the successful implementation of hundreds of SAAS and cloud solutions before it was acquired in 2018. Prior to that, he worked for UK central government departments such as the Home Office, the Department of Transport, and the Ministry of Justice, in a variety of senior IT consultancy roles.

Graham Hutton

Appointed 11 November 2015

Graham became an OSJCT Trustee in 2015. He has many years of experience in the financial services industry, working for several prestigious investment banking houses before helping to found Hutton Collins in 2002. Graham was a Trustee of Aid to the Church in Need for 18 years and Chairman for 9 years until 2022. He was appointed as Chair of the Finance Committee in September 2019. Graham is a member of BASMOM.

James Kneller

Appointed 23 September 2020

James was appointed as an OSJCT Trustee in 2020. He has many years' experience as a Human Resources Director in a number of global organisations both in the UK and abroad including Santander and Commercial Bank of Qatar. James has sat as a non-executive Director in the UK, Middle East, and Turkey. James returned to the UK in 2014, founding his own consulting business. He has also served as a Trustee for a number of large UK Pension Funds. James chairs the Trust's Remuneration & People Committee.

James Macnamara

Appointed 6 November 2019

James is a chartered accountant and was formerly finance director of a series of companies in the service sector. In parallel, he has served as a local councillor and magistrate, on various bodies in the Oxford Diocese and as a trustee of a number of charities in the health, military, housing, and education sectors. His volunteer service in the reserve army led him to join St John Ambulance and then on to a number of roles in the Venerable Order, who nominated him as a Trustee of OSJCT in November 2019.

Richard Milligan Manby

Appointed 23 September 2020

Richard became an OSJCT Trustee in 2020. He worked as a futures broker in London before returning to Lincolnshire in the early 1990s to become involved in the family farming business. In addition to this he became involved in a number of agricultural cooperatives where he served as a non-executive director, executive and non-executive chairman, a member of the finance, risk and audit committee, as well as a pension trustee. In 2007 he attended Cranfield University to study business management and served as a trustee for the Royal Agricultural Society of England Board till 2017.

George Roffe-Silvester

Appointed 6 February 2025

George was appointed as Trustee in February 2025. He spent more than 30 years working for international healthcare companies, including Roche and Walgreens Boots Alliance, specialising in Mergers & Acquisitions. He has lived in the Netherlands and Switzerland as well as the UK. Since retiring in 2020 George has volunteered with a local charity providing support for the elderly and isolated across a rural area of Devon and Somerset.



Tenure

0–3 Years	3–9 Years	9+ Years
Tenure at 31 March 2025		
Anton Borg Mark Brenninkmeyer Hans Grefte Rekha Elaswarapu George Roffe-Silvester	Anne de Bono Timothy Church Mark Everall James Kneller James Macnamara Richard Milligan-Manby	Graham Hutton
Tenure at 31 March 2024		
3	8	1

Trustee Induction and Training

All new Trustees receive a tailored induction programme to ensure understanding of the role of a Trustee under Charity Law and being a Director under Company Law. Induction provides an overview of the history of OSJCT, its structure, vision, and strategy. It includes meetings with the Chief Executive, the Chair, and members of the Executive team to discuss the Trust's strategic plan and to understand the risks and operating environment of the business. The programme involves visits to some of the Trust's homes to meet employees and residents.

New Trustees are provided with a mentor to help with induction and are issued with a Board Manual as a comprehensive reference guide to the Trust. Trustees undertake individual appraisal on an annual basis and training requirements form part of these discussions. Sector information and training is also provided on an ad hoc basis, most usually as a themed presentation from senior employees or external parties. The annual strategy conference provides another opportunity to share information.

Governance Structure

The Trustees, as the directors and charity trustees of the Trust, are collectively responsible for the affairs of the Trust. There is complete parity among Trustees with no distinction between Co-opted and Nominated Trustees.

The Board is clear that its primary role is strategic, rather than operational: the Board sets the strategic aims of the Trust and provides leadership and guidance to the Executive team to ensure that the necessary structures and resources are in place to achieve the agreed strategy. In determining the long-term strategy and objectives of the Trust, the Board is mindful of its wider duties to residents, employees, and other stakeholders. Decisions are made with reference to the Trust's values and founding Christian principles. There is a schedule of matters reserved for the Board and a clear demarcation between executive and non-executive roles.

The Trustees delegate day-to-day executive control of the Trust to the Chief Executive and the Executive team.

The Executive team is responsible for running the charity in accordance with the direction set by the Board and powers delegated to it by Trustees. The Executive team is accountable to the Trustees for its performance. The Board typically meets formally six times per year and reviews operational and financial performances and monitors the delivery of strategy and achievement of business objectives. At the end of each meeting sufficient time is also allowed for the Chair to meet privately with the other Board members.

During the year there were 6 scheduled Board meetings. Due to business requirements, on occasion unscheduled Board meetings are required to be called at short notice and this may result in some Directors being unable to attend due to prior commitments. Directors who are unable to attend still have the opportunity to review the relevant Board papers and provide feedback. There were two such meetings during the year.

Attendance at Board Meetings

Board Meeting Attendance Record

Anne de Bono	6/8	**James Kneller**	5/8
Anton Borg	6/8	**James Macnamara**	8/8
Mark Brenninkmeyer	7/8	**Jill Manthorpe** (retired 22 May 2024)	1/1
Timothy Church	8/8	**Richard Milligan-Manby**	7/8
Rekha Elaswarapu (appointed 4 July 2024)	5/7	**George Roffe-Silvester** (appointed 6 February 2025)	1/1
Mark Everall	8/8	**Judy Wright** (retired 6 February 2025)	5/7
Hans Grefte	8/8		
Graham Hutton	7/8		

Governance Review

A pattern of governance reviews has been established at two to three-year intervals. The last full externally facilitated review of board governance was conducted in 2022. It involved a comprehensive and objective evaluation of the OSJCT's overall governance structures and the effectiveness and performance of the Board and its Committees, taking into account the provisions of the UK Charity Governance Code (2020) and recognised board best practices. The exercise provided assurance that the Board and its Committees operate effectively and provided detailed recommendations to assist in the development of a roadmap for the sustained improvement and enhancement of the Trust's governance and the Board's and Committees' effectiveness and performance. All key recommendations were implemented.

An interim, lighter-touch review took place in 2024/2025. It concentrated principally on the sub-committee structure introduced in 2023, evaluating effectiveness and understanding whether there was any need or opportunity to rebalance responsibilities between Board and sub-committees. The Board concluded that the new structure was effective and there were some opportunities to consider certain longer-term issues within the committees' agendas.

Nominations & Governance Committee

The Committee is principally responsible for leading the process for selecting suitable candidates for consideration for appointment to the OSJCT Board and its Committees. It regularly reviews the structure, size and composition of the Board (including the skills, knowledge and experience of the Trustees), taking into account equality, diversity and inclusion aims and makes recommendations to the Board.

The Committee's remit includes Governance matters such as Board evaluations and the receipt of ad hoc material updates on board/ governance Codes (e.g. Charity Governance Code) and related matters.

The Committee meets at least twice per annum and comprises between three and five members, all of whom must be OSJCT Trustees. The Chief Executive attends by invitation but is not a member of the Committee.
The Chair and members of the Committee are appointed by the Board for terms of three years and include representatives from each Sponsoring Order. Following the retirement of Judy Wright, James Macnamara was appointed as Committee member part way through the year.

During the year, the main focus of the Committee was planning for retirements in 2024/25, consideration of Board and Committee reappointments and oversight of the interim governance review.

Nominations & Governance Committee Meeting Attendance Record

Mark Everall	3/4
Graham Hutton	3/4
James Kneller	3/4
James Macnamara	1/1
Judy Wright	4/4

Finance Committee

The Finance Committee meets a minimum of three times per year and currently comprises four Trustees, three of whom have recent, relevant financial experience. The Chair, Chief Executive and the Chief Financial Officer attend by invitation but are not members of the Committee.

Appointments are decided by the Board and are for terms of three years and Trustees are eligible for re-appointment, subject to satisfactory performance and in line with the needs of the charity. George Roffe-Silvester was appointed to the Committee, effective June 2025.

The Committee is responsible for independently advising and informing the Board about matters of financial reporting and internal control. The Committee reviews the audited financial statements of the Trust and recommends them for approval to the Board. It reviews reports from external and internal auditors and monitors management actions to implement recommendations made in the audit reports.

The Committee is responsible for determining the frequency and process of tendering for external audit services and considers their appointment, fees and independence.

Finance Committee Meeting Attendance Record

Committee Members and Attendance	
Timothy Church	4/4
Graham Hutton	4/4
James Macnamara	4/4
Richard Milligan-Manby	4/4

Remuneration & People Committee

As part of the recommendations from the external governance review, the Remuneration & People Committee was established in early 2023. It is responsible for considering and making recommendations to the Board in relation to the remuneration of the Executive and Chairman. Its purpose is also to review performance data and oversee the execution of the people aspects of the Trust's strategic plan. On an annual basis, the Committee considers and recommends to the Board the wider workforce pay strategy. The Committee meets at least twice per annum and otherwise as required.

The Committee comprises at least three members and appointments to the Committee are made by the Board on the recommendation of the Nominations & Governance Committee, and for terms of three years. The Chair of the Committee has significant experience as an HR Director and Trustee of Pension Funds.

The Committee met 4 times during the year with its main focus being on the annual pay review as well as the discretionary Executive Performance Retention Plan which commenced in 2024/25.

Remuneration & People Committee Meeting Attendance Record

Committee Members and Attendance	
Mark Brenninkmeyer	4/4
James Kneller	4/4
James Macnamara	3/4
Richard Milligan-Manby	4/4

Quality & Care Committee

The Quality & Care Committee was established in 2023. The Committee is responsible for the oversight of care quality compliance and delivery. Similar to other Committees, it comprises at least three members, all of whom are Trustees and appointments are made by the Board on the recommendation of the Nominations & Governance Committee. During 2024/25, the Committee focused on reviewing care quality KPI data, as well as detailed reviews of management of specific care risks such as falls, choking and manual handling.

Quality & Care Committee meeting attendance record

Anne de Bono	2/2
Anton Borg	2/2
Rekha Elaswarapu	1/1
Hans Grefte	2/2
Jill Manthorpe	1/1
Judy Wright	2/2

Compliance with Charity Governance Code

The Board notes its support of the Charity Governance Code, including the requirements for larger, more complex charities. Whilst the Trust is largely compliant with the code, there are a small number of recommended practices where Trust practice diverges. The principal area is the recommendation to widely advertise Trustee vacancies. The structure of the Trust means that the Sponsoring Orders usually propose candidates for consideration but, on occasion, the skills required are not available. In these instances, vacancies are advertised.

Trustee Remuneration

Only the Chair of the Board is remunerated, and details of the Chair's remuneration are set out in note 7 to the accounts. Trustees are entitled to be reimbursed for reasonable travel and subsistence costs and the Trust arranges indemnity insurance cover on behalf of the Board. Five Trustees (2024: four) claimed a total of £1k (2024: £2k) in expenses during the year.

Conflicts of Interest

Trustees are aware of the legal duty to act in the best interests of OSJCT and to abide by the Trust's Conflicts of Interest policy. In practice this means that any Trustee who has a conflict of interest in relation to any matter discussed by the Board must declare that interest at the start of the meeting, withdraw from discussions and not participate in voting. There is opportunity at the start of each meeting to declare any interests. In addition, the Trust records Trustees' interests in its register of interests based on the annual written declarations made by Trustees and as updated during the course of the year.

Statement of Adherence to the Fundraising Regulator Code

The Trust seeks to comply fully with all regulation and relevant codes of practice. Fundraising is not a material income stream for the Trust and therefore it is not required to report under section 162A of the Charities Act 2011.

The Trust typically raises funds through local events for the benefit of the local home and via the acceptance of donations and legacies. OSJCT does not engage third party professional fundraisers and is not aware of any complaints being made about the Trust's fundraising activities. All employees strive to protect the rights and promote the interests of our residents. It is the policy of the Trust that under no circumstances should any employee offer advice or act as a witness to the Will of a resident.

Disclosure of Information to Auditors

Each of the persons who are Trustees at the time when this report is approved has confirmed that:

So far as the Trustee is aware, there is no relevant audit information of which the Charitable Company and the Group's auditors are unaware, and the Trustee has taken all the steps that ought to have been taken as a Director in order to be aware of any relevant audit information and to establish that the Charitable Company and the Group's auditors are aware of that information.

Trustees' Responsibilities Statement

The Trustees (who are also directors for the purposes of Company Law) are responsible for preparing the Trustees' Report (including Strategic Report) and the financial statements in accordance with applicable laws and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom. Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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.

Financial statements are published on the charitable company's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charitable company's website is the responsibility of the Trustees. The Trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

The Trustees' report, including the Strategic Report, was approved and signed by the Trustees on 16 January 2026.



Mark Everall
Chair



Independent Auditor's Report to members of The Orders of St John Care Trust

Opinion on the Financial Statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 March 2025 and of the Group's incoming resources and application of resources 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.

We have audited the financial statements of The Orders of St John Care Trust ("the Parent Charitable Company") and its subsidiaries ("the Group") for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities (Incorporating an Income and Expenditure Account), the Consolidated and Parent Charitable Company Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remain independent of the Group and the Parent Charitable Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions Related 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 Group and the Parent 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 auditor's report 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. 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.

Other Companies Act 2006 Reporting

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

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

In the light of the knowledge and understanding of the Group and the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic Report or 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 by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charitable Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

We have been appointed as auditor under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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

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:

Non-compliance with laws and regulations

Based on:

- our understanding of the Group and Parent Charitable Company and the sector in which it operates;
- discussion with management and those charged with governance including the Finance Committee; and
- obtaining an understanding of the Group's and Parent Charitable Company's policies and procedures regarding compliance with laws and regulations.

We considered the significant laws and regulations to be Companies Act 2006, Charities Act 2011, UK Generally Accepted Accounting Practice, Charities SORP and UK tax legislation.

The Group and Parent Charitable Company are also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be health and safety, Care Quality Commission compliance and data protection.

Our procedures in respect of the above included:

- review of minutes of meeting of those charged with governance for any instances of non-compliance with laws and regulations;
- review of the major incident log;
- review of correspondence with regulatory and tax authorities for any instances of non-compliance with laws and regulations; and
- review of financial statement disclosures and agreeing to supporting documentation.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- enquiry with management and those charged with governance regarding any known or suspected instances of fraud;
- obtaining an understanding of the Group and Parent Charitable Company's policies and procedures relating to:
  - detecting and responding to the risks of fraud; and
  - internal controls established to mitigate risks related to fraud.
- Review of minutes of meeting of those charged with governance for any known or suspected instances of fraud;
- discussion amongst the engagement team as to how and where fraud might occur in the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Based on our risk assessment, we considered the areas most susceptible to fraud to be posting of inappropriate journal entries to manipulate financial results and management bias in accounting estimates.

Our procedures in respect of the above included:

- testing all journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation;
- assessing significant estimates and judgements made by management for bias; and
- a review of unadjusted audit differences for indications of bias or deliberate misstatement.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members including component engagement teams and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: 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.

DocuSigned by:
Samantha Lifford
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Samantha Lifford
Senior Statutory Auditor
Date: 16 January 2026

For and on behalf of BDO LLP, statutory auditor
Birmingham, UK

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).



Consolidated Statement of Financial Activities

(Incorporating an Income and Expenditure Account) For the Year ended 31 March 2025

	Note	Unrestricted Funds £'000	Restricted Funds £'000	2025 Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	2024 Total Funds £'000
Income from:							
Donations & Legacies	2	178	155	333	381	657	1,038
Charitable Activities	2	232,590	-	232,590	163,578	-	163,578
Investments	5	716	-	716	790	-	790
Share of net income in Joint Venture	10	-	-	-	176	-	176
Exceptional donations - new assets of acquired charity		-	-	-	3,440	93	3,533
Total income		**233,484**	**155**	**233,639**	**168,365**	**750**	**169,115**
Expenditure on:							
Charitable activities	3	233,008	175	233,183	166,185	713	166,898
Share of net expenditure in Joint Venture	10	1,108	-	1,108	-	-	-
Total expenditure		**234,116**	**175**	**234,291**	**166,185**	**713**	**166,898**
Net (expenditure)/ income for the year		**(632)**	**(20)**	**(652)**	**2,180**	**37**	**2,217**
Transfers between funds	20	4	(4)	-	-	-	-
Other recognised losses Actuarial losses on defined benefit pension schemes	23	(177)	-	(177)	(94)	-	(94)
Net movement in funds for the year		**(805)**	**(24)**	**(829)**	**2,086**	**37**	**2,123**
Reconciliation of funds							
Total funds brought forward		53,457	129	53,586	51,371	92	51,463
Total funds carried forward		**52,652**	**105**	**52,757**	**53,457**	**129**	**53,586**

Note: All operations are continuing. All recognised gains and losses are included in this statement.
The notes on pages (58-102) form an integral part of these financial statements.

Balance Sheet

Consolidated & Parent Charitable Company Balance Sheet As at March 2025

		Group		Charity	
	Note	2025 £'000	2024 (as restated) £'000	2025 £'000	2024 (as restated) £'000
Fixed assets					
Intangible assets	9	10,628	10,979	18	26
Tangible assets	9	62,875	60,869	55,073	54,042
Programme related investment	10	897	2,004	-	-
Fixed asset investments	11	-	-	9,985	9,985
		74,400	**73,852**	**65,076**	**64,053**
Current assets					
Land held for sale	12	1,356	1,316	1,356	1,316
Debtors: due within one year	13	16,826	16,066	17,130	14,396
Cash at bank and in hand	14	14,421	15,753	11,143	14,597
		32,603	**33,135**	**29,629**	**30,309**
Current liabilities					
Creditors: amounts falling due within one year	15	(30,824)	(30,533)	(23,159)	(23,602)
Net current assets		**1,779**	**2,602**	**6,470**	**6,707**
Total assets less current liabilities		**76,179**	**76,454**	**71,546**	**70,760**
Creditors: amounts falling due after one year	16	(23,321)	(22,861)	(22,641)	(22,180)
Deferred tax liabilities	18	(7)	(7)	-	-
Provision for liabilities	19	(94)	-	(94)	-
Net assets excluding defined benefit pension scheme		**52,757**	**53,586**	**48,811**	**48,580**
Defined benefit pension scheme	23	-	-	-	-
Net assets including defined benefit pension scheme		**52,757**	**53,586**	**48,811**	**48,580**
Funds					
Restricted funds	20	105	129	11	36
Unrestricted funds	20	52,652	53,457	48,800	48,544
Pension reserve	20	-	-	-	-
Total funds	20	**52,757**	**53,586**	**48,811**	**48,580**

Note: The notes on pages 58-102 form an integral part of these financial statements

Approved by the Trustees on 16 January 2026 and signed on their behalf by:



Mark Everall
Trustee
Registered Company number: 3073089

Cash Flow Statement

Consolidated Cash Flow Statement for the Year Ended 31 March 2025

a) Statement of cash flows

	Note	Group 2025 £'000	Group 2024 £'000
Net cash provided by operating activities		**9,067**	**6,440**
Cash inflows/(outflows) from investing activities:			
Interest received	5	403	552
Purchase of property plant and equipment		(9,183)	(7,431)
Consideration for business combinations net of cash acquired		-	(8,528)
Elmfield Shareholder Loan		-	(2,008)
Net cash (used in) investing activities		**(8,780)**	**(17,415)**
Cash inflows/(outflows) from financing activities:			
Repayment of bank loans		(195)	(183)
New bank loan		-	15,000
Repayment of finance leases		(262)	-
Interest paid		(1,162)	(229)
Net cash (used in)/from financing activities		**(1,619)**	**14,588**
Change in cash at bank and in hand		(1,332)	3,613
Cash at bank and in hand at the beginning of the period		15,753	12,140
Cash at bank and in hand at the end of the period	**14**	**14,421**	**15,753**

Note: The notes on pages (58-102) form an integral part of these financial statements.

As at 31 March 2025, amounts totalling £891,000 were being held on behalf of residents of the Group's care homes (31 March 2024: £1,070,000). Of this total £593,000 sat within The Fremantle Trust and £298,000 within OSJCT (2024: £746,000 and £324,000 respectively). These funds belong to individual residents and are therefore excluded from the cash disclosed within the balance sheet. In addition at 31 March 2025 amounts totalling £520,000, were held within the homes' amenity accounts (31 March 2024: £519,000). The homes amenity funds are excluded from the cash disclosed within the balance sheet. At 31 March 2025, The Fremantle Trust held £65,000 in relation to funds held by each homes for the benefit of the people who live there and is spent in accordance with their wishes (2024: £59,000).

b) Reconciliation of net (expenditure)/income to net cash provided by operating activities

	2025 £'000	2024 £'000
Net cash provided by operating activities		
Net (expenditure)/income	**(652)**	**2,217**
Depreciation, amortisation and movement in provision for impairment	7,198	6,358
Loss on disposal of fixed assets	622	167
Amortisation of loan issue costs	63	63
Pension costs less contributions	136	108
Decrease in stock	-	249
Increase in land held for sale	(40)	(6)
Increase in debtors	(760)	(749)
(Decrease)/increase in creditors	(17)	2,276
Increase in provisions	94	-
Interest received	(716)	(790)
Interest paid	2,031	256
Share of net expenditure/(income) in Joint Venture	1,108	(176)
Fair value of acquired net assets	-	(3,533)
Net cash provided by operating activities	**9,067**	**6,440**

c) Analysis of changes in net debt

	At 1 April 2024 (as restated)	Cash flow £'000	Other non-cash changes £'000	At 31 March 2025 £'000
Cash at bank and in hand				
Cash and deposits	15,753	(1,332)	-	14,421
Borrowings				
Bank loans within one year	(132)	195	(209)	(146)
Bank loans after more than one year	(15,121)	-	146	(14,975)
Other loans after more than one year	(681)	-	1	(680)
Obligations under finance leases	(7,059)	262	(869)	(7,666)
	(22,993)	457	(931)	(23,467)
Total	**(7,240)**	**(875)**	**(931)**	**(9,046)**

d) Reconciliation of cash flow from (decrease)/increase in creditors to the movement in current liabilities

	2025 £'000	2024 £'000
(Decrease)/increase in creditors (cash flow statement – note b)	17	2,276
Movements in non-operating balances in the year:		
Capital creditors	(294)	(254)
Acquired creditors due within one year	-	9,417
Elmfield Shareholder Loan	-	(2,008)
Deferred consideration	-	143
(Decrease)/increase in current liabilities	**(277)**	**9,577**

e) Reconciliation of cashflow from purchase of property, plant and equipment to fixed asset additions

	2025 £'000	2024 (as restated) £'000
Purchase of property, plant and equipment (cash flow statement – note a)	9,183	7,431
Movements in non-operating balances in the year:		
Capital creditors	(294)	(254)
Goodwill on Acquisition	-	10,952
Purchases acquired through finance leases	-	7,059
Value of Acquired assets	-	6,850
Fixed asset additions (note 9)	**9,477**	**32,038**

For the year ended 31 March 2025

Notes to the Financial Statements

1. Accounting Policies

Legal Status

The Orders of St John Care Trust is a charitable company limited by guarantee (registered company number 03073089) and is a registered charity (registered charity number 1048355) in England. The registered office is Eyre Court, Whisby Way, Lincoln, LN6 3LQ.

Basis of Preparation of the Financial Statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) (second edition – October 2019) 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, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 January 2022) and the Companies Act 2006. The charity is a public benefit entity. The Financial Statements have been prepared on the historical cost basis. The principal accounting policies adopted in the preparation of the accounts are set out below and remain unchanged from previous year. All amounts are shown in pounds sterling.

The Trust has applied the exemption conferred by section 408 of the Companies Act 2006 in not preparing a separate income and expenditure account. The net expenditure for the Trust for the year to 31 March 2025 was £271,000 (2024: income of £961,000).

Basis of Accounting for Joint Venture

The Trust has a 50% investment in two Joint Venture vehicles, the Oxfordshire Care Partnership (OCP) and the Gloucestershire Care Partnership (GCP). In accordance with FRS 102, the investments have been accounted for at historic cost. The care service and management fee income from OCP and GCP are included in the Trust's total income. Any amounts owing to or from OCP and GCP are shown under the respective balance sheet heading of the Trust. Due to the Trust now preparing consolidated financial statements, both Joint Ventures have been included using the equity method. The share of income from each venture is shown within the Statement of Financial Activities, and the total Trust investment in these is shown as Programme Related Investment within the Balance Sheet.

Basis of Consolidation

The trust wholly owns Fosse Way Care Developments Ltd, which remained dormant throughout the current year. During the previous financial year the Trust also acquired two wholly owned subsidiaries, which have led the financial statements to be prepared on a consolidated basis as the inclusion of these two companies and their subsidiaries is material for the purpose of giving a true and fair view in the context of the group.

For the year ended 31 March 2025, OSJCT has prepared its accounts on a consolidated basis following the acquisitions of The Fremantle Trust, Leonard Pulham Limited and The Elmfield Care Group last year. The basis for consolidation reflects the financial activities of all wholly owned subsidiaries on a line by line basis. All wholly owned subsidiaries balance sheets have been consolidated as at 31 March 2025. The value of the Goodwill on the investment in the Elmfield Care Group has been shown within Intangible Assets on the Consolidated Balance Sheet. All intercompany transactions between all members of the OSJCT Group have been eliminated from the Financial Statements.

Funds

Unrestricted funds: General funds are available for use at the discretion of the trustees in furtherance of the objectives of the Trust and which have not been designated for other purposes.

Restricted funds: Restricted funds are those which are used in accordance with specific restrictions of the donors or which have been raised by the Trust for particular purposes. The purpose for which restricted funds are held is analysed in the notes to the accounts.

Going Concern

The financial statements have been prepared on a going concern basis. OSJCT use a 10 year financial plan which, in conjunction with a three year forecast has formed the basis of review for trading performance. Consideration has been given to external market forces and the impact they have on our turnover, operating costs, and cash flow. As part of the review process, early in 2025 the Board reviewed the sensitivity analysis that considers care fees inflation, occupancy, pay rates and recruitment challenges This model has been rigorously stress tested for occupancy changes and the use of agency employees given the challenges in the UK labour market.

A further review has been undertaken of the OSJCT Group and its individual subsidiaries, utilising the same stress tests and methodology as OSJCT. The Group review indicates liabilities will be met until the end of the review period. In the review of the Group position, full consideration has been given to the level of financial support that may need to be given to The Fremantle Trust for the next 12–18 months. At a Group and individual entity level, OSJCT is not detrimentally impacted by any support which may need to be given. Elmfield Care and its associated subsidiaries are cash generating entities which are self-sufficient in their own right.

Based on the assessment of the forecast and the sensitivity analysis the Board remains confident that the Trust and Group will be able to meet their liabilities at least until the end of the review period in March 2027. The Group also remains comfortably within banking covenants and has considerable headroom against them.

The Trustees, therefore, consider it appropriate for the accounts to be prepared on a going concern basis and that no material uncertainty exists.

Goodwill

Goodwill represents the excess of the cost of a business combination over the fair value of the Group's share of the net identifiable assets of the acquired subsidiary at the date of acquisition. Goodwill on acquisitions of subsidiaries is included in 'intangible assets'.

Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold. Goodwill is carried at cost less accumulated amortisation and accumulated impairment losses. Goodwill amortisation is calculated by applying the straight-line method to its estimated useful life. If a reliable estimate cannot be made, the useful life of goodwill is presumed to be 10 years.

The estimated useful economic life of goodwill is based on a variety of factors such as the expected use of the acquired business, the expected useful life of the cash generating units to which the goodwill is attributed, any legal, regulatory or contractual provisions that can limit useful life and assumptions that market participants would consider in respect of similar businesses.

The length of the leases at Elmfield were 35 years at their inception, with 32 years left on average, which is the basis the OSJCT group have used for amortisation of Goodwill.

The key considerations in this decision are as follows:

- In the care home market, buildings that are modern and fit for purpose can operate for long periods of time. OSJCT have several care homes that were built in the 1960/70's which still operate profitably.
- The homes will feasibly continue to operate as care homes for the foreseeable future. The only possibility for change would be in the type of care provided, not in the nature of the overall service or use of the home.
- If the homes ceased to operate no cash would be generated and so no benefit would be derived from the goodwill, therefore goodwill can be directly linked to the life of the lease as the care homes will operate and generate cash for that period.

Capitalisation and use of Fixed Assets

Expenditure incurred on assets to be held on a continuing basis in the Groups activities is capitalised where appropriate and depreciated. Subsequent expenditure to properties is capitalised where it results in increased quality, reduces operating costs or significantly extends the useful economic life of the asset, and is more than £500.

Freehold land is held at cost and is not depreciated. Assets under construction are not depreciated until put into use. An annual review is undertaken to determine any impairment in the net book value of property assets. Impairment losses are recognised in the Statement of Financial Activities as expenditure. Depreciation is provided on all other tangible and intangible assets to write off the cost less estimated residual value on a straight line basis over the useful economic lives of the assets concerned. The following rates apply:

Intangible Assets:	
Software and licences	4 years
Goodwill	32 years
Tangible Assets:	
Furniture and equipment	10, 5, 4 or 3 years or remainder of lease, if shorter,
Leasehold property	10 to 40 years
Improvements to leasehold property	10 years or remainder of lease, if shorter
Freehold properties	7 to 40 years
Improvements to freehold property	10 years or over life of building

Income is shown within five categories in the Statement of Financial Activities:

- Income from charitable activities
- Income from donations and legacies
- Income from investments
- Share of Net Income from Joint Venture
- Exceptional donation - net assets of acquired charity

All income is recognised once the Group has entitlement to the income, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount of income receivable can be measured reliably. Income from donations includes gifts, legacies and grants. Income from investments is recorded in the period in which it is earned.

Income from Charitable Activities

Income from charitable activities is accounted for in accordance with local authority or residents' personal contracts and recognised over the period in which services are provided. It includes direct collections from the local housing contributions including housing benefit collected directly from the local authority, together with personal contributions from residents. Income received in advance from Local Authorities where the services have not yet been provided is deferred until such services have been provided and entitlement to the income has arisen.

Property income includes rent and service charge income and is recognised over the period to which it relates.

Donations and Legacies

The criteria for recognising donations and gifts are usually met when the cash is received. Donations in kind, are recognised at their value to the Group when received and an equivalent amount is included in the appropriate expenditure line. Where the use of the income has been restricted in accordance with the donor's wishes, gift income is credited to an appropriate fund until it can be spent for the purpose for which it was given.

Legacies are accounted for on a receivable basis. Where there are uncertainties surrounding the measurement of the Trust's entitlement to an estate, no income is recognised.

Grants

Grants are accounted for on a receivable basis when the Trust has probable and measurable entitlement to the income (i.e. the conditions for its award have been satisfied).

Share of Net Income from Joint Venture

The Joint Ventures have been included in the consolidated financial statements using the equity accounting method. The share of net income from Joint Venture recognises the OSJCT group share of income, of 50%, from The Oxfordshire Care Partnership in the year. No share of net income is recognised from The Gloucestershire Care Partnership due to the Joint Venture running at a loss, with any income in any given year to be offset against the accumulated loss instead of recognised in the Consolidated Statement of Financial Activities.

Exceptional donation – net assets of acquired charity

The fair value of acquired net assets reflects the fair value of The Fremantle Trust and Leonard Pulham Limited balance sheets as at the date of acquisition in the prior year. This was split between the fair value of the restricted funds in both entities and the unrestricted remaining element. As no consideration was paid on acquisition the total of the fair value of net assets was recognised as a 'gift', within the Consolidated Statement of Financial Activities for 2024 in accordance with the Charities SORP.

Expenditure Recognition

Expenditure is recognised on an accruals basis, once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of obligation can be measured reliably. Irrecoverable VAT is included in the expense item to which it relates.

Financial Instruments

The Trust only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value except for bank loans which are subsequently measured at amortised cost using the effective interest method.

Leasing

Rentals paid under operating leases are charged to income and expenditure on a straight-line basis over the lease term.

Where assets are financed by leasing agreements that give rights approximating to ownership (finance leases), the assets are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable over the term of the lease. The corresponding leasing commitments are shown as amounts payable to the lessor. Depreciation on the relevant assets is charged to Statement of Financial Activities over the shorter of estimated useful economic life and the term of the lease.

Finance lease payments are analysed between capital and interest components so that the interest element of the payment is charged to Statement of Financial Activities over the term of the lease and is calculated so that it represents a constant proportion of the balance of capital repayments outstanding. The capital part reduces the amounts payable to the lessor.

Property and Land Held for Sale

Property and land held for sale is included in the balance sheet at the lower of cost and net realisable value. Cost consists of direct cost excluding interest.

Pension Costs

OSJCT is an admitted member of a sub-fund of a Local Government Pension Scheme (LGPS) operated by Wiltshire County Council and of a sub-fund of a LGPS operated by Gloucestershire County Council, which are both defined benefit schemes.

Defined benefit pension scheme surpluses (to the extent they are recoverable) or deficits are recognised in full on the balance sheet. The movement in the surplus or deficit arising from employees' service in the year is charged to resources expended. The expected return on the schemes' assets and the interest during the year on the present value of the scheme liabilities arising from the passage of time are recognised in other finance costs. Actuarial gains and losses are recognised as a movement in funds.
Scheme assets are measured at fair value. Scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted at appropriate high quality corporate bond rates. The current service cost and costs from settlements and curtailments are charged against operating surplus. Past service costs are spread over the remaining service lives of the active members of the schemes.

The Group also operates several defined contribution pension schemes. The contributions in respect of these schemes are charged to the Statement of Financial Activities in the period to which they relate.

Taxation

The Trust is a registered charity and income for its charitable activities is therefore exempt from corporation tax under Section 505 of the Taxes Act 1988. Where a tax charge is incurred, a charge is included in other expenditure in the year to which it relates.

Cash and Cash Equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within borrowings in current liabilities. Resident deposits and the homes' amenity funds are held in ring-fenced bank accounts and are excluded from the Balance Sheet.

Significant Accounting Estimates and Judgements

In determining the carrying amounts of certain assets and liabilities, the Group makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The Group's estimates and assumptions are based on historical experience and expectation of future events and are reviewed periodically.

(i) Pensions
Actuarial assumptions are made in valuing future defined benefit pension obligations as set out in note 23.

(ii) Bad and doubtful debts
A provision for bad debts has been included, calculated based on historic experience and the likelihood of collection of those debts, as set out in note 15.

(iii) Impairments
A provision for impairments has been included and calculated based on the estimated, projected performance of the homes, discounted at a rate of 5%.

(iv) Dilapidations
No dilapidations provision has been made in the group accounts, based on judgement by management that it is probable that the buildings will be used for alternative activities, as well as not being able to reliably estimate any liability arising now given the levels of investment being made each year to keep the properties at a high standard of repair.

(v) Onerous Lease Provisions
A provision for an onerous lease arising at St Annes, one of OSJCT's closed Extra Care Housing schemes, has been recognised within the year. This has been calculated based on the remaining lease period and included due to there being a current obligation to pay this until such time as the Trust are able to exit the lease arrangement.

vi) Operating vs Finance Leases

The Group makes a judgement on and uses it's discretion on determining whether its leases should be treated as operating leases, with lease payments being recognised within the Statement of Financial Activities as they fall due, or as finance leases, with the net present value of the lease payments held on the balance sheet, and depreciated over the term of the lease. This is determined by assessing whether substantially all of the risks and rewards incidental to the ownership of the asset are transferred to the lessee. It has been determined by the Group that one of the newer leases (beginning February 2024) should be treated as a finance lease, which has given rise to a prior period adjustment, the details of which can be found in Note 26.

vii) Useful economic life of goodwill

The Group has determined that the goodwill arising on the acquisition of it's subsidiary Elmfield should be amortised over the remaining term of the lease, being 32 years.

The key considerations for this judgement can be found on page 59 under Goodwill.

viii) Fair value at acquisition

In the previous financial year the Group also made significant estimates and judgements in relation to the consolidation at fair value of the two wholly owned subsidiaries. The Fremantle Trust and Leonard Pulham Limited had their properties valued as part of the fair value assessment. There were also several adjustments made in respect of fair valuing these entities. It was also determined through a judgemental piece of work completed by management that the leases in both The Fremantle Trust Group and Elmfield Care should be considered to be operating leases instead of finance leases due to the economic life of the properties being considered to be longer than the lease terms as the properties will likely continue to be used as care homes beyond the end of the lease term.

2. Income

Income from Charitable Activities

	2025 £'000	2024 £'000
Care income	231,838	162,855
Property income	752	723
Total	**232,590**	**163,578**

Care Income

The OSJCT Group has both block and spot placement contracts with Local Authorities and direct individual contracts with those residents whose financial resources exceed the level for financial assistance. In Wiltshire and Lincolnshire, day care and other forms of care services are provided under contract from the respective Local Authority or with private individuals. In Oxfordshire and Gloucestershire all Local Authority contracts are through the partnership agreements, The Oxfordshire Care Partnership and The Gloucestershire Care Partnership and direct individuals' contracts are direct contracts as in all the regions. The Fremantle Trust has both block and spot placement contracts with Buckinghamshire County Council and direct individual contracts. The Elmfield Limited Group does not have any block placement contracts but do have a small amount of Local Authority spot placement contracts in place in the homes.

Property Income

Property income comprises of rental income.

Donations and Legacies

	2025 £'000	2024 £'000
Grants received	179	681
Donations and legacies received	154	357
Total	**333**	**1,038**
Restricted grants & donations		
BASMOM Grant	11	-
Fremantle Homes fund	10	-
Training Fund	16	-
Workforce Discharge Fund	-	70
Digital Support Grant	118	443
GCC Support Funds	-	124
MK sustainability fund	-	20
Total restricted grants & donations	**155**	**657**
Unrestricted grants & donations	**178**	**381**
Total grants & donations income	**333**	**1,038**

Donations to the Group included training income from the charity, Skills for Care, for £68,000 (2024: £116,000) and donated PPE provided through the Government portal to the value of £nil (2024: £79,000). All donations are included within our unrestricted funds.

The Group benefits greatly from the involvement and enthusiastic support of its many volunteers. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

3. Charitable Activities

	Note	2025 £'000	2024 £'000
Payroll Costs	6	160,017	117,401
Premises Costs		38,886	22,482
Office & Administration		13,608	10,748
Catering costs		7,921	6,194
Health and hygiene costs		3,736	3,034
Other employees' costs		3,048	2,947
Travel & subsistence		915	684
Care Activity		664	317
Interest payable and other finance costs	5	2,094	319
Impairment of assets		575	856
Governance costs	7	734	315
Exceptional items		985	1,601
Total Charitable Expenditure		**233,183**	**166,898**

Exceptional items include impairment of assets costs, abortive costs, re-structuring costs and the costs of acquisition associated with the acquisition of The Fremantle Trust and Elmfield Care Group during the year.

4. Net (expenditure)/income for the year

Net (expenditure)/income is arrived at after charging the following:

	2025 £'000	2024 £'000
Depreciation, amortisation and movement in provision for impairment	7,198	6,358
Fees payable to the Trust's auditor:		
Audit of the group financial statements	163	167
Audit of subsidiary financial statements	240	127
Taxation and Other Services	-	201
Operating lease payments: Plant & Machinery	269	155
Operating lease payments: Vehicles	-	11
Operating lease payments: Land & Buildings	15,029	5,544



5. Investment Income & Finance Costs

The interest payable on the bank loan represents accrued interest on a bank loan taken out to purchase the freeholds of seven Lincolnshire homes and on the revolving credit facility taken out during the 2018 year.

	2025 £'000	2024 £'000
Interest from short term bank deposits	403	552
Pension finance income	313	238
Investment Income	**716**	**790**
Interest payable on bank loan	1,127	227
Interest payable on overdraft	35	29
Interest payable on finance lease	869	-
Other finance charges	63	63
Interest payable	**2,094**	**319**
Net interest (cost)/income	**(1,378)**	**471**

6. Payroll Costs

Payroll costs for the period were as follows:

	Note	2025 £'000	2024 £'000
Wages & Salaries		143,890	106,389
Social security costs		12,228	8,485
Other pension costs	23	3,899	2,527
Total employees costs	3	**160,017**	**117,401**

Redundancy costs of £146,000 (2024: £293,000) were paid during the year in accordance with the Trust's redundancy policy. Of this £62,000 related to The Fremantle Trusts termination costs (2024: £132,000). The OSJCT Group pays exit costs when employment ends but provides for exit costs at the point when there is sufficiently detailed information to do so. £62,000 was outstanding at the year end (2024: £93,000) which wholly related to The Fremantle Trust.

Included in wages and salaries is £4,846,000 (2024: £6,377,000) of costs from agency staffing arrangements.

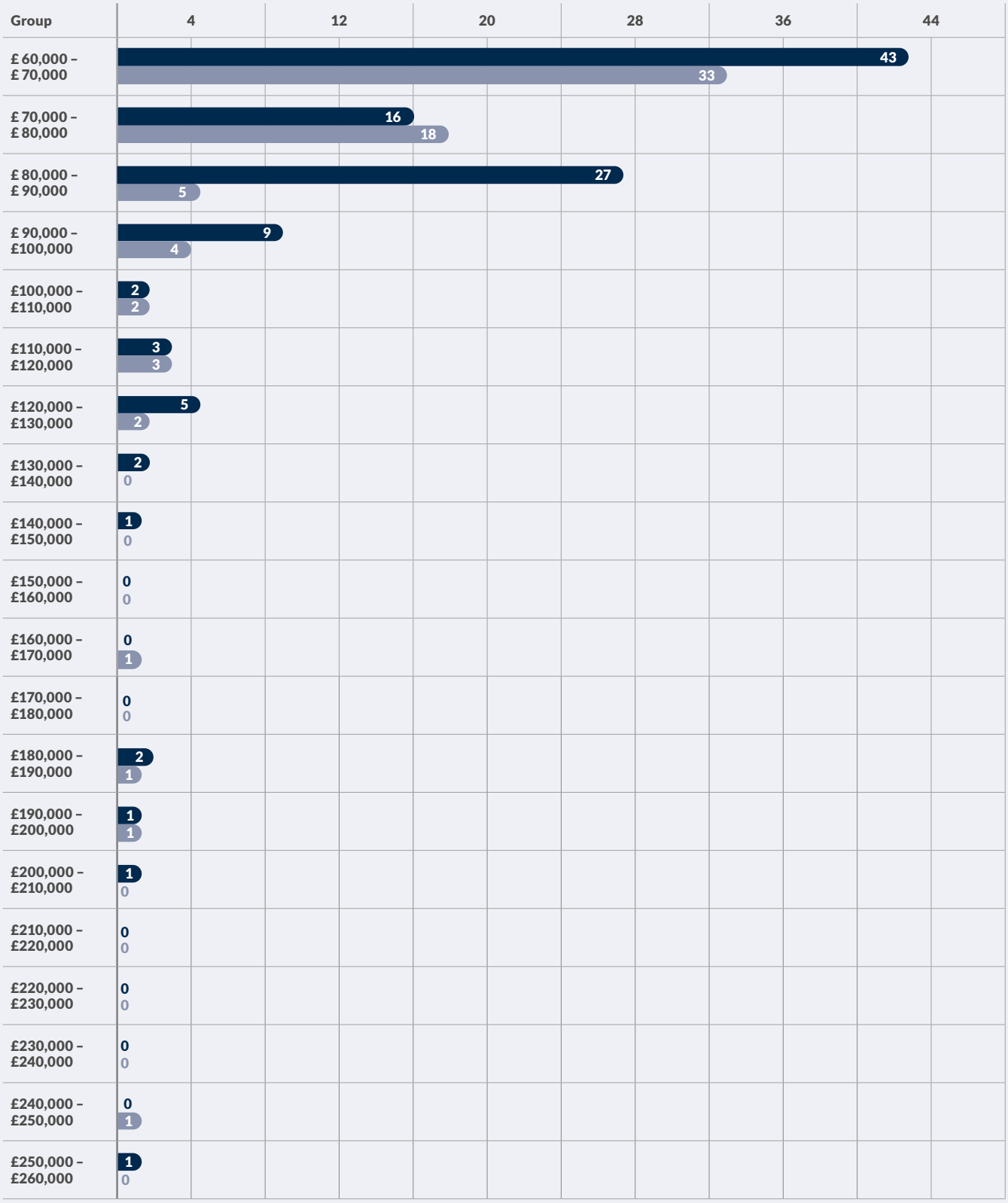
Key Management Personnel

The key management personnel for the group comprise the members of the Chief Executive's Committee listed on page 102. The aggregated emoluments for the Chief Executive's Committee were £933,000 (2024: £925,000).

Employees Numbers

The average number of contracted full time equivalent employees (excluding bank staff) employed by the Group was 4,272 (2024: 3,307), of which 841 were Fremantle employees and 168 were Elmfield employees. The average number of employees headcount (full time and part time excluding bank staff) employed by the Group was 5,435 (2024: 4,002), of which 1,411 were Fremantle employees and 190 were Elmfield employees (2024: 227 and nil respectively). As of year-end the Group had access to a bank of 1,047 employees on zero hour contracts (2024: 1,073 employees), of which 303 were Fremantle staff and 64 were Elmfield staff (2024: 356 and 29 respectively).

Employee numbers with remuneration more than £60,000 per annum, was in the following annual equivalent bands:



2025

2024

Emoluments for this purpose include gross salary, benefits in kind but exclude pension contributions. 112 of the employees above are accruing retirement benefits (2024: 71). Money purchase contributions in the period in respect of these employees amounted to £634,000 (2024: £213,000).

7. Governance Costs

	2025 £'000	2024 £'000
Trust meetings and expenses	1	2
External audit	396	294
Other Audit fees	239	-
Accountancy fees	78	-
Remuneration of chair	20	19
Total governance costs	**734**	**315**

Following approval from the Charity Commission on 28 November 2005, the Trust's Articles of Association were amended to provide authorisation for the remuneration of the Chair.

Remuneration of £20,000 has been paid to Mr Mark Everall, as Chairman in 2025 (2024: £19,000).
No other Trustees were paid any remuneration.

Trustees' travel expenses of £1,000 have been reimbursed (2024: £2,000). Five Trustees have had their expenses reimbursed during the period (2024: four).

8. Taxation

The Trust is a registered charity and income for its charitable activities is therefore exempt from corporation tax under section 505 of the Taxes Act 1988.

Corporation tax charges may apply within the group to the extent subsidiary trading company profits are not donated under gift aid to the Charity.

9. Fixed Assets

Group Intangible Assets	Software and Licences £'000	Goodwill on Acquisition of subsidiary £'000	Total £'000
Cost			
At 31 March 2024	1,977	10,952	12,929
Additions	6	-	6
At 31 March 2025	**1,983**	**10,952**	**12,935**
Depreciation			
At 31 March 2024	1,950	-	1,950
Amortisation Charge	15	342	357
At 31 March 2025	**1,965**	**342**	**2,307**
Net Book Value			
At March 2024	**27**	**10,952**	**10,979**
At March 2025	**18**	**10,610**	**10,628**



Tangible Assets	Freehold Land & Buildings £'000	Assets in Course of Construction £'000	Leasehold Property £'000	Furniture & Equipment £'000	Vehicles £'000	Total £'000
Cost						
At 31 March 2024 (as restated)	41,964	1,773	40,989	23,024	70	107,820
Additions	1,177	154	3,773	4,367	-	9,471
Disposals	(20)	-	(1,522)	(1,360)	-	(2,902)
At 31 March 2025	**43,121**	**1,927**	**43,240**	**26,031**	**70**	**114,389**
Depreciation						
At 31 March 2024	10,715	-	21,207	15,009	20	46,951
Depreciation Charge	1,319	-	2,457	2,476	13	6,265
Impairment Charge	515	-	(127)	188	-	576
Disposals	(19)	-	(948)	(1,311)	-	(2,278)
At 31 March 2025	**12,530**	**-**	**22,589**	**16,362**	**33**	**51,514**
Net Book Value						
At March 2024 (as restated)	31,249	1,773	19,782	8,015	50	60,869
At March 2025	**30,591**	**1,927**	**20,651**	**9,669**	**37**	**62,875**

The value of freehold land within freehold land and buildings in the OSJCT Group is £10,803,000 (2023/24: £10,803,000).

An annual review is undertaken to determine any impairment in the carrying value of property and related assets. Three additional homes were impaired during the year, and one home had impairments reversed due to planned changes in the portfolio. Impairment charges and reversal of impairment provisions are recognised in the Statement of Financial Activities and are shown in note 3 as impairment of assets.

The net book value of leasehold property for the Group includes an amount of £6,871,000 (2024: £7,059,000) in respect of assets held under finance leases.



Charity

Intangible Assets	Software & Licences £'000	Total £'000
Cost		
At 31 March 2024	1,977	1,977
Additions	6	6
At 31 March 2025	**1,983**	**1,983**
Depreciation		
At 31 March 2024	1,951	1,951
Amortisation Charge	14	14
At 31 March 2025	1,965	1,965
Net Book Value		
At March 2024	26	26
At March 2025	**18**	**18**

Tangible Assets	Freehold Land & Buildings £'000	Assets in Course of Construction £'000	Leasehold Property £'000	Furniture & Equipment £'000	Vehicles £'000	Total £'000
Cost						
At 31 March 2024 (as restated)	37,975	1,773	39,196	21,872	70	100,886
Additions	1,143	154	3,164	3,483	-	7,944
Disposals	(20)	-	(1,522)	(1,360)	-	(2,902)
At 31 March 2025	**39,098**	**1,927**	**40,838**	**23,995**	**70**	**105,928**
Depreciation						
At 31 March 2024	10,668	-	21,185	14,971	20	46,844
Depreciation Charge	1,210	-	2,286	2,204	13	5,713
Impairment Charge	515	-	(127)	188	-	576
Disposals	(19)	-	(948)	(1,311)	-	(2,278)
At 31 March 2025	**12,374**	**-**	**22,396**	**16,052**	**33**	**50,855**
Net Book Value						
At March 2024 (as restated)	27,307	1,773	18,011	6,901	50	54,042
At March 2025	**26,724**	**1,927**	**18,442**	**7,943**	**37**	**55,073**

The value of freehold land within freehold land and buildings in OSJCT is £9,429,000 (2023/24: £9,429,000).

An annual review is undertaken to determine any impairment in the carrying value of property and related assets. Three additional homes were impaired during the year, and one home had impairments reversed due to planned changes in the portfolio.

Impairment charges and reversal of impairment provisions are recognised in the Statement of Financial Activities and are shown in note 3 as impairment of assets.

The net book value of leasehold property for the Trust includes an amount of £6,871,000 (2024: £7,059,000) in respect of assets held under finance leases.

10. Programme Related Investments

Group

Share of net income in Joint Venture

The Oxfordshire Care Partnership	2025 £'000	2024 £'000	The Gloucestershire Care Partnership	2025 £'000	2024 £'000
Nature of business: charitable care trust			**Nature of business: charitable care trust**		
50% holding			50% holding		
Turnover	28,933	28,890	Turnover	17,833	17,073
Other income	156	240	Other income	70	14
Expenditure excluding audit fee	(31,273)	(28,757)	Expenditure excluding audit fee	(17,883)	(17,040)
Audit fee	(31)	(21)	Audit fee	(33)	(22)
(Loss)/Profit for the year	(2,215)	352	(Loss)/Profit for the year	(13)	25
Total Assets	2,464	4,563	Total Assets	960	584
Current Assets	2,174	4,217	Current Assets	817	426
Current Liabilities	(671)	(555)	Current Liabilities	(1,522)	(1,134)
Total asset less current liabilities	**1,793**	**4,008**	**Total asset less current liabilities**	**(562)**	**(550)**
Allocation of net (deficit)/surplus 50%	**1,108**	**176**	**Allocation net (deficit)/surplus 50%**	**(7)**	**13**

Investment in Joint Venture

The Oxfordshire Care Partnership	2025 £'000	2024 £'000	The Gloucestershire Care Partnership	2025 £'000	2024 £'000
Initial Investment	-	-	Initial Investment	250	250
Accumulated share of profit	897	2,004	Accumulated share of loss	(407)	(400)
			Adjustment to loss as per equity accounting	157	150
Total Investment in Joint Venture	**897**	**2,004**	**Total Investment in Joint Venture**	**-**	**-**

The Trust owns a 50% interest in both joint ventures, Oxfordshire Care Partnership (OCP) & Gloucestershire Care Partnership (GCP) and recognises 50% of the share of profits & losses in both.

The current cost of investment of £250,000 in GCP was fully impaired in 2014/15. There is no investment in OCP.

Both GCP and OCP were established specifically for the transfer of the running of care homes from Gloucestershire County Council and Oxfordshire County Council respectively. The Trust undertakes the day to day running of the homes and the other joint Venture party is responsible for major repairs and new build activities within each contract.

However, GCP is loss making due to the nature of the contract set up, and therefore has brought forward losses of £400,000. In the current financial year GCP made a loss of £7,000. The loss able to be included within the financial statements as per the equity accounting method is capped at £nil.

Only OSJCT's share of the OCP Net Income & expenditure and Investment on Joint Venture are shown within the consolidated financial statements.



11. Fixed Asset Investments

	Group		Charity	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Investment in subsidiaries	-	-	9,985	9,985
Total	**-**	**-**	**9,985**	**9,985**

The Trust owns issued share capital of the following companies incorporated and registered in England:

Company	Company Number	Charity Registration Number	Registered office	Status	Principal Activity
Fosse Way Care Developments Ltd	OE011640		Eyre Court, Whisby Way, Lincoln, LN6 3LQ	100% owned indirectly	Dormant
Elmfield Care Topco Limited	14330808		Eyre Court, Whisby Way, Lincoln, LN6 3LQ	100% owned directly	Holding Company
Elmfield Care Midco Limited	14131097		Eyre Court, Whisby Way, Lincoln, LN6 3LQ	100% owned indirectly	Holding Company
Elmfield Care Limited	12676665		Eyre Court, Whisby Way, Lincoln, LN6 3LQ	100% owned indirectly	Care Activities
Elmfield Care 1 Limited	14133471		Eyre Court, Whisby Way, Lincoln, LN6 3LQ	100% owned indirectly	Care Activities
The Fremantle Trust	12722437	1014986	Woodley House, 64-65 Rabans Close, Aylesbury, Buckingham-shire, HP19 8RS	100% limited by guarentee	Care Activities
Leonard Pulham Ltd	IP22558R		Woodley House, 64-65 Rabans Close, Aylesbury, Buckinghamshire, HP19 8RS	100% owned indirectly	Care Activities
The Gloucestershire Care Partnership	04667322	1108381	Eyre Court, Whisby Way, Lincoln, LN6 3LQ	50% owned directly	Care Activities
The Oxfordshire Care Partnership	04152545	1087554	Eyre Court, Whisby Way, Lincoln, LN6 3LQ	50% owned directly	Care Activities

12. Land Held for Sale

	Group		Charity	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Freehold Land	1,356	1,316	1,356	1,316
Total	**1,356**	**1,316**	**1,356**	**1,316**

This relates to one piece of land at Semington, owned by the Trust in both financial years. The asset will not be utilised by the Trust and is expected to be sold.

In accordance with the Trust's accounting policy, no depreciation has been charged on any of this land.

13. Debtors: Amounts Due Within One Year

	Group		Charity	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Resident and Service Contributions	7,872	8,774	5,764	5,977
Other Debtors	1,398	1,324	1,386	1,320
Accrued Income	4,168	2,542	3,396	1,886
Amounts due from Group	-	-	4,476	3,008
Prepayments	3,388	3,426	2,108	2,205
Total	**16,826**	**16,066**	**17,130**	**14,396**

The Group residents & service contributions include a provision for bad and doubtful debts of £1,740,000 (2024: £1,579,000), the Trust amount includes a provision for bad and doubtful debts of £1,218,000 (2024: £1,196,000).

14. Cash at Bank and in Hand

Group

	As at 31 March 2024 £'000	Cash Flow £'000	As at 31 March 2025 £'000
Cash at bank and in hand	15,753	(1,332)	14,421
Total	**15,753**	**(1,332)**	**14,421**

Charity

	As at 31 March 2024 £'000	Cash Flow £'000	As at 31 March 2025 £'000
Cash at bank and in hand	14,597	(3,454)	11,143
	14,597	**(3,454)**	**11,143**

15. Creditors: Amounts Falling Due Within One Year

	Group		Charity	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Bank Loans	146	132	146	132
Trade Creditors	7,657	9,132	6,206	7,577
Tax and Social Security Costs	3,022	2,509	2,267	1,800
Accruals	10,236	10,015	7,736	7,865
Deferred Income	2,966	3,034	1,561	2,040
Resident Deposits	2,983	3,094	1,875	1,818
Amounts due to Group	-	-	96	-
Other Creditors	3,814	2,617	3,272	2,370
Total	**30,824**	**30,533**	**23,159**	**23,602**

Deferred income as at 31 March 2025 includes amounts received of invoiced where services have not yet been provided. Also included is non-care income received by the trust which relates to the next financial year.

Deferred income is analysed as follows:

	Group		Charity	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Deferred income as at 1 April	3,034	1,345	2,040	1,345
Amounts released during the year	(2,380)	(811)	(1,386)	(811)
Amounts deferred during the year	2,312	2,500	907	1,506
Deferred income as at 31 March	**2,966**	**3,034**	**1,561**	**2,040**

16. Creditors: Amounts Falling Due After One Year

	Group		Charity	
	2025 £'000	2024 (as restated) £'000	2025 £'000	2024 (as restated) £'000
Bank Loan	14,975	15,121	14,975	15,121
Obligations under finance lease and hire purchase contracts	7,666	7,059	7,666	7,059
Buckinghamshire County Council Loan	680	681	-	-
Total	**23,321**	**22,861**	**22,641**	**22,180**
Bank Loan Analysis				
Instalments due:				
1 to 2 years	(9)	200	(9)	200
2 to 5 years	14,984	14,921	14,984	14,921
Total	**14,975**	**15,121**	**14,975**	**15,121**

The Buckinghamshire County Council Loan is a loan held by The Fremantle Trust and will be due for repayment on the termination of the contract on 5 April 2040.

The group bank loan balance includes the below balances:

- The balance on the bank loan as at 31 March 2025 is £264,000 (2024: £459,000) and is stated after the deduction of £142,000 (2024: £205,000) of loan issue costs which are amortised over the life of the loan.
- In 2001 a long-term loan of £2,650,000 was used to acquire the freeholds of several Lincolnshire homes. The loan is secured on two of the homes and bears a fixed interest rate of 6.84%. Repayments are being made by the Trust in 100 instalments, payable over 25 years, which commenced on 1 July 2001. As at 31 March 2025, the net book value of the properties on which the loan is secured amounted to £829,000 (2024: £934,000).
- In June 2022 a £25,000,000 revolving credit facility was renewed to meet the general corporate and working capital purposes of the Trust. The facility is secured on fourteen mature homes and bears a variable interest rate of 2.0% above SONIA. In the previous financial year, the Trust drew down £15,000,000 on the revolving credit facility. The Trust can repay the facility in minimum amounts of £1,000,000 at any time with the final repayment due June 2027. As at 31 March 2025, the net book value of the properties on which the facility is secured was £24,953,000 (2024: £26,143,000).
- As at 31 March 2025 the Trust had undrawn loan facilities of £10,000,000 (2024: undrawn loan facilities of £10,000,000).

17. Obligations Under Finance Lease and Hire Purchase Contracts

	Group		Charity	
Obligations under finance lease and hire purchase contracts	**2025 £'000**	**2024 £'000**	**2025 £'000**	**2024 £'000**
< 1 year	-	-	-	-
1-5 Years	-	-	-	-
5+ Years	7,666	7,059	7,666	7,059
At 31 March 2025	**7,666**	**7,059**	**7,666**	**7,059**
Minimum lease payments:				
< 1 year	710	262	710	262
1-5 Years	2,983	2,925	2,983	2,925
5+ Years	37,251	38,018	37,251	38,018
Total	**40,944**	**41,205**	**40,944**	**41,205**

The obligation of £7,666,000 at 31 March 2025 (2024: £7,059,000) represents the finance lease at Wellford Gardens, the new OSJCT home opened in March 2024. The lease term is 40 years, and it has been determined that the lease represents a finance lease due to there being an option for OSJCT to buy Wellford Gardens land and building for the nominal sum of £1 at the end of the lease.

The obligation will increase year on year until 2044. This is due to the repayments covering more of the interest than reducing the principal of the lease. From 2044 the liability will begin to reduce, as the repayments will cover more of the principal than the interest.

18. Deferred Tax

	Group		Charity	
	2025 £'000	**2024 £'000**	**2025 £'000**	**2024 £'000**
Accelerated Capital Allowances	7	7	-	-
At 31 March	**7**	**7**	**-**	**-**

19. Provisions

	Group		Charity	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
At 1 April	-	-	-	-
Changes to Statement of Financial Activities				
Provisions for Liabilities	94	-	94	-
At 31 March	**94**	**-**	**94**	**-**

This provision represents the onerous lease at St Annes, an Extra Care Housing scheme that the Trust has ceased to operate. This has been made due to the Trust being in the process of disposing of the lease. Once an agreement for exit from the lease is agreed it will be decided how much rent is owed/owed back.



20. Reconciliation of Funds

Reconciliation of changes and recognised gains and losses for the period.

Group	As at 1 April 2024	Income	Expenditure	Transfers	Gains	As at 31 March 2025
Restricted Funds:						
GCC Refurbishment fund	36	-	(25)	-	-	11
Digital Support Grant	-	118	(118)	-	-	-
BASMOM Grant	-	11	(11)	-	-	-
Fremantle Homes Funds	59	10	(4)	-	-	65
Training Fund	-	16	(16)	-	-	-
LP Asset Fund	34	-	(1)	(4)	-	29
Total Restricted Funds	**129**	**155**	**(175)**	**(4)**	**-**	**105**
Unrestricted Funds:						
General Funds	53,457	233,171	(233,980)	4	-	52,652
Pension Reserve	-	313	(136)	-	(177)	-
Total Unrestricted Funds	**53,457**	**233,484**	**(234,116)**	**4**	**(177)**	**52,652**
Total Funds	**53,586**	**233,639**	**(234,291)**	-	**(177)**	**52,757**

Charity	As at 1 April 2024	Income	Expenditure	Transfers	Gains	As at 31 March 2025
Restricted Funds:						
GCC Refurbishment fund	36	-	(25)	-	-	11
Digital Support Grant	-	118	(118)	-	-	-
BASMOM Grant	-	11	(11)	-	-	-
Total Restricted Funds	**36**	**129**	**(154)**	**-**	**-**	**11**
Unrestricted Funds:						
General Funds	48,544	175,276	(175,020)	-	-	48,800
Pension Reserve	-	313	(136)	-	(177)	-
Total Unrestricted Funds	**48,544**	**175,589**	**(175,156)**	**-**	**(177)**	**48,800**
Total Funds	**48,580**	**175,718**	**(175,310)**	**-**	**(177)**	**48,811**

Group	As at 1 April 2023	Income	Expenditure	Transfers	Gains	As at 31 March 2024
Restricted Funds:						
GCC Refurbishment fund	92	-	(56)	-	-	36
Winter Discharge Fund 2022/2023	-	70	(70)	-	-	-
Digital Support Grant	-	443	(443)	-	-	-
GCC Support Fund	-	124	(124)	-	-	-
MK Sustainability	-	20	(20)	-	-	-
Fremantle Homes Funds	-	59	-	-	-	59
LP Asset Fund	-	34	-	-	-	34
Total Restricted Funds	**92**	**750**	**(713)**	**-**	**-**	**129**
Unrestricted Funds:						
General Funds	51,371	168,365	(166,185)	-	(94)	53,457
Pension Reserve	-	-	-	-	-	-
Total Unrestricted Funds	**51,371**	**168,365**	**(166,185)**	**-**	**(94)**	**53,457**
Total Funds	**51,463**	**169,115**	**(166,898)**	**-**	**(94)**	**53,586**

Charity	As at 1 April 2023	Income	Expenditure	Transfers	Gains	As at 31 March 2024
Restricted Funds:						
GCC Refurbishment fund	92	-	(56)	-	-	36
Winter Discharge Fund 2022/2023	-	69	(69)	-	-	-
Digital Support Grant	-	443	(443)	-	-	-
GCC Support Fund	-	124	(124)	-	-	-
Total Restricted Funds	**92**	**636**	**(692)**	-	-	**36**
Unrestricted Funds:						
General Funds	49,543	156,891	(157,796)	-	(94)	48,544
Pension Reserve	-	-	-	-	-	-
Total Unrestricted Funds	**49,543**	**49,543**	**(156,891)**	-	**(94)**	**48,544**
Total Funds	**49,635**	**157,527**	**(158,488)**	-	**(94)**	**48,580**

Restricted funds are grants and local authority funding given for specific purposes.

1. Local authority funding has been received for minor refurbishments to care homes.

2. The Digital Support Grant represents funding received from Local Authorities to help fund digital transformation projects across the organisation.

3. The BASMOM grant in relation to money provided for the creation of marketing materials.

4. Fremantle Restricted Reserve relates to funds held by each homes for the benefit of the people who live there and is spent in accordance with their wishes.

5. Leonard Pulham Limited has a restricted fund which represents the written down value of the fixed assets purchased out of funds provided by 3rd parties, provided specifically for the purchase of those assets. As items depreciate, the depreciation is transferred from restricted funds to general reserve.

Group			2025			2024 (as restated)
Analysis of assets and liabilities between funds	**Unrestricted Funds £'000**	**Restricted Funds £'000**	**Total Funds £'000**	**Unrestricted Funds £'000**	**Restricted Funds £'000**	**Total Funds £'000**
Intangible fixed assets	10,628	-	10,628	10,979	-	10,979
Tangible fixed assets – Minor refurbishments	-	11	11	-	36	36
Tangible fixed assets – other	62,770	94	62,864	60,740	93	60,833
Programme Related Investment	897	-	897	2,004	-	2,004
Fixed assets	**74,295**	**105**	**74,400**	**73,723**	**129**	**73,852**
Current assets	32,603	-	32,603	33,135	-	33,135
Current liabilities	(30,824)	-	(30,824)	(30,533)	-	(30,533)
Long term liabilities	(23,422)	-	(23,422)	(22,868)	-	(22,868)
Net assets	**52,652**	**105**	**52,757**	**53,457**	**129**	**53,586**

Charity			2025			2024 (as restated)
Analysis of assets and liabilities between funds	**Unrestricted Funds £'000**	**Restricted Funds £'000**	**Total Funds £'000**	**Unrestricted Funds £'000**	**Restricted Funds £'000**	**Total Funds £'000**
Intangible fixed assets	18	-	18	26	-	26
Tangible fixed assets – minor refurbishments	-	11	11	-	36	36
Tangible fixed assets – other	55,062	-	55,062	54,006	-	54,006
Fixed Asset Investments	9,985	-	9,985	9,985	-	9,985
Fixed assets	**65,065**	**11**	**65,076**	**64,017**	**36**	**64,053**
Current assets	29,629	-	29,629	30,309	-	30,309
Current liabilities	(23,159)	-	(23,159)	(23,602)	-	(23,602)
Long term liabilities	(22,735)	-	(22,735)	(22,180)	-	(22,180)
Net assets	**48,800**	**11**	**48,811**	**48,544**	**36**	**48,580**



21. Operating Lease Commitments

As at 31 March 2025, the Group and Trust had future minimum lease payments under non-cancellable operating leases as follows:

	Group		Charity	
	2025 £'000	2024 (as restated) £'000	2025 £'000	2024 (as restated) £'000
Land and Buildings				
Due within 1 year	14,958	15,228	5,242	5,382
Due within 1-5 years	58,118	58,077	19,638	19,364
Due in more than 5 years	271,667	298,470	116,627	118,510
	344,743	**371,775**	**141,507**	**143,256**
Plant and machinery				
Due within 1 year	168	212	89	91
Due within 1-5 years	47	-	44	-
Due in more than 5 years	-	-	-	-
	215	**212**	**133**	**91**

22. Capital Commitments

As at 31 March 2025 the Group had capital commitments for assets under construction of £958,000 (2024: £1,288,000) and the Trust had capital commitment of £547,000 (2024: £1,194,000).





23. Pension Schemes

The Trust contributes to several pension schemes.

A number are defined contribution pension schemes on a money purchase basis at fixed rates. Consequently, the Trust has no contingent liability in respect of these schemes. The Trust is an admitted member of sub-funds of the Local Government Pension Schemes (LGPS) operated by Wiltshire Council and Gloucestershire County Council, both of which are defined benefit schemes. Contributions are set by the independent qualified actuaries appointed by the Councils, based on triennial valuations using the "Projected Unit Method" of valuation. The last triennial valuation for all the schemes was at 31 March 2022. The Trust holds group life policies for the benefit of employees and their dependants, the cost of which is borne by the Trust alone.

We are aware of the potential implications of the Virgin Media ruling in June 2023 alongside the further uncertainties in this area (which may be addressed in upcoming cases this year and beyond) which makes it difficult to reach a full conclusion on this issue at this time. We are currently assessing the possible implications for the Wiltshire LGPS and Gloucestershire LGPS, which remains in progress as at the end of the current accounting period. There are no fundamental doubts at this stage, as such there is insufficient evidence that any adjustment would need to be recognised within the year end liabilities at this stage and therefore no allowance has been made.

The amounts charged to charitable activities in the Statement of Financial Activities were as follows:

	Group		Charity	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
LGPS – current service cost	142	174	142	174
Contributions to other schemes	3,757	2,353	2,726	2,213
Payroll Costs	**3,899**	**2,527**	**2,868**	**2,387**
LGPS – other finance (income)	(313)	(238)	(175)	(238)
Total Costs	**3,586**	**2,289**	**2,693**	**2,149**

Contributions outstanding at the end of the year in respect of the Gloucestershire and Wiltshire LGPS amounted to £2,000 and £1,000 (2024: £3,000 and £2,000) respectively. The contribution outstanding in respect of the other schemes was £479,000 (2024: £461,000).

The Gloucestershire and Wiltshire LGPS

Summary of Changes in Net Liability	2025 £'000	2024 £'000
Pension Fund Liability as of 1 April	-	-
Current service cost less contributions	(112)	(144)
Other finance income	313	238
Administration expenses	(24)	-
Actuarial gain	2,249	1,359
Effect of asset ceiling	(2,426)	(1,453)
Pension Fund Liability as at 31 March	**-**	**-**

Summary of key actuarial assumptions within the Gloucestershire and Wiltshire LGPS (The Orders of St John Care Trust share of fund)

Full actuarial valuations of the scheme were carried out as at 31 March 2022 and updated to 31 March 2025 by qualified independent Actuaries, appointed by the relevant Gloucestershire or Wiltshire LGPS. The major assumptions used by the Actuaries were as follows:

	Gloucestershire		Wiltshire	
	2025 % p.a	2024 % p.a	2025 % p.a	2024 % p.a
Pension increase rate	2.80%	2.80 %	2.95%	2.80 %
Salary increase rate	3.30%	3.30 %	3.45%	3.30 %
Discount rate	5.80%	4.80 %	5.65%	4.80 %

The pension increase rate is set in line with Consumer Price Index (CPI) assumptions.

The salary increase rate is set relative to the derived CPI assumption at the year end using the same methodology as the Funds' most recent funding valuation.

The discount rate is determined by reference to market yields on high quality corporate bonds at the reporting date.



Mortality

Life expectancy is based on the Funds' VitaCurves with the improvements in line with the CMI 2023 model, with a 15% weighting of 2023 (and 2022 data), a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long-term rate of improvement of 1.5% p.a. for both males and females. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

2025	Gloucestershire		Wiltshire	
	Males	Females	Males	Females
Current Pensioners	20.4 Years	24.0 Years	21.0 Years	24.0 Years
Future Pensioners*	22.0 Years	25.0 Years	21.7 Years	25.2 Years

2024	Gloucestershire		Wiltshire	
	Males	Females	Males	Females
Current Pensioners	20.5 years	24.0 years	21.7 years	24.0 years
Future Pensioners*	22.1 years	25.0 years	21.3 years	25.3 years

Note: *Figures assume members aged 45 as at the last formal valuation.



Historic Mortality

Life expectancy for the prior periods are based on the Fund's VitaCurves. The allowance for future life expectancy is in the following table:

	Gloucestershire LGPS	Gloucestershire LGPS	Wiltshire LGPS	Wiltshire LGPS
Year End	**Prospective Pensioners**	**Pensioners**	**Prospective Pensioners**	**Pensioners**
31 March 2025	CMI 2023 model, with a 15% weighting of 2022 data, a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a.	CMI 2023 model, with a 15% weighting of 2022, a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a.	CMI 2023 model, with a 15% weighting of 2023 (and 2022) data, a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0% and a long term rate of improvement of 1.25% p.a.	CMI 2023 model, with a 15% weighting of 2023 (and 2022) data, a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0% and a long term rate of improvement of 1.25% p.a.
31 March 2024	CMI 2022 model, with a 25% weighting of 2022, a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a.	CMI 2022 model, with a 25% weighting of 2022, a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a.	CMI 2022 model, with a 25% weighting of 2022, a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a.	CMI 2022 model, with a 25% weighting of 2022, a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a.

Commutation

Gloucestershire and Wiltshire
An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits.

Balance Sheet and Statement of Financial Activities disclosure as at 31 March 2025 for Gloucestershire LGPS scheme.

Changes in the Fair Value of Plan Assets, Defined Obligation, and net Liability for the year end 31 March 2025.

	2025			2024		
	Assets £'000	**Obligations £'000**	**Net asset / (liability) £'000**	**Assets £'000**	**Obligations £'000**	**Net asset / (liability) £'000**
Fair value of plan assets	11,284	-	11,284	10,561	-	10,561
Present value of funded liabilities	-	7,620	(7,620)	-	7,736	(7,736)
Opening position as at 31 March 2024	**11,284**	**7,620**	**3,664**	**10,561**	**7,736**	**2,825**
Service cost						
Current service cost	-	35	(35)	-	36	(36)
Total service cost	-	**35**	**(35)**	-	**36**	**(36)**
Net interest						
Interest income on plan assets	531	-	531	491	-	491
Interest cost on defined obligation	-	356	(356)	-	357	(357)
Total net interest	**531**	**356**	**175**	**491**	**357**	**134**
Total defined cost recognised in Statement of Financial Activities	**531**	**391**	**140**	**491**	**393**	**98**
Cashflows						
Plan participants' contributions	7	7	-	7	7	-
Employer contributions	30	-	30	30	-	30
Benefits paid	(451)	(451)	-	(479)	(479)	-
Expected closing position	**11,401**	**7,567**	**3,834**	**10,610**	**7,657**	**2,953**
Remeasurement						
Changes in financial assumptions	-	(815)	815	-	(240)	240
Changes in demographic assumptions	-	(13)	13	-	(51)	51
Other experience	-	(75)	75	-	254	(254)
Return on assets excluding amounts included in net interest	(51)	-	(51)	674	-	674
Total remeasurements recognised in other gains and losses	**(51)**	**(903)**	**852**	**674**	**(37)**	**711**
Fair value of plan assets	11,350	-	11,350	11,284	-	11,284
Present value of funded liabilities	-	6,664	(6,664)	-	7,620	(7,620)
Effects of asset ceiling	(4,686)	-	(4,686)	(3,664)	-	(3,664)
Closing position as at 31 March 2025	**6,664**	**6,664**	-	**7,620**	**7,620**	**-**

Gloucestershire

The actual return on plan assets was a gain of £493,000 (2024: gain of £1,165,000).

An estimate of the employer's contribution for the year ended 31 March 2025 will be approximately £30,000.

Information about the defined benefit obligation

	Liability split £'000 as at 31 March 2025	Liability split % as at 31 March 2025
Active members	964	14.5%
Deferred members	622	9.3%
Pensioners members	5,078	76.2%
Total	**6,664**	**100%**

Sensitivity Analysis

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

	Approximate % increase to Employer Liability	Approximate monetary amount £'000
0.1% decrease in Real Discount Rate	1%	77
1 year increase in member life expectancy	4%	267
0.1% increase in the Salary Increase Rate	0%	2
0.1% increase in the Pension increase Rate (CPI)	1%	77

Major Class of Plan Assets

The plan's assets are split into the following categories as at the 31 March 2025:

	31 March 2025	31 March 2024
Equities	63%	65%
Bonds	22%	21%
Property	14%	12%
Cash	1%	2%

Balance Sheet and Statement of Financial Activities disclosure as at 31 March 2025 for Wiltshire LGPS scheme.

Changes in the Fair Value of Plan Assets, Defined Obligation, and net Liability for the year end 31 March 2025.

	2025			2024		
	Assets £'000	Obligations £'000	Net asset / (liability) £'000	Assets £'000	Obligations £'000	Net asset / (liability) £'000
Fair value of plan assets	20,186	-	20,186	19,727	-	19,727
Present value of funded liabilities	-	17,309	(17,309)	-	17,464	(17,464)
Opening Position as at 31 March 2024	**20,186**	**17,309**	**2,877**	**19,727**	**17,464**	**2,263**
Service cost						
Current service cost	-	107	(107)	-	138	(138)
Total service cost	**-**	**107**	**(107)**	**-**	**138**	**(138)**
Net interest						
Interest income on plan assets	943	-	943	914	-	914
Interest cost on defined obligation	-	805	(805)	-	810	(810)
Total net interest	**943**	**805**	**138**	**914**	**810**	**104**
Total defined cost recognised in Statement of Financial Activities	**943**	**912**	**31**	**914**	**948**	**(34)**
Cashflows						
Plan participants' contributions	24	24	-	29	29	-
Administration costs	(24)	-	(24)	-	-	-
Benefits paid	(1,096)	(1,096)	-	(1,009)	(1,009)	-
Expected closing position	**20,033**	**17,149**	**2,884**	**19,661**	**17,432**	**2,229**
Remeasurements						
Changes in financial assumptions	-	(1,344)	1,344	-	(580)	580
Changes in demographic assumptions	-	(262)	262	-	(114)	114
Other experience	-	(124)	124	-	571	(571)
Return on assets excluding amounts included in net interest	(346)	-	(346)	525	-	525
Total remeasurements recognised in other gains and losses	**(346)**	**(1,730)**	**1,384**	**525**	**(123)**	**648**
Fair value of plan assets	19,687	-	19,687	20,186	-	20,186
Present value of funded liabilities	-	15,419	(15,419)	-	17,309	(17,309)
Effects of Asset Ceiling	(4,268)	-	(4,268)	(2,877)	-	(2,877)
Closing position as at 31 March 2025	**15,419**	**15,419**	**-**	**17,309**	**17,309**	**-**

Wiltshire

The actual return on plan assets was a gain of £597,000 (2024: loss of £1,439,000).

An estimate of the employer's contribution for the year ended 31 March 2025 will be approximately £nil.

Information about the defined benefit obligation

	Liability split £'000 as at 31 March 2025	Liability split % as at 31 March 2025
Active members	443	33.0%
Deferred members	113	8.4%
Pensioners members	786	58.6%
Total	**1,342**	**100%**

Sensitivity Analysis

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

	Approximate % increase to Employer Liability	Approximate monetary amount £'000
0.1% decrease in Real Discount Rate	1%	173
1 year increase in member life expectancy	4%	663
0.1% increase in the Salary Increase Rate	0%	9
0.1% increase in the Pension increase Rate (CPI)	1%	168

Major Class of Plan Assets

The plan's assets are split into the following categories as at the 31 March 2025:

	31 March 2025	31 March 2024
Equities	40%	55%
Bonds	36%	29%
Property	23%	14%
Cash	2%	2%



24. Related Parties

On 20 December 2001, the Trust entered into a joint venture agreement, the Oxfordshire Care Partnership (OCP), in which the Trust holds a 50% interest. The other party in the joint venture is bpha, which holds the remaining 50% interest. The joint venture is managed through a Board of Management on which both parties are equally represented.

On 1 May 2005, the Trust entered into a joint venture agreement, the Gloucestershire Care Partnership (GCP), in which the Trust holds a 50% interest. The other party in the joint venture is bpha, which holds the remaining 50% interest. The joint venture is managed through a Board of Management on which both parties are equally represented.

The OCP and GCP principal activities are the provision of care to elderly people though the provision of Care Homes and to provide housing, accommodation and assistance to help people who are elderly or disabled and associated facilities and amenities for such people.

A summary of the financial position of both entities is set out below:

	OCP		GCP	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Net income/(deficit)	(2,215)	352	(13)	25
Net assets/(liabilities)	1,793	4,008	(812)	(800)



Related Parties Transactions

	2025 £'000	2024 £'000
The income and expenditure account includes the following transactions between the Trust and OCP:		
Income		
From charitable activities	23,687	21,364
Other income	124	124
	23,811	**21,488**
The amounts due to or from OCP at the year end are:		
Receivable:		
Other Debtors	469	92
	469	**92**
The income and expenditure account includes the following transactions between the Trust and GCP:		
Income		
From charitable activities	14,577	13,872
	14,577	**13,872**
The amounts due to or from GCP at the year end are:		
Receivable:		
Short term loan	250	250
Other Debtors	572	309
	822	**559**
Payable:		
Accruals	59	-
	59	**-**
The income and expenditure account following transactions between the Trust and The Fremantle Trust:		
Income		
Investment Income	171	9
	171	**9**
The amounts due to or from The Fremantle Trust at the year end are:		
Receivable:		
Intercompany Loan	2,500	1,000
Intercompany Debtor	350	-
	2,850	**1,000**
Payable:		
Intercompany Creditor	96	-
	96	**-**

The income and expenditure account includes the following transactions between the Trust and Elmfield Care:		
Income		-
Donation	1,700	-
Management Charges	300	-
	2,000	-
The amounts due to or from Elmfield Care at the year end are:		
Receivable:		
Intercompany Loan	1,308	2,008
Management Charges	300	-
Recharges	18	-
	1,626	**2,008**

As detailed in Note 7, remuneration is being paid to the Chairman of the Trustees. Apart from the Chairman there were no other related party transactions with the Trustees as at 31 March 2025 (2024: £nil). Key management personnel emoluments are disclosed in note 6.

25. Residents Savings Account

Where necessary and desirable, and as part of the support plan, the Group will provide support to service users who need help managing their personal finances. A "Residents' Savings Account" is operated at most of our homes (particularly those for older people) where service users may choose to deposit their money. These accounts are set up in the name of the home and administered at home level on behalf of the service users. They are reconciled regularly and service users are provided with individual statements to keep them informed of their balance. The Head Office Finance department have electronic access to the homes' records and the internal audit regularity review includes checks on these accounts. The total value of Group residents' savings accounts as at 31 March 2025 amounted to £891,000 (2024: £1,070,000), of which £298,000 relates to OSJCT (2024: £324,000).



26. Prior Period Adjustments

The 2023/2024 financial year figures have been restated to reflect a prior period adjustment made in relation to the lease accounting treatment of the new OSJCT home Wellford Gardens which opened in March 2024.

In the previous year, this lease was treated as an operating lease, meaning that any rental costs received would have been recognised in the Consolidated Statement of Financial Activities as they occurred (no rental costs received in 2023/2024 therefore no adjustments made to the Consolidated Statement of Financial Activities). It has since been determined that the lease for Wellford Gardens should be treated as a finance lease, and therefore held within the Consolidated & Parent Charitable Company Balance Sheet, and depreciated in line with the Group depreciation policy. This also requires recognising the lease liability and finance costs associated with the lease agreement within the Groups creditors.

The prior period adjustment made within the Group and Trust balance sheet reflects the recognition of the Right of Use asset within Tangible assets, and the corresponding Lease Liability within Creditors falling due after one year.

Consolidated & Parent Charitable Company Balance Sheet	Group 2024 £'000	Group 2024 as restated £'000	Total Change	Charity 2024 £'000	Charity 2024 as restated £'000	Total Change
Tangible Assets	53,810	60,869	7,059	46,983	54,042	7,059
Creditors: amounts falling due after one year	(15,802)	(22,861)	(7,059)	(15,121)	(22,180)	(7,059)
Net impact	**-**	**-**	**-**	**-**	**-**	**-**

The prior period adjustment has also affected the 2023/2024 figures shown within two elements of the cash flow statement, the Analysis of changes in net debt, and the Reconciliation of cash flow from purchase of property, plant and equipment to fixed asset additions

Consolidated Statement of Cash Flows for the Year Ended 31 March 2024	Group 2024 £'000	Group 2024 as restated £'000	Total Change
Analysis of changes in net debt: net debt at 1 April 2024	(181)	(7,240)	(7,059)
Reconciliation of cash flow from Purchase of property, plant and equipment to fixed asset additions: fixed asset additions	24,979	32,038	7,059
Net impact	**-**	**-**	**-**

The prior period adjustment has also affected the reported figure for Operating lease commitments as last year this figure included the expected future liability for the lease as an operating lease. Under finance lease accounting rules this has now been removed from the prior year figure for operating leases.

Operating Lease Commitments	Group 2024 £'000	Group 2024 as restated £'000	Total Change	Charity 2024 £'000	Charity 2024 as restated £'000	Total Change
Due within 1 year	15,228	15,228	-	5,382	5,382	-
Due within 1-5 years	60,807	58,077	(2,730)	22,094	19,364	(2,730)
Due in more than 5 years	322,945	298,470	(24,475)	142,985	118,510	(24,475)
Total impact	**398,980**	**371,775**	**(27,205)**	**170,461**	**143,256**	**(27,205)**

The figure reported for prior year negative free reserves within the Operating and Financial Review has also changed due to the increase in unrestricted fixed assets.

Negative Free Reserves	(15,811)	(22,870)	(7,059)	(10,924)	(17,983)	(7,059)

The depreciation and finance cost associated with the prior period were deemed immaterial to adjust for and have therefore been reflected in the current year figures.





Reference and Administrative Details

Director/Trustees	Anne de Bono Anton Borg Mark Brenninkmeyer Timothy Church Rekha Elaswarapu - appointed 22 May 2024 Mark Everall (Chair) Hans Grefte Graham Hutton James Kneller James Macnamara Jill Manthorpe – retired 22 May 2024 Richard Milligan-Manby George Roffe-Silvester - appointed 6 February 2025 Judith Wright - retired 6 February 2025
Chief Executive's Team	Dan Hayes – Chief Executive Mike Stredder – Operations Director Jacqui Roynon – Director of People Tracey Wardle – Chief Financial Officer
Governance Director & Company Secretary	Joanna Downing
Auditor	BDO LLP, Two Snowhill, Birmingham B4 6GA
Bankers	Barclays Bank PLC, One Snowhill Birmingham B3 2WN



The Orders of St John Care Trust
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Reg. Charity No: 1048355 Reg. Company No: 03073089
Company limited by Guarantee Registered in England & Wales

The Orders of St John Care Trust

THE ORDERS OF ST JOHN CARE TRUST

England & Wales - Charity number 1048355

Accounts



Renewal and Growth

Annual Report & Accounts

For the 12 months ended 31 March 2024

The Orders of St John Care Trust



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Chair & Chief Executive's Statement

Renewal and Growth



In 2023/24 we titled our Annual Report 'Our Future in Our Hands'.

In the year we have materially improved our key performance metrics of occupancy, employee retention, and both employees' benefits and learning and development.

Our rollout of electronic care records (eCare) was ahead of schedule throughout the year and is now complete, and our transformation programme is on track to deliver change in all areas of the Trust.

And in the latter part of the year we successfully expanded our geographic reach into Buckinghamshire through our combination with The Fremantle Trust, and acquisition of The Elmfield Care Group. The Fremantle Trust has a wholly owned subsidiary, Leonard Pulham Limited, a registered society. The Elmfield Care Group is a four entity sub group, which operates three homes. Alongside these, OSJCT retains 50% interests in two joint venture organisations, the Gloucestershire Care Partnership and the Oxfordshire Care Partnership.

This expansion has added scale, modernised our estate, acquired innovation, and most importantly, extended the reach with which we can positively affect lives. The OSJCT Group now operates 75 care homes, eight extra care schemes, five learning disability services and supports over 220 supported living service users.

In March we opened our first new care home since 2018; Wellford Gardens in Wheatley. The home is beautiful, and designed for those that fund their own care and wish to have greater discretion over the range of services they receive.

We continue to prove to ourselves and to others that we are a Not for Profit Charity, that can run as efficiently as any organisation, and deliver the highest standards of both loving care and of working conditions.

The OSJCT group will record a surplus of £2.2m for the year, which is a good thing when looking to the future. We are ahead of where we expected to be in taking the Trust to regular, more substantial, surpluses, which will in turn lead to even greater levels of investment in our services and our colleagues.

We end the year considerably larger, stronger, and well placed for the future.

The National Backdrop

Little has changed in terms of government policy over the last year. There is a lack of certainty that reforms are still supported, and unquestionably a lack of confidence in the efforts being made centrally to deliver a better, fairer, system for social care.

We have noted changes that should be concerning to all of those living and working within the sector which show the extremely difficult task that Local Authorities and



the NHS have in balancing finances, and which at times demonstrates the short-termism that can erode the experience of care users.

Short stay services have been routinely de-commissioned across our estate, meaning that there is less access to the key 'intermediary' support that people can receive after a stay in acute care, and before they are ready to go home.

Relationships with Local Authority commissioners remain supportive and understanding, and we feel respected, but it is clear that funding is ever tightening, and so the consequent unfairness of the social care system has the potential to widen further.

The push for digital innovation is changing the cost of operating our services. In order that we are able to comfortably bear the revenue licencing costs that come with systems such as eCare, greater financial strength is needed.

So far, the change of government is yet to bring confidence that there will be either the courage or the commitment needed to reform our sector, but at this early stage we are optimistic that there is serious intent, and we hope that the Labour government engages with the sector fully in setting a course to a better, and fairer future.

Positively we have seen consistently growing demand for our services, and a definitive stabilising of our workforce.

Our Response

We have worked hard with our commissioning partners to understand their likely future needs and make clear the conditions that must be in place for the highest standards of care to be delivered.

To this end we have invested in service re-design and introduced much needed new services - such as the male only service at Avon Court Care Centre in Salisbury.

Our combination with The Fremantle Trust has brought with it the opportunity to widen our geography and work with new commissioning partners.

Our acquisition of Elmfield Care brings three highly sustainable buildings into our operating portfolio, increasing financial strength, and most importantly, enhancing best practice in areas of enquiry management, eCare, and other management systems.

The overall effect of our growth is that through consolidation we give ourselves the financial strength to support continued investment in our estate, our systems, and our people.

To that end, we are proud that our employment retention rate has improved substantially, and turnover has reduced from 34% to 23%.

We remain a Real Living Wage (RLW) employer, with anyone in a care role earning above that level, and we offer substantial employment benefits for all employees.

Our flexible workforce has grown substantially, and the efforts we made to give overseas employees a fair and equitable deal have been vindicated against a backdrop of poor practice identified in some corners of the sector.

Looking Forward

A more self-determined approach has bred confidence throughout the Trust, and we will continue to build our organisation through performance improvement and growth with a continual focus on delivering outstanding care to our residents.

The next 12 to 18 months will be a period of consolidation for the Trust where we will continue to invest in our transformation programme alongside integrating the Fremantle and Elmfield services. We expect to operate in a deficit position during this time, as we commit investment into integration. We will reach a view on the optimum organisational structure for the Trust and its subsidiaries during this time.

Through the reinforcement of the charitable objects of the Trust, we will continually improve our care quality ratings which already sit well above the national average, thus guaranteeing that all those that live with us receive loving care of a consistently high standard.

We have seen first-hand the benefits our service users enjoy from a stable and motivated workforce, and to this end we will continue to strive for the best pay, benefits, and development opportunities possible for all of our employees. We thank our colleagues for all their efforts over the last year.

Dan Hayes
Chief Executive
30 January 2025

Mark Everall
Chair
30 January 2025



About the Trust

Vision

To be the leading care provider, trusted to create places where people love to live and work.

Values

Our values are at the heart of all that we do and we recruit people who share these values.



We care deeply about our residents and colleagues and deliver the highest possible quality of care. We take pride in our work and continuously review and improve our processes to be the best we can be.



Our homes and schemes are a vital part of the local community. We encourage residents to be involved in life outside their home and we actively support the local community and welcome them into our family.



We treat all of our residents and colleagues with dignity and respect. Whatever their backgrounds or beliefs, we encourage everyone to be themselves and to have a voice.



We will give all employees and colleagues the opportunity, training and support to develop themselves to achieve their maximum potential and provide the highest quality of care.



The Orders of St John Care Trust is here to stay. We invest in our homes and our people in order to safeguard our future and make sure our doors always remain open. We maintain strong finances to reinvest in our care.

About the Trust

In terms of legal structure, The Orders of St John Care Trust (OSJCT) completed business combinations with The Fremantle Trust in February 2024 and the Elmfield Care group in March 2024. OSJCT is the parent company of The Fremantle Trust and the Elmfield Care Group. The Fremantle Trust has a wholly owned charitable subsidiary, Leonard Pulham Limited. The Elmfield Care Group comprises four legal entities. The structure of the group of companies will evolve over time as we work to integrate best practice, seek economies of scale, and integrate/assimilate supporting systems.

At a group level we deliver services to circa 4,100 residents and service users, and we employ 6,050 people. As a discrete entity, OSJCT has circa 4,400 employees delivering care to well over 3,000 service users.

The combination with The Fremantle Trust means that we have extended our operating reach to cover Buckinghamshire as well as Lincolnshire, Oxfordshire, Wiltshire, Gloucestershire, Suffolk and West Sussex.

Everything we do as a charity is underpinned by the Christian principles and ethos of our two Sponsoring Orders, on the same basis on which those Orders operate – caring for people of any background, irrespective of race or religion. Together with our Sponsoring Orders, we've been caring for over 900 years.

The table below provides a breakdown of the key services, and the numbers of service users and employees of each part of the OSJCT Group, at 31 March 2024:

	OSJCT	Fremantle Trust	Elmfield Care
Available spaces:	3,616	871	198
Care Home Residents (older People)	2,878	542	146
Extra Care Tenants	310	-	-
Residential Adults with a Learning Disability	-	40	-
Adults in Supported Living	-	184	-
Number of permanent employees at 31 Mar 24	3,820	1,063	181
Number of flexible employees	689	348	-
Service types	Residential Care Nursing Care Dementia Care Extra Care Housing Respite Care Intermediate Care Day Care	Residential Care Nursing Care Dementia Care Learning Disability Care Supported Living Respite Care	Residential Care

Our Residential Services at a glance

Residential

Accommodation and 24-hour personal care is provided in a home environment for individuals who may have difficulties in living independently at home, but do not require nursing care.

The care package is tailored to our residents' needs to maximise independence and allow them to lead fulfilled lives.

Dementia

Through our services, we provide specialist support to those living with dementia by having a team of specially trained carers, a dementia lead and Admiral nurses.

Care includes but is not limited to creative activities, reminiscence, pet therapy and sensory equipment.

Learning Disability

We provide expert care and support for people living with a wide range of learning disabilities and complex needs. This is delivered within residential settings, supported living services and through day activity opportunities.

Nursing

Provided by our registered nurses who are on duty 24-hours a day, this covers clinical care for those who have complex conditions and may require specialist medication and equipment.

Residents who receive this care require regular medical attention but do not require care in hospital.

Our nurses and carers monitor changes in health and intervene as required.

Extra Care Housing

Individuals either own or rent a self-contained apartment in a community scheme that has 24-hour emergency support on site for clients, including those with dementia.

The care package is tailored to the client's needs. Building design facilitates independent living and can be adapted to clients' specific requirements.



Our Short Stay Services at a glance

We provide care to individuals who wish to stay with us for a short period for a variety of planned and unplanned reasons.



Respite

A temporary stay following a period of recovery post-operation, accident, illness, or because the individual's carer has an emergency or requires a short break.

Individuals who come into respite experience the same care, support and activities as other residents, enabling them to become part of the community during their stay



Intermediate Care and Independence

Following discharge from hospital, intermediate care enables an individual to recuperate and supports their rehabilitation before they return home. Intermediate care is also used to avoid hospital admission or an early move into residential care.

Individuals are encouraged and guided to carry out tasks independently to facilitate this transition.



Day Care

These services provide a day of practical support and activities, which may include coffee mornings, arts and crafts, and exercise classes.

This also allows individuals to feel less isolated if they live alone, in a safe environment which provides companionship, stimulation, and can serve as a break for their carers.

Our Care

Trustees' Report including Section 172 Statement and Directors' Report

Review of the Year

OSJCT continues to be one of the largest not for profit providers of care for older people, operating 62 care homes and 8 Extra Care Housing (ECH) schemes. In total, OSJCT employs over 4,000 permanent and bank employees and cares for over 3,000 people. We continually strive to provide high quality person-centred care and services with dignity, respect and compassion. The integration of Fremantle and Elmfield Care into the group added 19 and 3 services respectively.

We were pleased to see our occupancy level continuing to recover post pandemic to 88.8% at the year-end (2023: 85.6%). This was despite the decommissioning of short-stay beds across our estate by local authorities. Our decision to maintain payment of the real living wage as a minimum, coupled with further international and bank staff recruitment has been reflected positively in our staff retention rates and as a consequence, materially reduced our reliance on agency staff usage. This workforce stability directly benefits our residents through improved continuity of care.

We achieved or made substantial progress towards the four key objectives set out in last year's annual report. A resident and family satisfaction survey was completed in the summer of 2023, the results of which identified ways for each service to improve the experience of those who live with us. We developed our 'Leadership Academy' which focuses on ensuring our first line managers have the right tools and skills available to support our colleagues who care for our residents. The digital roadmap for prioritisation of back office systems replacement was developed and the enhanced functionality of the new payroll system implemented. Lastly, work continued with our local authorities to identify new service provision aligned to their needs as part of the measures to address the ending of block contracting arrangements over the remainder of this decade. Our combination with The Fremantle Trust at the latter end of the financial year, provides further potential to widen our offering to commissioners. The expansion of our care provision to a greater number of people, supports our charitable objectives and delivers public benefit.

Compliance

For OSJCT, at the end of March 2024, our Care Quality Commission (CQC) compliance rating (the percentage of Good and Outstanding ratings) for all our homes and schemes was 87%, and for our care homes was 85.2%.

This is over 5% points ahead of the national average, but it is lower than the previous year, a decline that is in line with the top 10 providers' average scores, and impacted by a backdrop where the regulator continues to focus its inspections only on services where an element of risk is perceived.

We have remained ahead of the national averages for Good and Outstanding ratings in all settings of residential, nursing, and in particular extra care housing where we continue to have a 100% record.

We have had two inspections under the new Single Assessment Framework introduced by CQC, and both services retained Good ratings.

We are proud to have three of our homes that are rated as Outstanding, and multiple homes that received an outstanding rating in at least one of the key lines of enquiry. We strive to increase the number of homes recognised as being outstanding and have established a network of homes that meet regularly to share ideas and best practice. From 2024 this will be established as an official 'Good to Outstanding' project as we ramp up our ambitions to secure additional outstanding homes.

Where we do have homes that have a Requires Improvement rating, we give these homes specific focus and attention, to support them to improve their compliance rating. We hope that the CQC will soon be in a position to reinspect them.

The Fremantle Trust compliance ratings cover care homes, residential learning disability services and supported living services. At the end of March 2024, the overall rating for Fremantle Trust was 74%. This breaks down into 60% for care homes, 100% for residential learning disability services and 75% for supported living. Of the 19 Fremantle services, three are rated Outstanding (16%).

The OSJCT operations and care quality teams are supporting the Fremantle homes and residential services in aligning their care quality audit frameworks and processes to OSJCT, with a focus on improving quality compliance.

Elmfield Care has two homes rated as good. The remaining home has not yet been inspected as it has been open for less than a year. Elmfield Care continues to operate its own care quality compliance frameworks as part of the commitment to continue operating it as a separate organisation.

Care Quality

OSJCT has invested in its care quality team over the last year, growing the number of employees dedicated to improving the standards of Care Quality, and invested in new technology to ensure that the very best quality standards are experienced by our residents. We have rolled out the Nourish electronic care records system (eCare) to 87% of our homes and schemes. Our care quality employees played a pivotal role in ensuring the system configuration not only meets care quality compliance standards but that it supports the delivery of exceptional care and support to our residents.

Our care quality team consists of specialists in the areas of dementia, infection control, medicines management, falls prevention, and tissue viability. The team completes audits of our care settings and provides support to any services where we identify a need to improve standards. The team also share best practice and support in the training and development of employees.

We are proud to have a team of Admiral Nurses working across the Trust, especially as we are one of only a few organisations which employs these professionals, and we have more than any other care home provider. Admiral Nurses are dementia specialist nurses who provide life-changing care for both residents living with dementia and their loved ones.

The Board recognises the particular importance of care quality to the Trust and as a result, last year established a new committee, the Quality and Care Committee, which reports directly to the Board and is chaired by Dr Anne de Bono OBE, medical trustee for OSJCT.

We will consider how we incorporate the subsidiaries into our care quality governance and oversight during the next financial year.



Service Design

We recognise that the needs of our residents have become more complex in recent years, with more emphasis on dementia or nursing care. Our care quality and operations teams work collectively to redesign services to meet the ever changing needs of our residents. During the year, within OSJCT we designed and commissioned a service for men with uninhibited behaviours which enables them to live in a safe environment. We have demonstrated that we can be flexible to meet the changing needs of the community and to support local authorities with specific service offerings. An example of this is the conversion of a reablement unit into an assessed treatment unit at Jubilee Lodge in Gloucestershire.

Resident Engagement

Resident feedback is a priority and helps to shape the care and service we provide to our residents. In summer 2023, a comprehensive survey was conducted across residents, families and friends to gather feedback on their OSJCT care home. A combination of postal packs and online questionnaires were used, with a simplified version used for residents living with dementia. Topics explored included overall perceptions, life at OSJCT, food, contact and communication, health and wellbeing, and employees.

All 61 homes returned responses and highlights of the findings included:

- overall satisfaction with OSJCT services for residents was very high at 91%;
- 94% of residents agreed that employees treated them with respect;
- 81% agreed that food served at mealtimes was of a high quality;
- 84% agreed that they had opportunities to engage with nature or get outdoors;
- 90% agreed that those who supported them understood their needs;
- there was notable praise for kind, helpful, friendly, and caring employees, opportunities for making friends, feeling of safety, security, and a sense of belonging/community;
- a third of residents cited the employees as being their favourite thing about their care home.

A number of opportunity areas were identified which will inform our wider strategy, and Home Managers were also provided with detailed reports of their individual home's results, with areas to celebrate and to feed into their individual Service Improvement Plans. Every home displayed on a noticeboard in its foyer the actions taken as a result of the survey.

We recognise how important it is for our residents to keep physically and mentally active, have the right level of social interaction and also enjoy the opportunity to either continue hobbies, or discover new experiences. Every week our homes hold a vast range of events and activities for their residents, often engaging with local community members. These regularly include music therapy, live entertainment, exercise classes, animal therapy, baking, art and other creative sessions.

Residents appreciate our outdoor spaces, and a programme of garden improvements was undertaken in the early part of 2023 resulting in spaces to be enjoyed all year round. Across the homes a number of areas have been developed appropriate to their spaces, including vegetable patches, herb boxes, outdoor bars, wildflower gardens, bird-feeding areas, and summer houses, all of which are enjoyed by residents, families and other visitors.

Our Activity Coordinators and care teams go above and beyond to run stimulating events, with some examples during the year including a Coronation video chain, a samba drumming workshop, a visiting camel at Christmas, a 1940s cocktail evening, a pop-up Valentine's Day restaurant, a cat café morning, an intergenerational singing session with Scouts, and even a silent disco - which went viral on TikTok. Families tell us how much they like seeing what their loved one is enjoying and that they are delighted with the opportunity for these new experiences.

Our People

The care sector is characterised by its demanding nature, and our employees are at the heart of delivering compassionate and high-quality services to those in our care.

However, they face numerous challenges, including financial strains due to the rising cost of living, which can impact overall well-being and job satisfaction. In response, the Trust has taken proactive steps to address these challenges and create a supportive environment for its employees. Through targeted initiatives and strategic measures, we have endeavoured to make a significant difference to the lives of our employees, with a focus on strengthening our workforce, through reducing turnover, continued sponsorship of care and nursing professionals, greater utilisation of our bank workers, listening to our employees and driving engagement, and by developing our people through our Learning Academy.

Pay

The relentless increase in the cost of living has put significant strain on our employees, many of whom are already facing financial difficulties. In recognition of the cost of living pressures we awarded our frontline employees a pay award in line with the Real Living Wage for the second year in April 2023. This commitment has been upheld for a third year running from April 2024. This is a significant investment for the Trust, and we continue to advocate the need for better pay for the sector, but this is a challenging gap to bridge, and it is becoming more challenging each year. For this level of investment to be sustainable into the future we need the Government and our local authority partners to also move forward with this investment and increase fee rates towards a fairer cost of care.

Neither Fremantle Trust nor Elmfield Care currently pay Real Living Wage to all employees, with a minority slightly below this level. We will consider the wider group pay reviews in future years in line with the same principles we use for OSJCT.

Gender Pay Gap

OSJCT's median gender pay gap has decreased to 0.94% (2023: 2.51%) and our mean gender pay gap has also decreased to 8.67% (2023: 11.76%). Both continue to be narrower than the national averages of 14.3% (median) and 13.2% (mean).

We continue to employ significantly more females than males within the Trust, and we do have good representation of females within senior roles and at Executive level, but it is the distribution of males and females in the upper quartiles which causes the majority of the gender pay gap.

To address this, we will be establishing a pay policy and reward strategy to ensure consistency in pay decisions, developing our succession planning framework, and reviewing our recruitment practices to encourage more males within care based roles.

The Fremantle Trust median gender pay gap decreased to 1.4% and the mean gap was 3.9%. The median gap is slightly larger than OSJCT but overall remains significantly lower than the national average. Elmfield Care did not meet the reporting threshold for the current year but will be included in the wider group reporting from FY25.

Overseas Recruitment and Sponsorship

Following the success of earlier overseas recruitment campaigns for both nurses and carers, since April 2023 OSJCT has welcomed a further 12 nurses and 22 carers from overseas with the support of a trusted partner, which we know follows best practice and ethical standards in international recruitment. We have also sponsored the employment of 10 nurses and 142 carers who were already based within the UK. The Trust supports all employees through an induction programme, but it is recognised that for those who join us from overseas additional mentoring and pastoral support is required. We also support the overseas nurses through the additional training and examinations that are required for their registration with the Nursing and Midwifery Council in England.

As of 31 March 2024 there were 15 sponsored carers at The Fremantle Trust and 2 sponsored carers at Elmfield Care.

Flexible Workforce

We have continued to successfully recruit and grow the number of bank workers employed within our homes. Our bank staff are familiar with our homes and residents. Bank worker contracts offer employees the flexibility that they require without having the regular commitment of contracted hours. In turn, this flexibility ensures that reliance on using agency workers has reduced. Overall, the use of bank workers is preferable to agency as they are much more familiar with our residents and homes. Where colleagues who have enjoyed the flexibility of working as part of our bank, but decide they would prefer more permanent arrangements, the Trust will , wherever possible, seek to offer them contracted hours.

Recruitment and Retention

Recruitment and retention have proved to be challenging in the sector for many years and this position is likely to remain unchanged.

It is recognised that retention is a priority to ensure the stability of our workforce, and this has continued to be a key focus over the last 12 months. We are pleased that our labour turnover has continued to decrease to 23% (2023: 34%), and we have continued to make improvements in our labour turnover for those employees with less than 12 months service. The retention of sponsored employees, both onshore and overseas, is proving to be high. We recognise the importance of early engagement with new employees to enable identification of areas for improvement within our processes to ensure that everyone has the best possible experience in their employment from day one.

During the year, we have continued to gather feedback from our employees through online onboarding and leavers surveys. These surveys provide critical feedback to our HR and operational teams about working experiences across the Trust.

The labour turnover rate at The Fremantle Trust is 26% and at Elmfield Care is 34%.

Our recruitment process is designed to be fair, transparent, and inclusive, welcoming and supporting applicants from all backgrounds, including those with disabilities. We are proud to be an equal opportunities employer, fostering an inclusive and diverse workplace where every individual is valued and supported to achieve their full potential through their employment with the Trust. Training is provided for persons who have become disabled. The rest of the sections of the report apply to all staff including disabled staff members.

Wellbeing and Employee Engagement

The wellbeing and engagement of our employees remains a high priority for the Trust. Every employee is individual, and it is therefore recognised that our approach must be flexible. Over the last year we have promoted mental health awareness, menopause support and advice, Professional Care Workers Week, Nutrition and Hydration Week, held a number of events such as Movember, Move-a-thon, and summer BBQs, and signposted employees to various support on an individual needs basis. The Trust is a member of the Care Workers Charity which enables a direct line for all employees to the support which can be provided by this Charity, whether this is financial or mental wellbeing and health support.

We have formed a Wellbeing and Engagement Working Group, which includes representatives from across the Trust. This group has helped to form the employee wellness calendar for 2024/25 prioritising activities which align with the four areas of wellbeing outlined within our strategy: mental, physical, social and financial health. Since being formed, this group has demonstrated great energy and has agreed on some development priorities for the coming year including activities that will help to support our employees during the cost of living crisis.

We continue to benefit from the employee suggestion scheme which enables all employees to share ideas to improve ways of working, with a good number of quality ideas being received and fulfilled.

Learning and Development

Over the last year, we have significantly invested in the development of leaders across the Trust and the 'Leadership Academy' has been formed. The Academy focuses on our first line managers (Care Leaders) through to the Senior Leadership Team.

We have supported 178 employees through our 'Lead to Succeed' and 'Well Led' programmes, targeted to support and develop leadership skills for our Home Manager and Deputy roles. For the senior leadership team, we have launched the i3 Leadership programme which focuses on how to inspire, influence, and impact as a leader. This programme has been delivered through individual and group coaching sessions.

The apprenticeship programmes have continued to gain great momentum over the last year. Since April 2023, 45 apprenticeships have been successfully completed with the Trust. There are also a further 200 employees who are currently working towards an apprenticeship. Apprenticeships are an invaluable tool for upskilling our employees in areas such as care, leadership, kitchens and nutrition, and facilities management, for the benefit of the Trust and for individual personal development.

Our statutory training compliance has continued to remain stable with our like for like compliance ending the year at 5.8% above our target of 85%.

Volunteers

Over the last year our volunteer numbers have continued to grow, and we now have more than 590 dedicated volunteers, providing valuable support and helping to enhance the overall quality of life for our residents. Our volunteers contribute thousands of hours and support in many different ways. Every year we celebrate Volunteers Week and hold events to thank our volunteers for everything they do.






The Orders of
St John
Care Trust

Transformation

We have restated our commitment to invest £3m per year over a period of five years to transform our services. We are delivering on a portfolio of targeted technology enhancements to future-proof our services, create efficiencies, improve care, and deliver actionable insights.

This commitment was made prior to the addition of Fremantle and Elmfield Care to the OSJCT Group. The committed funds remain targeted at OSJCT, but will also be used for the other subsidiaries where it is felt an alignment of process, technology and oversight is a benefit to the wider group.

Digitisation of care records was a key part of the Government's social care reform White Paper. OSJCT had originally targeted rolling out eCare to 80% of its services by the year end. This was exceeded with 87% of our services using eCare by the end of the financial year and all services were live by July 2024. We continue to work closely with our partner, Nourish, to continually enhance the product, improving care pathways and releasing more time with residents for our care teams.

Our project team will remobilise this successful model of delivery to plan the next phase of care digitisation – electronic medication management.

In our support services we are implementing a new asset management application, and a replacement for our finance system, both of which offer significant efficiencies and improved ways of working, and we continue to innovate; running pilots to review the effectiveness of customer relationship management software and investing in acoustic monitoring technology to improve the comfort and security of our service users.

We are also investing in our employees with the introduction of the People Portal, giving digital access to pay statements and the booking of annual leave, and removing reliance on paper-based systems.



Environment and Sustainability

Environmental Sustainability

Investment in our properties and assets is vital in supporting our sustainability agenda. In 2023 we invested £250k commencing our LED lighting upgrades across the Trust. This has reduced our energy consumption by 120,000 kWH. We will continue to roll out LED lighting upgrades in 2024/25 and will also be replacing aged heating and hot water equipment through a £250K investment programme. During the coming year we will be identifying further opportunities to reduce our environmental impact through our property and asset replacement strategy.

We continue to drive our Environmental, Social and Governance (ESG) aspirations through our procurement processes and decisions, and by working with suppliers that are proactively reducing environmental impact and, where appropriate, can support us with our own sustainability objectives. A good example of this is Nustream, our provider of multi-functional devices. As part of the contract, Nustream has confirmed that in the last financial year, OSJCT offset the equivalent of circa 4 million standard pages of paper consumption by planting 473 trees under the Printreleaf Exchange scheme.

Teal Living, which was previously successful in the furniture tender for the communal rooms at Wellford Gardens has this year been awarded the contract for interior design services. Teal Living has a whole business division (Sustain) that works to recycle or reuse all of its waste products and offers to fully recycle any of our furniture that is replaced by Teal products.

All utilities were tendered during 2023. Unfortunately, due to the substantial price increases across electricity and gas, we have been unable to secure 100% green energy, as with the previous arrangement when utilities were trading at a fraction of the current price. Our providers have however, supported us with SMART meters and we have an opportunity during the new financial year, to purchase the SMART data and integrate it with the online portal provided by our current utilities broker. This will enable us to analyse data across the estate at a more granular level and identify opportunities to reduce energy consumption, either through asset optimisation or user behaviour.

General and clinical waste management services were also tendered last year, with both successful providers, Veolia for general waste and PHS for clinical waste, having strong environmental and sustainability credentials. Veolia has an exceptional track record of working with customers to increase levels of recycling and reduce overall waste. This is an opportunity we can pursue further once the service is mobilised. PHS was the previous incumbent. Last year across the OSJCT estate, PHS collected nearly 250,000 bags of offensive and infectious waste using bags made of 97% recycled matter, collected approximately 3,000 sharps units, at least 70% of which were made from recycled plastics, and successfully diverted around 93% of our offensive waste from landfill to an Energy from Waste incinerator.

During the next financial year we will focus on developing our own sustainability strategy in line with the Government's Net Zero Strategy. This will also consider the wider Group.



Energy Consumption and Emissions (SECR Disclosure)

The data in the table below shows the Trust's energy consumption and emissions for the last three financial years. It is based on meter readings pooled by our utilities broker and broken down per utility, per month and per metering point. The percentages shown represent the split between emissions and year on year (YoY) change per utility measured in tCO2e, in line with industry best practice.

Official guidance states that users should apply the set of conversion factors that cover the greatest proportion of the reporting period. As the reporting period in question is 1 April 2023 to 31 March 2024, the majority of the reporting period falls under the 2023 set of conversion factors, and these conversion factors have therefore been applied.

The figures include emissions from transportation, comprising business travel in rental cars or employee-owned vehicles where the Trust is responsible for purchasing the fuel.

OSJCT Energy Consumption Table

Energy Category	MWH	tCO2e	Fuel %	tCO2e YoY Change	Employees	tCO2e/ Employee
2021/22*						
Gas & Kerosene	35,396	6,506	72.0%			
Electricity	11,433	2,428	26.9%			
Transportation (business travel)	390	96	1.1%			
Total	**47,219**	**9,030**	**100.0%**	**-4.4%**	**3,908**	**2.31**
2022/23						
Gas & Kerosene	33,438	6,121	72.9%	-5.9%		
Electricity	10,958	2,119	25.2%	-12.7%		
Transportation (business travel)	620	153	1.8%	+59.4%		
Total	**45,016**	**8,393**	**100.0%**	**-7.1%**	**3,738**	**2.25**
2023/24*						
Gas & Kerosene	29,635	5,436	70.2%	-11.2%		
Electricity	10,198	2,112	27.3%	-0.3%		
Transportation (business travel)	789	191	2.5%	+24.8%		
Total	**40,622**	**7,739**	**100.0%**	**-7.7%**	**3772**	**2.05**

*Consumption figures are taken during April following year-end and are subject to minor adjustments to take into account final validation of invoices.
Headcount figures are based on FTE as at 31 March 2024 excluding contractors and bank employees.

Natural gas consumption in our care homes continues to account for most of the Trust's total energy consumption, with homes using this fuel for heating, hot water, laundry (gas fired dryers) and cooking.

Electricity is used in all homes and offices, accounting for the smaller element of total energy consumption. Overall usage is predominantly for lighting and small domestic appliances, with significant uses varying from home to home which includes kitchen appliances, hot cupboards (for food transfer to satellite restaurants), laundries and hair salons.

The Fremantle Trust used 2022 conversion factors to calculate their emissions which are set out in the table below. We will look to report across the wider group, including Elmfield Care, from the next financial year using the same conversion factors which will enable consolidation of consumption across the Group.

Fremantle Energy Consumption Table

Energy Category	MWH	tCO2e	Fuel %	tCO2e YoY Change	Employees	tCO2e/Employee
2022/23						
Gas & Kerosene	5,525	1,103	70.5%	n/a		
Electricity	2,148	415	26.5%	n/a		
Transportation (business travel)	n/a	46	3.0%	n/a		
Total	**7,673**	**1,564**	**100.0%**		**1,122**	**1.39**
2023/24*						
Gas & Kerosene	5,066	1,074	67.0%	-8.1%		
Electricity	2,091	470	29.4%	-2.7%		
Transportation (business travel)	n/a	58	3.6%			
Total	**7,157**	**1,602**	**100.0%**	**-6.6%**	**1,063**	**1.51**

We continue to meet our obligations to commission both ESOS and SECR reports and are committed to reinvestment based on the findings.




The Orders of
St John
Care Trust

Strategy

Strategy Update

The last year represents the successful completion of the second year of a 10 year strategic vision for OSJCT. Due in part to our success in delivering performance levels ahead of target, and the substantial impact of our merger and acquisition activity, we are reviewing our strategy in 2024/25, and will deliver a renewed plan with a detailed roadmap for the five years to 2030 which encompasses the enlarged OSJCT Group and its subsidiaries.

Last year we set out a number of strategic priorities for OSJCT, against which we have made substantial progress:

- At the end of March 2024, 87% of our services had fully transitioned to the use of the Nourish eCare platform, with the remainder to be completed in the Spring. This exceeds our roll out plan and the nationally set target, by 7%.
- We undertook a comprehensive resident and loved ones survey in the 2023/24 financial year, with the results informing our strategic plans, and providing services locally with clear actions to ensure that we continue to place residents and their loved ones at the centre of service delivery.
- The OSJCT leadership academy was launched, formally bringing together a structured leadership programme.
- Our Transformation function and methodology was renewed and a new Transformation Director role created and appointment made. We have agreed a digital roadmap for the next three years, which attributes funding and resources to the replacement of a number of legacy systems, and continues to support care innovation and employee self-service, through digitisation.
- We have engaged positively with Commissioners in the counties within which we provide substantial block contracting support.

In addition to the above we have:

- Completed the business combinations with The Fremantle Trust and the Elmfield Care group.
- Embedded our new divisional structure which has already driven improvements in occupancy, enabled consistency in the hours required to deliver care, and reduced operating costs.
- In our newly established Private Collection division, we have taken time to adapt our service offering and make changes to our buildings to support this approach.
- Opened our new home, Wellford Gardens in Wheatley, Oxfordshire.
- Completed the first phase of our Telephony modernisation project.
- Commenced the second phase of our Payroll project which will provide greater levels of employee self-service, starting with much easier ways to book annual leave.

2024/25 Strategic Priorities

Our strategic priorities for 2024/25 represent a mixture of the improvement in our core performance, our passion to deliver the highest standards of care, and the continued desire to innovate. These include:

- The integration of The Fremantle Trust within OSJCT, and a road map for the positioning of Elmfield Care within the OSJCT Group.
- A shift back into the 'Top 5' large providers in terms of compliance with CQC, and a specific focus on increasing the number of Outstanding services.
- Growing our occupancy beyond 89% with a stronger self-funded mix of service users.
- Completion of the roll out of Nourish eCare and commencement of Phase Two where we will look at group integration as well as focussing on refining the reporting and data potential of the system in improving care outcomes.
- The development of a sustainability strategy.




The Orders of
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Section 172 Statement & Board Decisions

Section 172 legislation, which became effective in the UK during 2020, aims to better explain how directors have discharged their duty to promote the success of companies, while having regard to the matters set out in Section 172(1)(a) to (f) of the UK Companies Act 2006 (s172 matters).

The following is a statement by the Trustees in performance of their statutory duties in accordance with s172(1) of the Companies Act 2006.

The Board of Trustees of The Orders of St John Care Trust consider, both individually and together, that they have acted in the way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole (having regard to the stakeholders and matters set out in s172(1)(a-f) of the Act) in the decisions taken during the year ended 31 March 2024.

Outlined below, through use of cross reference, are examples of where we have written about the s172 matters throughout this Annual Report. We consider our key stakeholders to include our residents (and their families / representatives); our employees and volunteers; the local communities within which we operate; our public sector partners such as local authority commissioners; as well as a multitude of other partners with whom we engage on a regular basis to help us deliver and improve our services.

S172 Matter	Specific Examples	Pages
(a) the likely consequences of any decision in the long term	• Significant investment in a digital transformation programme • Refurbishments of older homes • Opening of Wellford Gardens • Acquisition of Elmfield Care • Combination with The Fremantle Trust	5
(b) the interests of the company's employees	• Overseas recruitment campaign • Maintenance of the real Living Wage as minimum pay rate • Employee engagement survey • Wellbeing strategy	14
(c) the need to foster the company's business relationships with suppliers, customers and others;	• Resident and family feedback • Partnering with suppliers • Ensuring our voice contributes to the discussion on the future shape of adult care provision	11
(d) the impact of the company's operations on the community and the environment	• Provision of new service models reflective of local authority commissioning needs • Volunteering opportunities and community engagement • Working with suppliers to reduce environmental impact • LED lighting investment	13
(e) the desirability of the company maintaining a reputation for high standards of business conduct	• Compliance ratings • Partnering with suppliers • Good to outstanding programme	11
(f) the need to act fairly between members of the company	• Our governance framework sets out the membership structure of the Trust	45

Engagement with our key stakeholders drives our strategy and decision-making. During the course of the year, the principal decisions taken by the Board were:

Principal Decision 1 – The Fremantle Trust

On 1 February 2024, OSJCT combined with The Fremantle Trust. The Fremantle Trust is a not-for-profit charitable trust that operates care and learning disability services located predominantly in Buckinghamshire. The Fremantle Trust has a wholly owned charitable subsidiary, Leonard Pulham Limited. The portfolio includes 11 care homes for older people in a portfolio of modern homes, five residential care homes for adults with learning disabilities, and supported living services across multiple sites. Fremantle supports just over 750 people and employs over 1,300 people. The nature of its service provision, locality, and values-based ethos with quality care at the heart of the organisation, makes it a great match for OSJCT, and an excellent strategic fit.

Together the two organisations have greater capacity to provide residential social care services for the benefit of those who need it, supporting the local community by ensuring continuity of care provision into the future. The change in control was fully supported by Buckinghamshire County Council, and we will continue to work in partnership together to shape a future care provision for the area which supports the needs of commissioners.

By pooling our combined resources and driving economies of scale, Fremantle and OSJCT will be able to deliver greater efficiencies, thereby securing the financial viability of the wider group into the longer term.

Our continued investment in the organisation will ensure that those who live and work with us continue to receive a high-quality service, and for it to remain accessible to all individuals regardless of their income

Principal Decision 2 – Remuneration

The Trust's ongoing commitment to the real Living Wage has been a significant part of its people strategy since April 2022. In September 2022, the Living Wage Foundation announced a 10.1% increase in the RLW, the highest on record. This was followed in October 2023 by a further 10% rise to £12.00 per hour.

Over the course of the financial year, we have seen our workforce stabilising and demonstrable improvements across a range of people KPIs. In reviewing the pay proposal for 2024, the Board was keen to act in the best interests of its employees and remain competitive within the employment market. This will help sustain the significant improvements in recruitment and retention achieved during the year, which in turn lead to greater continuity of care and better outcomes for our residents.

The budget required to meet the new RLW for 2024/25 is significantly raised and the Board gave careful consideration to a package of measures to fund the additional cost. For each of these measures, an individual plan for delivery was set and clear performance targets instigated.

Whilst we have lifted pay to the current RLW, the Board is as yet unable to commit to being a RLW employer due to the lack of visibility as to sustainability of RLW rates in the longer-term. We will continue to lobby for the sector to be funded by our Local Authority partners at a level which enables social care employees to be remunerated at an appropriate rate.

Principal Decision 3 – Elmfield Care Acquisition

On 27 March 2024, the Trust completed a major investment in its future through the acquisition of Elmfield Care.

Elmfield Care offers residential, dementia, and respite care for up to 200 self-funding residents across three purpose-built luxury care homes: Old Sarum Manor in Salisbury, Wiltshire; Flowers Manor in Chippenham, Wiltshire; and Nodens Manor in Lydney, Gloucestershire.

As several of OSJCT's care homes were built in the 1960s, the Board has been planning a programme of replenishment via acquisition and redevelopment for a number of years. This acquisition is an important part of this strategy to revitalise our estate and in line with our recent merger with The Fremantle Trust, Elmfield Care is an excellent fit with our values based approach to care. This acquisition also continues to complement the locations of our current services across Southern England.

Having Elmfield Care as part of the OSJCT Group grants us access to innovative management practices and advances in building design, and is another opportunity for us to learn and share ways of working and best practice across the Group.

It also strengthens the financial stability of the OSJCT Group empowering our charity to better serve those for whom we care. Once its own operating costs have been paid for, any residual profit generated by Elmfield Care will now be donated to the Trust (instead of being distributed to shareholders), where it will be reinvested across our services, into care and the employees who provide it across the whole Trust.



Operating and Financial Review

The business combination with The Fremantle Trust which remains a wholly owned subsidiary of OSJCT, means that OSJCT now reports as a group of companies as well as an individual legal entity. The OSJCT group consists of the Fremantle Trust, its subsidiary, Leonard Pulham Limited, the Elmfield Care Group, and Fosse Way Care Developments Limited. The two joint ventures in which OSJCT holds a 50% share, the Oxfordshire Care Partnership (OCP) and the Gloucestershire Care Partnership (GCP) are reflected in the group accounts as investments in joint ventures.

The merger has led to the recognition of a gift of £3.5m from The Fremantle Trust, reflecting the assets which have transferred to the OSJCT Group.

The acquisition of Elmfield Care at the end of the financial year gives rise to goodwill being recognised of £11m; the amortisation period will be determined during the next financial year.

Operating and Financial Performance

The investment we made in overseas recruitment, employee wellbeing, and leadership development has delivered a significant financial benefit during the financial year.

Much of our focus during the year has centred on stabilising our workforce, alongside delivering eCare implementation at pace, in a safe and compliant manner. Our occupancy levels continued recovery towards pre-pandemic levels at 88.8% (2023: 85.6%) but did not grow as much as we would have liked due to the focus we placed on increasing and stabilising our workforce. The year was marked by a material decrease in agency use, to levels lower than we experienced pre-pandemic, which reinforces the reward strategy we have adopted in recent years with the Real Living Wage. Agency cost reduced to £6m (2023: £16m).

FY24 (As at 31 March)	No. of Homes / Schemes	Capacity	No. FTE Employees
North	14	598	502
Central	18	983	865
South	25	1,422	1,318
Private Collection	5	292	203
Extra Care Homes	8	321	98
Corporate offices			242
Total	**70**	**3,616**	**3,228**

The Fremantle Trust use different methodology to calculate occupancy which makes it difficult to consolidate into a consistent Group position for FY24. However, Fremantle have experienced a similar level of recovery in occupancy since the pandemic. However, their agency use has only started to reduce since becoming part of the OSJCT Group in February 2024 as a result of greater management oversight.

We remain committed to achieving at least a 50:50 split of local authority and self-funding residents in line with our strategic plan. We worked hard with our local authority partners to support requirements which meant we experienced a slight reduction in our self-funder mix during the year to 38% (2023: 40%). In May, we internally rebadged the homes we developed specifically for the self-funder market as the 'Private Collection'. A change in the operational management structure,

coupled with additional investment, has repositioned these homes and in recent months we have seen a marked increase in their occupancy. Our newest development, Wellford Gardens, opened in March 2024 and has attracted considerable interest.

We have strong growth targets in the self-funder segment for the next financial year, to support the continued investment in our estate.

OSJCT Capital and Revenue Expenditure on Major Property and IT Works

We increased investment in our estate during the year, with £1.6m invested in the fit-out at Wellford Gardens. We significantly increased our investment in property maintenance, specifically in our gardens and in refurbishments. We will continue our home refurbishment programme during the next 12 months, with a planned investment of £10m in property capital expenditure.

Capital and Revenue Major Investment

£000's	2023/24	2022/23
Existing Estate	5,162	4,925
New Homes	1,582	141
IT	172	283
I&E Maintenance Charges	7,868	5,791
Total	**14,784**	**11,140**

Financial Results for the Year (including the OSJCT Group)

OSJCT income for the year was £157m (2023: £147m). Our care income grew by 8.3% to £156m (2023: £144m). This is driven by a combination of occupancy growth and fee uplifts. The overall Group delivered income of £169m (2023: £147m). The FY24 income includes two months of Fremantle Trust income alongside the gift arising from the combination with the Fremantle Trust (£3.5m).

Care fees are the principal source of income for the Charity, which are funded by multiple sources including local authorities, NHS bodies, and private fee payers. These care fees support the delivery of care to our residents, which underpins the Charity's purpose to care for the aged, the infirm and the sick'.

Our net expenditure for the year was £0.96m (2023: net expenditure of £4.2m). Agency employee expenditure of £6m (2023: £16m) within our homes had the largest impact on the reduction in our cost base and mitigated the increase we experienced in our energy costs during the year. We invested £2.4m (2023: £1m) in our transformation programme which further contributed to the net deficit position. The Group generated net income of £2.2m (2023: net expenditure of £4.2m), driven predominantly by the recognition of the gift of Fremantle assets on acquisition alongside the joint venture arrangements OSJCT has a 50% share of.

Our transformation programme is ongoing, with Trustees approval to commit up to £3m each year for the next three years. This investment will continue to be managed in line with cashflow capacity and trading performance. The strategic importance of this investment means that the OSJCT entity will intentionally operate in a deficit position for some years whilst this investment is delivered. We will review the focus and priority of the transformation programme in light of the larger OSJCT Group in the coming year.

OSJCT overhead costs increased by 9.7% (2023: increase of 9.7%) during the year, which included investment in pay for central support functions and overseas recruitment. We expect our overhead costs to increase further in the next three years as we embark on our new strategy and intentionally increase our investment in IT transformation. The marked improvement in the performance of our homes and extra care schemes has contributed to the investment in transformation.

Trust Operating surplus/(cost) by Segment

£000's	FY24	FY23
Mature Homes	17,999	12,039
New Homes	(256)	-
Extra Care Housing	405	164
Central overheads	(14,922)	(13,581)
Transformation	(2,150)	(1,024)
Operating Surplus /(cost)	**1,075**	**(2,402)**

Note: Operating Surplus is net expenditure before interest, loss on disposal of fixed assets, impairment provisions and exceptional items.

It is not currently possible to segment the Fremantle Trust performance in the same way as the Trust. We will be implementing a new financial system during the next financial year, with a key objective being the alignment of the chart of accounts and reporting templates for both entities. This will enable consistent reporting from the next financial year.

Financial Position at the End of the Year

The reduction in OSJCT unrestricted funds: other reserves of £1.0m (2023: decrease of £4.0m) was driven by investment in transformation and acquisitions being partially offset by improved trading performance. OSJCT cash reserves remain strong with £14.6m of cash in the bank at the end of the year (2023: £12.1m). The Group position reflects an increase in unrestricted funds of £2.12m, from £51.5m reflecting the addition of the subsidiary companies and joint venture interests.

£2.0m (2023: £1.8m) has been recognised as the 50% share of the investment in the two joint venture partnerships OSJCT holds a 50% share in, alongside our partner, Bedfordshire Pilgrims Housing Association (bpha).

Land held for sale remains at £1.3m (2023: £1.3m) where we continue to hold one parcel of land for sale. The land continues to be marketed. Four OSJCT homes were impaired during the year with a net impairment charge of £0.9m.

Cash Flow

The net movement in operating cash was an inflow of £6.4m (2023: £4.0m inflow).

The movement is analysed on pages 57 and 58 of the accounts. The inflow was generated by net expenditure of £2.2m (2023: net expenditure of £4.2m) which, after allowing for depreciation and other non-cash expenditure was increased by a reduction in working capital of £1.8m (2023: reduction of £2.0m).

The Group position is an inflow of £3.6m.

Pension

The Trust is an admitted member of a sub fund of a Local Government Pensions Scheme (LGPS) operated by Wiltshire County Council (WCC) and of a sub-fund of an LGPS operated by Gloucestershire County Council (GCC), which are both defined benefit schemes.

The service costs were £0.2m (2023: £0.3m). The actuarial gain was £1.4m (2023: £3.9m gain). At the year end the Wiltshire scheme had a surplus of £2.9m. The Gloucestershire scheme had a surplus of £3.7m. The surplus on both schemes has not been recognised as it is not deemed to be recoverable. Payments for the next financial year will be 0% for WCC (2023: 0%) and 24.4% for GCC (2023: 24.4%).

The Trust is also a member of the NHS Pension scheme, an unfunded defined benefit scheme which is not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities, and therefore the scheme is accounted for as if it were a defined contribution scheme. The Fremantle Trust was a member of this pension scheme up until 23rd October 2023 when contributions ceased. Therefore, there are no balances carried within the consolidated accounts for The Fremantle Trust in relation to this pension scheme.

None of the OSJCT subsidiary companies or joint ventures is an admitted member of any Local Government Pension Schemes.



Going Concern

OSJCT uses a 10 year financial plan which, in conjunction with a three year forecast has formed the basis of review for trading performance. Consideration has been given to external market forces and the impact they have on our turnover, operating costs, and cash flow. As part of the review process, the Board has reviewed sensitivity analysis that considers care fee inflation, occupancy, pay rates, and recruitment challenges. This model has been rigorously stress tested for occupancy changes and the use of agency employees given the challenges in the UK labour market.

A further review has been undertaken of the OSJCT Group and its individual subsidiaries, utilising the same stress tests and methodology as OSJCT. The Group review indicates liabilities will be met until the end of the review period. In the review of the Group position, full consideration has been given to the level of financial support that may need to be given to the Fremantle Trust for the next 12 – 18 months. At a Group and individual entity level, OSJCT is not detrimentally impacted by any support which may need to be given. Elmfield Care and its associated subsidiaries are cash generating entities which are self-sufficient in their own right.

Based on the assessment of the forecast and the sensitivity analysis the Board remains confident that OSJCT will be able to meet its liabilities at least until the end of the review period in March 2027.

Treasury

Our treasury management ensures there is enough cash available to manage operations and ensure there is sufficient funding to meet the investment requirements of the Trust. The debt financing facility from Barclays will facilitate future investment and growth in our portfolio. This aligns with our strategic objectives.

We continue to operate short term (annual) and longer term (10 year) cash flow models to ensure we are managing our liquidity, working capital, and investments in line with our financing facility and operating cash inflows.

Long-term debt at the end of 31 March 2024 was £15.8m (2023: £0.3m). We drew £15m from our rolling credit facility during the year to support our strategic growth aims, through the merger of The Fremantle Trust, the acquisition of Elmfield Care, the Wellford Gardens development and ongoing investment in transformation and our existing estate. We continue to meet our banking covenants which are primarily based on fixed charge cover and leverage. These were met with considerable headroom.

We have access to undrawn facilities of £10m. These facilities will be utilised during the next one – two years as we continue to fund investment in the enlarged OSJCT Group.

Our intention is to repay debt at the earliest opportunity whilst balancing the need to invest and develop in our homes, schemes, and services. Our cashflow forecasts have been implemented across all subsidiaries and will support the management of our debt and ongoing cash requirements.

Reserves Policy and Investment Powers

Under the Articles of Association, the Trust has the power to make any investments which the Trustees see fit. The Board is responsible for the regular review of investments.

The Board reviewed the reserves policy in July 2024 considering future investment plans needed to support the new strategy. It was agreed to keep cash reserves at £2m to manage on-going working capital requirements. The Trust has access to undrawn facilities of £10m which Trustees consider to be sufficient to meet the ongoing working capital and investment requirements of the Trust.

At the end of 2023/24 the Trust's total unrestricted reserves were £48.5m (2023: £49.5m). Negative free reserves excluding fixed assets, capital commitments and land held for sale were £10.5m (2023: Free Reserves of £1.5m). Trustees approved a change in the reserves policy in March 2022 which reflects the strategic shift to borrow to invest and expand in the next five years. The reserves policy is set at a level to ensure that the Trust is able to manage any financial risks that may arise during the year, whilst ensuring we continue to deliver excellent standards of care to our residents. The policy ensures we meet our ongoing financial obligations whilst also considering future commitments. It was agreed to keep cash reserves at a minimum of £2m and that free reserves may become negative for a period of time whilst we fund new developments.

The OSJCT Group total unrestricted reserves were £53.5m (2023: £51.4m). Negative free reserves excluding fixed assets, capital commitments and land held for sale were £15.8m (2023: Free Reserves of £1.5m). A full review of the Group reserves policy will be undertaken during the financial year to determine the Group cash reserves however, the OSJCT Trust policy is deemed to be appropriate in the interim.



Risk Management

The Board retains overall responsibility for risk management and decides the level of risk it is prepared to tolerate. The Board promotes a culture of prudence with resources and throughout its operations. Over the course of the next financial year, we will consider how we incorporate the subsidiaries into our risk and governance oversight.

The key risks to which OSJCT is exposed have been identified and, for each of these, an assessment has been made as to the likely impact, severity, and probability. The Board regularly reviews the Trust's individual significant risks and the cumulative effect of these risks, and internal controls have been reviewed for effectiveness in mitigating these risks and further controls have been put in place where appropriate and as set out in the Trust's procedures and policies. Systems established to manage the level of risk include the following:

- The issue and regular review of a comprehensive Trust level risk register.
- The issue and regular review of a major incident log (and steps taken to address these).
- The internal control system is monitored and supported by internal and external audit functions that can provide an independent perspective on the management of risk within the Trust.
- The Finance Committee meets with the external auditors and internal auditor, in the absence of management, at least once a year.

The management and control of risk is an ongoing process. The risk register and risk control procedures are subject to frequent management review and amendments are issued as new information and situations arise. Updates happen both organically as issues occur and through regular, structured conversations held between the Executive team as well as at Board level.

Responsibility for ensuring that there are appropriate risk management and audit structures in place, and for reviewing those structures, resides with the Board. The Board completes a full review of the risk register on an annual basis and receives update reports at each meeting. Additionally, each Committee reviews risks and incidents specific to the relevant Terms of Reference.

The update reports to the Board take the form of a heat map which highlights the top risks facing the Trust, changes to these existing risks and any new material risks identified. In addition to the risk register, the Trust maintains a log which includes all types of serious incident. Incidents that are included on the major incident log are routinely reported to the Charity Commission, in line with the requirements of its serious incident reporting regime

Principal Risks and Controls

The Executive team identifies the major strategic risks to which the Trust could be exposed and establishes controls and action plans to mitigate them. The principal areas of risk to which the Trust may be subject are reflected in five broad headings contained within the risk register.

Strategic, Governance and Management Risks

A 10 year vision for the Trust was approved in March 2022. This is set out under five strategic pillars each of which contains a number of strategic objectives which have a timeline ascribed to them. Trustees monitor delivery of these objectives through formal reporting against the objectives twice per annum as well as through regular updates at Board meetings.

Objectives are reviewed and updated annually, to set clear goals for the current year aligned with our long-term aspirations. These aspirations are in line with the overarching aims of the Trust as well as with guidance from the Charity Commission on public benefit.

Trustees retain oversight of the management team, which is subject to robust recruitment and selection processes, and a heavy focus on training and development of the management team and throughout the Trust to ensure efficient and effective management, and quality provision of care services.

The skill set of the Trustee Board is regularly reviewed to identify any gaps and highlight future needs for succession planning purposes. Conflicts of interests are regularly declared and recorded and there is policy in place for the management of conflicts of interests for both Trustees and employees.

Key Risks

Within the broader areas outlined above there are several specific risks which, when assessed for impact and probability, are those that carry the highest risk score or are central to the Trust's operations. These principal risks are set out on the following pages, along with their movement in the year and examples of key controls and mitigating factors.

Financial Risks

Management of the Trust is overseen by a Board of Trustees with relevant expertise, further supported by the Finance Committee. There are established systems for financial reporting, planning, and monitoring of financial performance with clearly defined, delegated authorities for the financial commitments of each management role. These authorities were last reviewed by the Board in March 2024.

There is an internal audit function which is delivered in-house, and therefore benefits from a greater knowledge of the Trust's business, strategic objectives and the risks it faces (compared to an external supplier of this service) and which delivers timely, relevant management actions arising from internal audit reviews.

Operational Risks

There are established systems to monitor the care provision in our homes, supported by a comprehensive Care Manual, which is subject to regular review. This is supported by the Trust's own internal care audit and inspection team, Health & Safety audit and inspection team as well as regulatory inspections by the CQC and local authorities. The Trust's disaster recovery plans are updated regularly, with the latest review taking place in January 2024.

External Factors

The Trust is a member of the National Care Forum which represents operators in the industry with the objective of ensuring a voice for the sector in commercial, legal, and other regulatory environments. The pandemic provided the Trust with an opportunity to communicate directly with the Government and we continue to engage with government on its reform agenda and on matters concerning the proper recognition and reward for employees within the Social Care sector.

Legal and Other Compliance Risks

Comprehensive policies and procedures are in place to cover legal and other statutory compliance including health and safety, audit, data protection, and insurance requirements of the Trust.

Risk	Description and Potential Impact	Key Controls and Mitigating Factors	Change in net risk score 2023/24
Affordability of the real Living Wage	Employee turnover rates are higher within the adult social care sector than the UK's average, with the Trust's turnover rate slightly above the sector benchmark. Failure to retain staff translates into increased recruitment and training costs, higher levels of agency usage and a risk to the maintenance of care standards. Insufficient staffing levels may restrict the ability to admit new residents.	There is a continued focus on reward and recognition to ensure a competitive employee benefits package. The Trust has invested in its frontline staff, bringing forward the annual pay review by five months, paying retention bonuses, and most recently by increasing the lowest paid roles to the Real Living Wage. We have rolled out a well-being strategy and introduced new induction coordinator roles to improve the experience for new joiners. We regularly monitor key employee statistics and review reasons for leaving the Trust.	↑
Employee Retention	Employee turnover rates are higher within the adult social care sector than the UK's average. Failure to retain employees translates into increased recruitment and training costs, higher levels of agency usage and a risk to the maintenance of care standards. Insufficient staffing levels may restrict the ability to admit new residents.	Enhanced pay rates ensure the Trust remains competitive within the sector and the use of 'Refer a Friend' payments has proved successful alongside targeted recruitment campaigns. We have invested heavily in sourcing overseas nurses and carers to supplement recruitment. The Trust's investment in its digital transformation programme and significant capital expenditure across the estate should assist in making our homes a more attractive place to work for potential recruits.	↓
Utility Costs	Global volatility adversely affects prices and supply, having a negative impact on the Trust following the ending of its fixed-term contract in October 2023. The Trust may find itself unable to pass on increased costs without affecting competitiveness./ attractiveness of fee rates	Local authority contract fee increase methodology considers inflationary increases in the last year and so for 2024/25 the new fee rates will allow for cost inflationary increases (subject to a maximum limit).	↔
Recruitment	The national picture for social care workforce vacancies remains difficult, in part due to increasing competition for recruitment from the hospitality and retail sectors but also due to the pandemic reducing the attractiveness of the sector to potential new recruits. This leads to increased costs, increased time to recruit, greater reliance on agency staffing and consequentially impacts financial performance. Changes in the Government's stance on international recruitment of care employees and restrictions on care workers being able to bring family into the country, may restrict this source of recruitment.	Enhanced pay rates ensure the Trust remains competitive within the sector and the use of 'Refer a Friend' payments proved successful alongside targeted recruitment campaigns.	↔

Risk	Description and Potential Impact	Key Controls and Mitigating Factors	Change in net risk score 2023/24
Occupancy	Increased competition, confidence in the sector following the pandemic and an associated failure to attract new residents may lower occupancy levels, affecting overall financial performance.	The strong reputation of the Trust, combined with enhanced investment in marketing, attractive fee rates and continued investment in its homes should support sustainable rebuilding of occupancy levels. The Trust works proactively with commissioners to design and deliver services required by the local communities. The planned adoption of a CRM system will support tracking and conversion of enquiries.	
CQC Compliance	Failure of homes to achieve good or outstanding compliance ratings with CQC standards could cause reputational damage and financial losses. The suspension of CQC inspections during the pandemic and change to its inspection framework has meant that services continue to wait for reinspection and the ratings are outdated.	CQC compliance figures for the Trust have remained ahead of national averages throughout the year. All Requires Improvement homes have detailed service improvement plans in place. The Trust continues to request reinspection of its services.	
Block contracts	The Trust's two joint ventures, the Oxfordshire Care Partnership and the Gloucestershire Care Partnership, as well as homes in Wiltshire operate with block contracting arrangements. These end for OCP in 2032 (2027 break option for older homes), for GCP in 2025 (2040 for reprovided homes) and in 2025 for Wiltshire. With any contract of this duration there is an inherent risk that over time its purpose becomes less relevant in the context of changing market conditions and increasing resident expectations. There is a risk that the local authorities will re-tender the contracts, leading to a material fall in purchasing / shrinkage of the estate.	To mitigate risk, regular management meetings and Board meetings are held to ensure there is a detailed understanding of performance and an agreed approach to the future strategy. Dialogue is ongoing with each local authority to ensure that ongoing and future provision is tailored to developing commissioning needs. The Trust is the largest care provider in each region and is viewed as a strategic partner.	

Risk	Description and Potential Impact	Key Controls and Mitigating Factors	Change in net risk score 2023/24
Estate / property	Material risks include the need for continued investment and maintenance/ remedial work to older homes within the estate. Failure to deliver the investment programme risks the homes becoming unattractive and a consequent reduction in demand. There is a risk to income given the requirement to close whole households whilst refurbishments are completed.	The Trust has prioritised investment in its existing estate to mitigate reductions in occupancy from ageing buildings. A significant refurbishment programme will continue in 2024/25. In addition, the Trust is evaluating other opportunities to refresh its estate through acquisition, own-builds, and other means.	↔
Post-acquisition integration/ assimilation	Failure to deliver the anticipated benefits of the acquisition completed in 2024.	A comprehensive integration has been developed based on both pre-acquisition due diligence and post-acquisition discovery. This helps minimise the risk of unanticipated issues. Additional resourcing has been appointed to support the successful implementation of the integration plan.	New entry



Structure, Governance & Management

Legal Structure

The Trust is a charitable company limited by guarantee (registered company number 03073089) and is a registered charity (registered charity number 1048355) in England. The charitable objective of the Trust (as set out in its Articles of Association) is 'the relief of the aged, the infirm and the sick'. In furtherance of this objective, the Trust provides care to older people through care homes (including residential, nursing, intermediate, and day care services) as well as extra care housing.

The Trust is sponsored by two historic Orders which have a long tradition of offering care. These are the British Association of the Sovereign Military Order of St John of Jerusalem and of Malta (BASMOM) and The Priory of England and the Islands of the Most Venerable Order of the Hospital of St John of Jerusalem ('The Venerable Order').

A significant proportion of the Trust's operational activities is currently conducted through two joint ventures, the Oxfordshire Care Partnership (OCP) and the Gloucestershire Care Partnership (GCP), which were established in 2001 and 2005 respectively, following the outsourcing of the two local authorities' care homes. OSJCT has a 50% holding in both charitable companies, alongside its joint venture partner, bpha, a social housing association. The Boards of Trustees for both OCP and GCP comprise an equal number of Trustees from each of OSJCT and bpha. There is regular reporting on both joint ventures to the Board of OSJCT, enabling it to ensure the arrangements continue to best serve the Trust's charitable purposes.

On 1 February 2024, OSJCT combined with The Fremantle Trust. This was effected by way of acquisition making Fremantle a wholly owned subsidiary of the Trust with its own Board of Trustees. The Fremantle Trust has a wholly owned charitable subsidiary, Leonard Pulham Limited, which was also part of the combination.

Elmfield Care TopCo Limited and its subsidiary undertakings were acquired by the Trust on 27 March 2024. Elmfield will continue to be operated as a commercial subsidiary of the Trust, with any profits being gifted to OSJCT in furtherance of the group's charitable objectives.

Additionally, the Trust has a wholly owned subsidiary, Fosse Way Care Developments Ltd, which was incorporated in 2016 as a vehicle for future new home development. The company has not traded since incorporation.

We will reach a view on the optimum organisational structure for the Trust and its subsidiaries over the next 12 to 18 months.

Public Benefit Statement

As a Charity, the Trust regularly reviews its vision, objectives, and activities to ensure that it remains focused on its charitable purpose, namely, the relief of the aged, the infirm and the sick. The Board of Trustees has regard to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Trust's aims and objectives and in planning future activities. The Board believes that the provision of care homes and care services to older people delivers a valuable public benefit. The Trust's services are, by their nature, focused on older people, and with the addition of The Fremantle Trust to those with learning disability support needs. Beyond this, there are no restrictions on who can benefit from the services available based on sexuality, ethnicity, disability, religion or gender.

Trustee Board

Trustees are appointed based on the skills and experience they can bring to overseeing the activities of the Trust. The skills and backgrounds collectively represented on the Board should reflect the environment in which the charity operates as well as uphold its founding Christian values. New appointments are made on merit, taking account of the specific skills and experience, knowledge, personality, and approach needed to ensure a well-rounded Board. In terms of diversity, the objectives are to:

- consider aspects of diversity when reviewing the composition and balance of the Board;
- ensure that candidate lists for Trustee positions are compiled by drawing from as diverse a range of candidates as possible who possess suitable skills and qualities;
- aspire to increase Board diversity without setting specific targets or compromising on the calibre of Trustee.

Trustees are normally nominated either by BASMOM or the Venerable Order (although they need not be a member of either Order) and appointed by the Board. The President of BASMOM is entitled to nominate the Chair, although the appointment is subject to Board approval. There are also two co-opted positions available on the Board. There is no differentiation in powers of Trustees.

The Articles permit a maximum of 12 and minimum of five Trustees on the Board. At the end of March 2024, the Board comprised 12 Trustees.

During the year, Richard Fitzalan Howard and Millie Wentworth-Stanley stepped down from the Board, having made significant contributions to the Trust over an extensive period of time. Richard was succeeded by Mark Brenninkmeyer as Ex-Officio Trustee for a period of three years, as the nominee of the BASMOM President. Mark brings significant commercial experience to the Board. In addition, Hans Grefte was co-opted to the Board, bringing a wealth of IT expertise which was a priority area for recruitment given the transformation agenda of the Trust.

A skills audit completed during 2023 reaffirmed the need to prioritise Social Care, Marketing and Finance skills and experience when planning for retirements in 2024/25. Alongside these specific skills, other attributes such as an understanding of the role of a trustee, commitment, work ethos, an ability to relate to employees and sharing the Trust's values are viewed as equally important in prospective Board candidates.

Trustee Terms of Appointment

All Trustees (with the exception of the Ex-Officio Trustee) are appointed for terms not exceeding three years and are eligible for re-appointment for a maximum of three terms, save that, in exceptional circumstances, the Trustees may re-appoint for a fourth or subsequent term.

If it is agreed that a Trustee will serve for more than nine years, this decision is made on the basis of a rigorous review and considers the need for progressive refreshing of the Board. No current Trustees have served longer than nine years. However, it was agreed to extend Graham Hutton's final term for an additional year to November 2025 in order to provide continuity for the Finance Committee and to provide support as Deputy Chair.

Richard Milligan-Manby, James Kneller, and Anne de Bono were all reappointed during the year for a second term.

Specialist Trustee Roles

There are four county trustee roles and a specialist medical trustee position. The county trustees have a formal job description which encompasses developing and maintaining a close knowledge of the Trust's operations within their county, playing an ambassadorial role at local events, and familiarising themselves with the homes in this county and visiting them regularly. County trustees ensure that the Board is kept informed about relevant matters arising out of their work on behalf of the Trust in their counties. They are also specifically consulted on strategic matters within their counties. The medical trustee has specific responsibilities in terms of advising the Board on the medical aspects of the Trust's care provision and maintaining an open and constructive relationship with the Group Operations Director.

All Trustees regularly devote time to visit care homes and extra care facilities. These visits are invaluable in understanding the daily work of the Trust, in building relationships, and in gaining a feel for the culture and caring ethos of the Trust on a local level. The Board also benefited from further opportunities for contact and ensuring oversight through attendance at employee award services, garden competition judging, and virtual Town Hall meetings.

Board Composition as at 31 March 2024

Ex-Officio Trustee	BASMOM Trustees	Venerable Order Trustees	Medical Trustee	Co-opted Trustee
Mark Brenninkmeyer Ex-Officio Trustee Oxfordshire Trustee	**Mark Everall** Chair of the Board Chair of Nominations & Governance Committee	**Judy Wright** Wiltshire Trustee Nominations & Governance Committee Member Quality & Care Committee Member	**Anne de Bono** Medical Trustee Chair of Quality & Care Committee	**James Kneller** Chair of Remuneration & People Committee Nominations & Governance Committee Member
	Anton Borg Gloucestershire Trustee Quality & Care Committee Member	**James Macnamara** Finance Committee Member Remuneration & People Committee Member		**Hans Grefte** Quality & Care Committee Member
	Graham Hutton Deputy Chair of the Board Chair of Finance Committee Nominations & Governance Committee Member	**Richard Milligan-Manby** Lincolnshire Trustee Remuneration & People Committee Member Finance Committee Member		
	Jill Manthorpe Finance Committee Member Remuneration & People Committee Member Quality & Care Committee Member			
	Timothy Church Finance Committee Member			

The Board comprises twelve Trustees across five classes:

1. an Ex-Officio Trustee, being the current BASMOM President or their nominee
2. up to five further BASMOM Trustees who are nominated by BASMOM and appointed by the Trustees (there are currently five BASMOM Trustees)
3. up to three Venerable Order Trustees who are nominated by The Venerable Order and appointed by the Trustees (there are currently three Venerable Order Trustees)
4. one Medical Trustee appointed at the Trustees' discretion (there is currently one Medical Trustee)
5. one or more Co-opted Trustees appointed at the Trustees' discretion, provided there is a full number of BASMOM and Venerable Order Trustees (there are currently two Co-opted Trustees)

Trustee Biographies

Mark Everall

Appointed 7 July 2020

Mark was appointed Chair of the Board of Trustees in 2020. He was a circuit judge and Deputy High Court Judge at the Central Family Court. He was also a nominated judge of the Court of Protection. Before being appointed a judge, Mark qualified as a barrister and became a Queen's Counsel in 1994. He is a Bencher of the Inner Temple.

Anne de Bono

Appointed 7 November 2017

Anne joined the board of Trustees in 2017. She is a consultant in occupational medicine at the University Hospitals of Leicester, in a large NHS Occupational Health Service for healthcare employees and students across Leicestershire and Rutland. She was also a member of Council and Trustee of the Academy of Medical Royal Colleges until October 2023. From 2003 to 2016 she was chief medical officer for the BASMOM Lourdes pilgrimage.

Anton Borg

Appointed 12 July 2022

Anton joined the Board of Trustees in 2022. He has been a GP since September 1986, and has had roles in Obstetrics, Cardiology, Medicine and Dermatology. He is a member of The Sovereign Military and Hospitaller Order of St John of Jerusalem, of Rhodes and Malta (SMOM), and has been the pilgrimage doctor since 2000.

Mark Brenninkmeyer

Appointed 23 June 2023

Mark was nominated by the President of BASMOM as Ex-Officio Trustee in June 2023 and was also appointed as the Oxfordshire County Trustee. Mark has had a long career in retail, both in the UK and USA. He is a member of the Order of Malta and served as Hospitaller from 2012 to 2018.

Timothy Church

Appointed 19 September 2018

Tim joined the Board of Trustees in 2018. He was president of MIO Partners, Inc. the investment office of McKinsey & Co. Tim joined McKinsey in 1991, to start and head up the European investment activity for the firm, taking over the running of the global activity in 1997. Tim is the former Chairman of The HALO Trust and the Chairman of Aid to the Church in Need UK and on the Advisory boards of a number of investment related entities.

Richard Fitzalan Howard

Appointed 26 April 2005 and retired 23 June 2023

Richard joined the Board of Trustees in 2005 and stepped down in June 2023 following his retirement as the President of BASMOM in 2022. He is a senior advisor to Stonehage Fleming.

Hans Grefte

Appointed 27 September 2023

Hans joined the in 2023. He is the founder of iCasework ltd, a software provider to government agencies, charities, health providers and blue-chip companies across the UK, the US and Australia. As managing director of iCasework, he oversaw the successful implementation of hundreds of SAAS and cloud solutions before it was acquired in 2018. Prior to that, he worked for UK central government departments such as the Home Office, the Department of Transport, and the Ministry of Justice, in a variety of senior IT consultancy roles.

Graham Hutton

Appointed 11 November 2015

Graham became an OSJCT Trustee in 2015. He has many years of experience in the financial services industry, working for several prestigious investment banking houses before helping to found Hutton Collins in 2002. Graham was a Trustee of Aid to the Church in Need for 18 years and Chairman for 9 years until 2022. He was appointed as Chair of the Finance Committee in September 2019.

Jill Manthorpe

Appointed 18 March 2015 and retired 22 May 2024

Jill joined the Board of Trustees in 2015 and has a long-standing interest in older people's wellbeing. She is currently Professor of Social Work at King's College London and Director of the Health and Social Care Workforce Research Unit. She acts as an advisor to governments in the UK and internationally. She is a Trustee of the Centre for Policy on Ageing and of the FAROS Foundation and was a Non-Executive Director of three NHS Trusts.

Richard Milligan Manby

Appointed 23 September 2020

Richard became an OSJCT Trustee in 2020. He worked as a futures broker in London before returning to Lincolnshire in the early 1990s to become involved in the family farming business. In addition to this he became involved in a number of agricultural cooperatives where he served as a non-executive director, executive and non-executive chairman, a member of the finance, risk and audit committee, as well as a pension trustee. In 2007 he attended Cranfield University to study business management and served as a trustee for the Royal Agricultural Society of England Board till 2017.

James Kneller

Appointed 23 September 2020

James was appointed as an OSJCT Trustee in 2020. He has many years' experience as a Human Resources Director in a number of global organisations both in the UK and abroad including Santander and Commercial Bank of Qatar. James has sat as a non-executive Director in the UK, Middle East, and Turkey. James returned to the UK in 2014, founding his own consulting business. He has also served as a Trustee for a number of large UK Pension Funds. James chairs the Trust's Remuneration & People Committee.

James Macnamara

Appointed 6 November 2019

James is a chartered accountant and was formerly finance director of a series of companies in the service sector. In parallel, he has served as a local councillor and magistrate, on various bodies in the Oxford Diocese and as a trustee of a number of charities in the health, military, housing, and education sectors. His volunteer service in the reserve army led him to join St John Ambulance and then on to a number of roles in the Venerable Order, who nominated him as a Trustee of OSJCT in November 2019.

Millie Wentworth-Stanley

Appointed 27 April 2010 and retired 27 September 2023

Millie was appointed as a Trustee in 2010 and was Deputy Chair from 2015 until her retirement in 2023. Millie is a qualified solicitor and worked for a large City of London law firm before setting up her own niche law practice in 1998.

Judy Wright

Appointed 11 November 2015

Judy was appointed Trustee of OSJCT in 2015. She lives in London and has been involved on a voluntary basis with the work of the Venerable Order of St John for nearly 30 years. She has wide experience of marketing and advertising from her work with large multi-national companies and advertising agencies.



Tenure

0–3 Years	3–9 Years	9+ Years
Tenure at 31 March 2024		
Anton Borg Mark Brenninkmeyer Hans Grefte	Anne de Bono Timothy Church Mark Everall Graham Hutton James Kneller James Macnamara Richard Milligan-Manby Judy Wright	Jill Manthorpe
Tenure at 31 March 2023		
4	5	2

Trustee Induction and Training

All new Trustees receive a tailored induction programme to ensure understanding of the role of a Trustee under Charity Law and being a Director under Company Law. Induction provides an overview of the history of OSJCT, its structure, vision, and strategy. It includes meetings with the Chief Executive, the Chair, and members of the Executive team to discuss the Trust's strategic plan and to understand the risks and operating environment of the business. The programme involves visits to some of the Trust's homes to meet employees and residents.

New Trustees are provided with a mentor to help with induction and are issued with a Board Manual as a comprehensive reference guide to the Trust. Trustees undertake individual appraisal on an annual basis and training requirements form part of these discussions. Sector information and training is also provided on an ad hoc basis, most usually as a themed presentation from senior employees or external parties. The annual strategy conference provides another opportunity to share information.

Governance Structure

The Trustees, as the directors and charity trustees of the Trust, are collectively responsible for the affairs of the Trust. There is complete parity among Trustees with no distinction between Co-opted and Nominated Trustees.

The Board is clear that its primary role is strategic, rather than operational: the Board sets the strategic aims of the Trust and provides leadership and guidance to the Executive team to ensure that the necessary structures and resources are in place to achieve the agreed strategy. In determining the long-term strategy and objectives of the Trust, the Board is mindful of its wider duties to residents, employees, and other stakeholders. Decisions are made with reference to the Trust's values and founding Christian principles. There is a schedule of matters reserved for the Board and a clear demarcation between executive and non-executive roles. The Trustees delegate day-to-day executive control of the Trust to the Chief Executive and the Executive team.

The Executive team is responsible for running the charity in accordance with the direction set by the Board and powers delegated to it by Trustees. The Executive team is accountable to the Trustees for its performance. The Board typically meets formally six times per year and reviews operational and financial performances and monitors the delivery of strategy and achievement of business objectives. At the end of each meeting sufficient time is also allowed for the Chair to meet privately with the other Board members.

During the year there were six scheduled Board meetings. Due to business requirements, on occasion unscheduled Board meetings are required to be called at short notice and this may result in some Directors being unable to attend due to prior commitments. Directors who are unable to attend still have the opportunity to review the relevant Board papers and provide feedback. There were three such meetings during the year.

Attendance at Board Meetings 2023/24

Board Meeting Attendance Record	
Anne de Bono	8/9
Anton Borg	5/9
Mark Brenninkmeyer	8/8
Tim Church	9/9
Mark Everall	9/9
Richard Fitzalan Howard	0/1
Hans Grefte	5/6
Graham Hutton	8/9
James Kneller	7/9
James Macnamara	9/9
Jill Manthorpe	8/9
Richard Milligan-Manby	8/9
Millie Wentworth-Stanley	4/4
Judy Wright	8/9

Governance Review

A pattern of governance reviews has been established at two to three-year intervals. The last full externally facilitated review of board governance was conducted in 2022. It involved a comprehensive and objective evaluation of the Trust's overall governance structures and the effectiveness and performance of the Board and its Committees, taking into account the provisions of the UK Charity Governance Code (2020) and recognised board best practices. The exercise provided assurance that the Board and its Committees operate effectively and provided detailed recommendations to assist in the development of a roadmap for the sustained improvement and enhancement of the Trust's governance and the Board's and Committees' effectiveness and performance. All key recommendations have now been implemented. An interim, lighter-touch, review will take place during 2024/25.

Nominations & Governance Committee

The Committee is principally responsible for leading the process for selecting suitable candidates for consideration for appointment to the OSJCT Board and its Committees. It regularly reviews the structure, size and composition of the Board (including the skills, knowledge and experience of the Trustees) and makes recommendations to the Board.

The Committee's remit includes Governance matters such as Board evaluations and the receipt of ad hoc material updates on board/ governance Codes (e.g. Charity Governance Code) and related matters.

The Committee meets at least twice per annum and comprises between three and five members, all of whom must be OSJCT Trustees. The Chief Executive attends by invitation but is not a member of the Committee. The Chair and members of the Committee are appointed by the Board for terms of three years and include representatives from each Sponsoring Order. Following the retirements of Millie Wentworth-Stanley and Richard Fitzalan Howard, Graham Hutton and James Kneller were appointed as Committee members part way through the year.

During the year, the main focus of the Committee was planning for retirements in 2024/25 and consideration of Board and Committee reappointments.

Nominations & Governance Committee Meeting Attendance Record

Committee Members and Attendance	
Mark Everall	3/3
Richard Fitzalan Howard	1/1
Graham Hutton	2/2
James Kneller	2/2
Millie Wentworth-Stanley	1/1
Judy Wright	3/3

Finance Committee

The Finance Committee (formerly the Finance, Audit & Risk Committee) meets a minimum of three times per year and currently comprises four Trustees, three of whom have recent, relevant financial experience. The Chair, Chief Executive and the Chief Financial Officer attend by invitation but are not members of the Committee.

Appointments are decided by the Board and are for terms of three years and Trustees are eligible for re-appointment, subject to satisfactory performance and in line with the needs of the charity. There were no changes to the Committee nor re-appointments in the year.

The Committee is responsible for independently advising and informing the Board about matters of financial reporting and internal control. The Committee reviews the audited financial statements of the Trust and recommends them for approval to the Board. It reviews reports from external and internal auditors and monitors management actions to implement recommendations made in the audit reports. The Committee is responsible for determining the frequency and process of tendering for external audit services and considers their appointment, fees and independence.

Following the external governance review, the decision was taken to move oversight of risk to the main Board (excepting financial risk) and the Committee's name and terms of reference were amended accordingly.

Finance Committee Meeting Attendance Record

Committee Members and Attendance	
Timothy Church	6/7
Graham Hutton	7/7
James Macnamara	7/7
Jill Manthorpe	5/7

Remuneration & People Committee

As part of the recommendations from the external governance review, the Remuneration & People Committee was established in early 2023. It is responsible for considering and making recommendations to the Board in relation to the remuneration of the Executive and Chairman. Its purpose is also to review performance data and oversee the execution of the people aspects of the Trust's strategic plan. On an annual basis, the Committee considers and recommends to the Board the wider workforce pay strategy. The Committee meets at least twice per annum and otherwise as required. The Committee comprises at least three members and appointments to the Committee are made by the Board on the recommendation of the Nominations & Governance Committee, and for terms of three years. The Chair of the Committee has significant experience as an HR Director and Trustee of Pension Funds.

The Committee met three times during the year with its main focus being on the annual pay review for the Trust as well as the design and implementation of a discretionary Executive Performance Retention Plan to commence in 2024/25.

Remuneration & People Committee Meeting Attendance Record

Committee Members and Attendance	
James Kneller	3/3
James Macnamara	3/3
Jill Manthorpe	3/3
Richard Milligan-Manby	3/3

Quality & Care Committee

A new Quality & Care Committee was established in 2023. The Committee is responsible for the oversight of care quality compliance and delivery. Similar to other Committees, it comprises at least three members, all of whom are Trustees and appointments are made by the Board on the recommendation of the Nominations & Governance Committee. The membership of the Committee was approved in May 2023 with the first meeting of the Committee taking place in October 2023.

Quality & Care Committee Meeting Attendance Record

Committee Members and Attendance	
Anne de Bono	1/1
Anton Borg	1/1
Jill Manthorpe	1/1
Judy Wright	0/1

Compliance with Charity Governance Code

The Board notes its support of the Charity Governance Code, including the requirements for larger, more complex charities. Whilst the Trust is largely compliant with the code, there are a small number of recommended practices where Trust practice diverges. These are unchanged on previous years.

Trustee Remuneration

Only the Chair of the Board is remunerated, and details of the Chair's remuneration are set out in note 7 to the accounts. Trustees are entitled to be reimbursed for reasonable travel and subsistence costs and the Trust arranges indemnity insurance cover on behalf of the Board. Four Trustees claimed a total of £1,999 in expenses during the year.

Conflicts of Interest

Trustees are aware of the legal duty to act in the best interests of OSJCT and to abide by the Trust's Conflicts of Interest policy. In practice this means that any Trustee who has a conflict of interest in relation to any matter discussed by the Board must declare that interest at the start of the meeting, withdraw from discussions and not participate in voting. There is opportunity at the start of each meeting to declare any interests. In addition, the Trust records Trustees' interests in its register of interests based on the annual written declarations made by Trustees and as updated during the course of the year.

Statement of Adherence to the Fundraising Regulator Code

The Trust seeks to comply fully with all regulation and relevant codes of practice. Fundraising is not a material income stream for the Trust and therefore it is not required to report under section 162A of the Charities Act 2011. The Trust typically raises funds through local events for the benefit of the local home and via the acceptance of donations and legacies. OSJCT does not engage third party professional fundraisers and is not aware of any complaints being made about the Trust's fundraising activities. All employees strive to protect the rights and promote the interests of our residents. It is the policy of the Trust that under no circumstances should any employee offer advice or act as a witness to the Will of a resident.

Disclosure of Information to Auditors

Each of the persons who are Trustees at the time when this report is approved has confirmed that:

So far as the Trustee is aware, there is no relevant audit information of which the Charitable Company and the Group's auditors are unaware, and the Trustee has taken all the steps that ought to have been taken as a Director in order to be aware of any relevant audit information and to establish that the Charitable Company and the Group's auditors are aware of that information.



Trustees' Responsibilities Statement

The Trustees (who are also directors for the purposes of Company Law) are responsible for preparing the Trustees' Report (including Strategic Report) and the financial statements in accordance with applicable laws and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom. Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

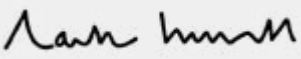
In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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.

Financial statements are published on the charitable company's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charitable company's website is the responsibility of the Trustees. The Trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

The Trustees' report, including the Strategic Report, was approved and signed by the Trustees on 30 January 2025.



Mark Everall
Chair

Independent Auditor's Report to members of The Orders of St John Care Trust

Opinion on the Financial Statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 March 2024 and of the Group's incoming resources and application of resources 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.

We have audited the financial statements of The Orders of St John Care Trust ("the Parent Charitable Company") and its subsidiaries ("the Group") for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities (Incorporating an Income and Expenditure Account), the Consolidated and Parent Charitable Company Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remain independent of the Group and the Parent Charitable Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions Related 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 Group and the Parent 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 matter

The financial statements of the Group for the year ended 31 March 2024 represent the first time that consolidated financial statements have been prepared following the acquisition of new subsidiaries in the year. The implications of this are explained in the Basis of Accounting for Joint Ventures and Basis of Consolidation in note 1 and further information is disclosed in Note 10. The amounts presented in these financial statements as comparative information for the Group do not therefore appear in a publicly available, audited set of financial statements for the Parent Charitable Company.

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 auditor's report 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. 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.

Other Companies Act 2006 Reporting

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

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

In the light of the knowledge and understanding of the Group and the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or 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 by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charitable Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

We have been appointed as auditor under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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

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:

Non-compliance with laws and regulations

Based on:

- Our understanding of the Group and Parent Charitable Company and the sector in which it operates;
- discussion with management and those charged with governance including the Finance, Audit and Risk Committee; and
- obtaining and understanding of the Group's and Parent Charitable Company'spolicies and procedures regarding compliance with laws and regulations;
- We considered the significant laws and regulations to be Companies Act 2006, Charities Act 2011, UK Generally Accepted Accounting Practice, Charities SORP and tax legislation.

The Group ans Parent Charitable Companyare also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be health and safety, employment law and data protection.

Our procedures in respect of the above included:

- Review of minutes of meeting of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of the major incident log;
- Review of correspondence with regulatory and tax authorities for any instances of non-compliance with laws and regulations;
- Review of financial statement disclosures and agreeing to supporting documentation.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiry with management and those charged with governance regarding any known or suspected instances of fraud;
- Obtaining an understanding of the Group and Parent Charitable Company's policies and procedures relating to:
  - detecting and responding to the risks of fraud; and
  - internal controls established to mitigate risks related to fraud.
- Review of minutes of meeting of those charged with governance for any known or suspected instances of fraud;
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Based on our risk assessment, we considered the areas most susceptible to fraud to be posting of inappropriate journal entries to manipulate financial results and management bias in accounting estimates.

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation; and
- assessing significant estimates and judgements made by management for bias, including the defined benefit pension scheme, bad debt provision, fair value of assets and liabilities on acquisition of subsidiaries, dilapidations and impairment.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members including component engagement teams and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: 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.

DocuSigned by:
Kyla Bellingall
A11A16013DD84AC...

Kyla Bellingall
Senior Statutory Auditor
Date: 31 January 2025

For and on behalf of BDO LLP, statutory auditor
Birmingham, UK

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).



Consolidated Statement of Financial Activities

(Incorporating an Income and Expenditure Account) For the Year ended 31 March 2024

	Note	2024 Unrestricted Funds £'000	2024 Restricted Funds £'000	2024 Total Funds £'000	2023 Unrestricted Funds £'000	2023 Restricted Funds £'000	2023 Total Funds £'000
Income from:							
Donations and legacies	2	381	657	1,038	818	3	821
Charitable activities	2	163,578	-	163,578	143,729	55	143,784
Investments	5	790	-	790	212	-	212
Other incoming resources	2	-	-	-	1,730	292	2,022
Share of net income in Joint Venture	10	176	-	176	62	-	62
Exceptional donation - net assets of acquired charity	24	3,440	93	3,533	-	-	-
Total income		**168,365**	**750**	**169,115**	**146,551**	**350**	**146,901**
Expenditure on:							
Charitable activities	3	166,185	713	166,898	150,726	333	151,059
Total expenditure		**166,185**	**713**	**166,898**	**150,726**	**333**	**151,059**
Net income/(expenditure) for the year		**2,180**	**37**	**2,217**	**(4,175)**	**17**	**(4,158)**
Transfers between funds	19	-	-	-	25	(25)	-
Other recognised (losses)/gains. Actuarial (losses)/gains on defined benefit pension schemes	22	(94)	-	(94)	442	-	442
Net movement in funds for the year		**2,086**	**37**	**2,123**	**(3,708)**	**(8)**	**(3,716)**
Reconciliation of funds							
Total funds brought forward		51,371	92	51,463	55,079	100	55,179
Total funds carried forward		**53,457**	**129**	**53,586**	**51,371**	**92**	**51,463**

Note: All operations are continuing. All recognised gains and losses are included in this statement.
The notes on pages (60-102) form an integral part of these financial statements.

Balance Sheet

Consolidated & Parent Charitable Company Balance Sheet As at March 2024

		Group		Charity	
	Note	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Fixed assets					
Intangible assets	9	10,979	38	26	38
Tangible assets	9	53,810	46,296	46,983	46,296
Programme related investment	10	2,004	1,828	-	-
Fixed asset investments	11	-	-	9,985	-
		66,793	**48,162**	**56,994**	**46,334**
Current assets					
Stock	12	-	249	-	249
Land held for sale	13	1,316	1,310	1,316	1,310
Debtors: due within one year	14	16,066	10,812	14,396	10,812
Cash at bank and in hand	15	15,753	12,140	14,597	12,140
		33, 135	**24,511**	**30,309**	**24,511**
Current liabilities					
Creditors: amounts falling due within one year	16	(30,533)	(20,956)	(23,602)	(20,956)
Net current assets		**2,602**	**3,555**	**6,707**	**3,555**
Total assets less current liabilities		**69,395**	**51,717**	**63,701**	**49,889**
Creditors: amounts falling due after one year	17	(15,802)	(254)	(15,121)	(254)
Deferred tax liabilities	18	(7)	-	-	-
Net assets excluding pension deficit		**53,586**	**51,463**	**48,580**	**49,635**
Defined benefit pension scheme deficit	22	-	-	-	-
Net assets including pension deficit		**53,586**	**51,463**	**48,580**	**49,635**
Funds					
Restricted funds	19	129	92	36	92
Unrestricted funds: other reserves	19	53,457	51,371	48,544	49,543
Unrestricted funds: pension reserve	19	-	-	-	-
Total funds	19	**53,586**	**51,463**	**48,580**	**49,635**

Note: The notes on pages (60–102) form an integral part of these financial statements.

Approved by the Trustees on 30 January 2025 and signed on their behalf by:



Mark Everall
Trustee
Registered Company number: 3073089
The Orders of St John Care Trust

Cash Flow Statement

Consolidated Cash flow Statement for the Year Ended 31 March 2024

a) Statement of cash flows

	Note	2024 £'000	2023 £'000
Net cash provided by operating activities		**6,440**	**3,963**
Cash inflows/(outflows) from investing activities:			
Interest received	5	552	212
Purchase of property plant and equipment		(7,431)	(5,882)
Consideration for business combinations net of cash acquired		(8,528)	-
Elmfield Shareholder Loan repayment post acquisition		(2,008)	-
Net cash (used in) investing activities		**(17,415)**	**(5,670)**
Cash inflows/(outflows) from financing activities:			
Repayment of borrowing		(183)	(171)
Loan issue costs		-	(315)
New Bank Loan		15,000	-
Interest paid		(229)	(235)
Net cash from/ (used in) financing activities		**14,588**	**(721)**
Change in cash and cash equivalents		3,613	(2,428)
Cash and cash equivalents at the beginning of the period		12,140	14,568
Cash and cash equivalents at the end of the period	15	**15,753**	**12,140**

Note: The notes on pages (60-102) form an integral part of these financial statements.

As at 31 March 2024, amounts totalling £1,070,041 were being held on behalf of residents of the charity's care homes (31 March 2023: £324,951). Of this total £745,888 sat within The Fremantle Trust and £324,153 within OSJCT. These funds belong to individual residents and are therefore excluded from the cash disclosed within the trust balance sheet. In addition at 31 March 2024 amounts totalling £519,394, were held within the homes' amenity accounts (31 March 2023: £568,013). The homes amenity funds are excluded from the cash disclosed within the trust balance sheet. At 31st March 2024, The Fremantle Trust held £59k in relation to funds held by each homes for the benefit of the people who live there and is spent in accordance with their wishes.

b) Reconciliation of net (expenditure)/income to net cash provided by operating activities

	2024 £'000	2023 £'000
Net cash provided by operating activities		
Net income/(expenditure)	2,217	(4,158)
Depreciation, amortisation and movement in provision for impairment	6,358	5,264
Loss on disposal of fixed assets	167	588
Amortisation of loan issue costs	63	99
Pension costs less contributions	108	195
Decrease/(increase) in stock	249	(172)
Increase in land held for sale	(6)	(13)
(Increase)/decrease in debtors	(749)	1,575
Increase in creditors	2,276	624
Interest receivable	(790)	(212)
Interest payable	256	235
Share of net income in Joint Venture	(176)	(62)
Fair value of acquired net assets	(3,533)	0
Net cash provided by operating activities	**6,440**	**3,963**

c) Analysis of changes in net debt

	At 1 April 2023 £'000	Cash flow £'000	From acquisitions £'000	Other non-cash changes £'000	At 31 March 2024 £'000
Cash & cash equivalents					
Cash and deposits	12,140	2,299	1,314	-	15,753
Borrowings					
Bank loans within one year	(119)	(183)	-	170	(132)
Bank loans after more than one year	(254)	(15,000)	-	133	(15,121)
Other loans after more than one year	-	-	(681)	-	(681)
Elmfield shareholder loan	-	2,008	(2,008)	-	-
	(373)	(17,191)	(2,689)	303	(15,934)
Total	**11,767**	**14,892**	**(1,375)**	**303**	**(181)**

Note: The notes on pages (60-102) form an integral part of these financial statements.

d) Reconciliation of cash flow from increase in creditors to the movement in current liabilities

	2024 £'000	2023 £'000
Increase in creditors (cash flow statement – note b)	2,276	624
Movements in non-operating balances in the year:		
Capital creditors	(254)	(533)
Acquired creditors due within one year	9,417	-
Elmfield Shareholder Loan	(2,008)	-
Deferred consideration	143	-
Increase in current liabilities	**9,577**	**91**

e) Reconciliation of cashflow from purchase of property, plant and equipment to fixed asset additions

	2024 £'000	2023 £'000
Purchase of property, plant and equipment (cash flow statement – note a)	7,431	5,882
Movements in non-operating balances in the year:		
Capital creditors	(254)	(533)
Goodwill on Acquisition	10,952	-
Value of Acquired assets	6,850	-
Fixed asset additions (note 9)	**24,979**	**5,349**

Note: The notes on pages (60-102) form an integral part of these financial statements.

Notes to the Financial Statements

For the year ended 31 March 2024

1. Accounting Policies

Legal Status

The Orders of St John Care Trust is a charitable company limited by guarantee (registered company number 03073089) and is a registered charity (registered charity number 1048355) in England. The registered office is Eyre Court, Whisby Way, Lincoln, LN6 3LQ.

Basis of Preparation of the Financial Statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) (second edition – October 2019) 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, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 January 2022) and the Companies Act 2006. The charity is a public benefit entity. The Financial Statements have been prepared on the historical cost basis. The principal accounting policies adopted in the preparation of the accounts are set out below and remain unchanged from previous year.

All amounts are shown in pounds sterling.

The Trust has applied the exemption conferred by section 408 of the Companies Act 2006 in not preparing a separate income and expenditure account. The net expenditure for the Trust for the year to 31 March 2024 was £961k (2023: £4,220k).

Basis of Accounting for Joint Venture

The Trust has a 50% investment in two Joint Venture vehicles, the Oxfordshire Care Partnership (OCP) and the Gloucestershire Care Partnership (GCP). In accordance with FRS 102, the investments have been accounted for at historic cost. The care service and management fee income from OCP and GCP are included in the Trust's total income. Any amounts owing to or from OCP and GCP are shown under the respective balance sheet heading of the Trust. This year, due to the Trust preparing consolidated financial statements for the first time, both Joint Ventures have been included using the equity method. The share of income from each venture is shown within the Statement of Financial Activities, and the total Trust investment in these is shown as Programme Related Investment within the Balance Sheet.

Basis of Consolidation

The trust wholly owns Fosse Way Care Developments Ltd, which remained dormant throughout the current year. During the year the trust also acquired two wholly owned subsidiaries with a further four entities across these sub groups, which have led the financial statements to be prepared on a consolidated basis as the inclusion of these two groups of companies is material for the purpose of giving a true and fair view in the context of the group.

For the year ended 31st March 2024, OSJCT has prepared it's accounts on a consolidated basis for the first time, following the acquisitions of both The Fremantle Trust, Leonard Pulham Ltd and The Elmfield Care Group. The basis for consolidation in the first year reflects the financial activities of all wholly owned subsidiaries for the number of months post-acquisition on a line by line basis. As The Elmfield Care Group was not acquired until 27th March 2024, no profit or loss has been reflected in the Consolidated Statement of Financial Activities due to the financial activity between the date of acquisition and the year end being immaterial to the Group. For both The Fremantle Trust and Leonard Pulham Ltd, two months of financial activities have been consolidated. All wholly owned subsidiaries balance sheets have been consolidated as at 31st March 2024. The fair value of the net assets acquired in The Fremantle Trust and Leonard Pulham Ltd have been recognised on the face the Consolidated Statement of Financial Activities, and the value of the Goodwill on the investment in the Elmfield Care Group has been shown within Intangible Assets on the Consolidated Balance Sheet. All intercompany transactions between all members of the OSJCT Group have been eliminated from the Financial Statements.

Funds

Unrestricted funds: General funds are available for use at the discretion of the trustees in furtherance of the objectives of the Trust and which have not been designated for other purposes.

Restricted funds: Restricted funds are those which are used in accordance with specific restrictions of the donors or which have been raised by the Trust for particular purposes. The purpose for which restricted funds are held is analysed in the notes to the accounts.

Going Concern

OSJCT uses a 10 year financial plan which, in conjunction with a three year forecast has formed the basis of review for trading performance. Consideration has been given to external market forces and the impact they have on our turnover, operating costs, and cash flow. As part of the review process, the Board has reviewed sensitivity analysis that considers care fee inflation, occupancy, pay rates, and recruitment challenges. This model has been rigorously stress tested for occupancy changes and the use of agency employees given the challenges in the UK labour market.

A further review has been undertaken of the OSJCT Group and its individual subsidiaries, utilising the same stress tests and methodology as OSJCT. The Group review indicates liabilities will be met until the end of the review period. In the review of the Group position, full consideration has been given to the level of financial support that may need to be given to the Fremantle Trust for the next 12 – 18 months. At a Group and individual entity level, OSJCT is not detrimentally impacted by any support which may need to be given. Elmfield Care and its associated subsidiaries are cash generating entities which are self-sufficient in their own right.

Based on the assessment of the forecast and the sensitivity analysis the Board remains confident that the Trust and Group will be able to meet their liabilities at least until the end of the review period in March 2027.

The Trustees, therefore, consider it appropriate for the accounts to be prepared on a going concern basis and that no material uncertainty exists.

Capitalisation and use of Fixed Assets

Expenditure incurred on assets to be held on a continuing basis in the Trust's activities is capitalised where appropriate and depreciated. Subsequent expenditure to properties is capitalised where it results in increased quality, reduces operating costs or significantly extends the useful economic life of the asset, and is more than £500.

Freehold land is held at cost and is not depreciated. Assets under construction are not depreciated until put into use. An annual review is undertaken to determine any impairment in the net book value of property assets. Impairment losses are recognised in the Statement of Financial Activities as expenditure. Depreciation is provided on all other tangible and intangible assets to write off the cost less estimated residual value on a straightline basis over the useful economic lives of the assets concerned. The following rates apply:

Intangible Assets:	
Software and licences	4 years
Tangible Assets:	
Furniture and equipment	OSJCT: 10, 5 or 4 years or remainder of lease, if shorter
Leasehold property	OSJCT: 10 to 40 years
Improvements to leasehold property	10 years or remainder of lease, if shorter
Freehold properties	7 to 40 years
Improvements to freehold property	10 years or over life of building

Income

Income is shown within six categories in the Statement of Financial Activities:

- Income from charitable activities
- Income from donations and legacies
- Income from investments
- Other incoming resources
- Share of Net Income from Joint Venture
- Exceptional donation - net assets of acquired charity

All income is recognised once the Trust has entitlement to the income, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount of income receivable can be measured reliably. Income from donations includes gifts, legacies and grants. Income from investments is recorded in the period in which it is earned.

Income from Charitable Activities

Income from charitable activities is accounted for in accordance with local authority or residents' personal contracts and recognised over the period in which services are provided. It includes direct collections from the local housing contributions including housing benefit collected directly from the local authority, together with personal contributions from residents. Income received in advance from Local Authorities where the services have not yet been provided is deferred until such services have been provided and entitlement to the income has arisen. Property income includes rent and service charge income and is recognised over the period to which it relates.

Donations and Legacies

The criteria for recognising donations and gifts are usually met when the cash is received. Donations in kind, are recognised at their value to the Trust when received and an equivalent amount is included in the appropriate expenditure line. Where the use of the income has been restricted in accordance with the donor's wishes, gift income is credited to an appropriate fund until it can be spent for the purpose for which it was given.

Legacies are accounted for on a receivable basis. Where there are uncertainties surrounding the measurement of the Trust's entitlement to an estate, no income is recognised.

Grants

Grants are accounted for on a receivable basis when the Trust has probable and measurable entitlement to the income (i.e. the conditions for its award have been satisfied).

Share of Net Income from Joint Venture

The Joint Ventures have been included in the consolidated financial statements using the equity accounting method. The share of net income from Joint Venture recognises the OSJCT group share of income, of 50%, from The Oxfordshire Care Partnership in the year. No share of net income is recognised from The Gloucestershire Care Partnership due to the Joint Venture running at a loss, with any income in any given year to be offset against the accumulated loss instead of recognised in the Consolidated Statement of Financial Activities.

Exceptional donation - net assets of acquired charity

The fair value of acquired net assets reflects the fair value of The Fremantle Trust and Leonard Pulham Limited balance sheets as at the date of acquisition. This is split between the fair value of the restricted funds in both entities and the unrestricted remaining element. As no consideration was paid on acquisition the total of the fair value of net assets is recognised as a 'gift', within the Consolidated Statement of Financial Activities in accordance with the Charities SORP.



Expenditure Recognition

Expenditure is recognised on an accruals basis, once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of obligation can be measured reliably. Irrecoverable VAT is included in the expense item to which it relates.

Financial Instruments

The Trust only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value except for bank loans which are subsequently measured at amortised cost using the effective interest method.

Leasing

Rentals paid under operating leases are charged to income and expenditure on a straight-line basis over the lease term. The Trust does not hold any finance leases, which give rights approximating ownership.

Property and Land Held for Sale

Property and land held for sale is included in the balance sheet at the lower of cost and net realisable value. Cost consists of direct cost excluding interest

Pension Costs

The Orders of St John Care Trust
OSJCT is an admitted member of a sub-fund of a Local Government Pension Scheme (LGPS) operated by Wiltshire County Council and of a sub-fund of a LGPS operated by Gloucestershire County Council, which are both defined benefit schemes.

Defined benefit pension scheme surpluses (to the extent they are recoverable) or deficits are recognised in full on the balance sheet. The movement in the surplus or deficit arising from employees' service in the year is charged to resources expended. The expected return on the schemes' assets and the interest during the year on the present value of the scheme liabilities arising from the passage of time are recognised in otherfinance costs. Actuarial gains and losses are recognised as a movement in funds. Scheme assets are measured at fair value. Scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted at appropriate high quality corporate bond rates. The current service cost and costs from settlements and curtailments are charged against operating surplus. Past service costs are spread over the remaining service lives of the active members of the schemes.

OSJCT also operates several defined contribution pension schemes. The contributions in respect of these schemes are charged to the Statement of Financial Activities in the period to which they relate.

The Fremantle Trust
The Fremantle Trust's employees have been eligible to join the Fremantle Trust Group Personal Pension Plan, managed by Equitable Life, which is a defined contribution scheme from 1 October 1998. Contributions are charged to the SOFA in the working period to which they relate. This scheme was closed to new admissions from 30 November 2000.

Elmfield Care Group
Elmfield Care Limited and Elmfield Care 1 Limited operate a defined contribution pension schemes. The contributions in respect of these schemes are charged to the Consolidated Statement of Financial Activities in the period to which they relate.

Taxation

The Trust is a registered charity and income for its charitable activities is therefore exempt from corporation tax under Section 505 of the Taxes Act 1988. Where a tax charge is incurred, a charge is included in other expenditure in the year to which it relates.

Cash and Cash Equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within borrowings in current liabilities. Resident deposits and the homes' amenity funds are held in ring-fenced bank accounts and are excluded from the balance sheet.

Significant Accounting Estimates and Judgements

In determining the carrying amounts of certain assets and liabilities, the Trust makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The Trust's estimates and assumptions are based on historical experience and expectation of future events and are reviewed periodically.

(i) Pensions
Actuarial assumptions are made in valuing future defined benefit pension obligations as set out in note 22.

(ii) Provisions
A provision for bad debts has been included, calculated based on historic experience and the likelihood of collection of those debts, as set out in note 14

(iii) Impairments
A provision for impairments has been included and calculated based on the estimated, projected performance of the homes, discounted at a rate of 5%.

(iv) Dilapidations
No dilapidations provision has been made in the group accounts, based on judgement by management that it is probable that the buildings will be used for alternative activities, as well as not being able to reliably estimate any liability arising now given the levels of investment being made each year to keep the properties at a high standard of repair.

(v) Fair value at acquisition
This year the Trust has also made significant estimated and judgements in relation to the consolidation at fair value of the two wholly owned subsidiaries. The Fremantle Trust and Leonard Pulham Limited had their properties valued as part of the fair value assessment. There were also several adjustments made in respect of fair valuing these entities. It was also determined through a judgemental piece of work completed by management that the leases in both The Fremantle Trust Group and Elmfield Care should be considered to be operating leases instead of finance leases due to the economic life of the properties being considered to be longer than the lease terms as the properties will likely continue to be used as care homes beyond the end of the lease term.

2. Income

Income from Charitable Activities

	2024 £'000	2023 £'000
Care income	162,855	142,981
Property income	723	803
Total	**163,578**	**143,784**

Care Income

The OSJCT Group has both block and spot placement contracts with Local Authorities and direct individual contracts with those residents whose financial resources exceed the level for financial assistance. In Wiltshire and Lincolnshire, day care and other forms of care services are provided under contract from the respective Local Authority or with private individuals. In Oxfordshire and Gloucestershire all Local Authority contracts are through the partnership agreements, The Oxfordshire Care Partnership and The Gloucestershire Care Partnership and direct individuals' contracts are direct contracts as in all the regions. The Fremantle Trust has both block and spot placement contracts with Buckinghamshire County Council and direct individual contracts.

Property Income

Property income comprises of rental income.

Donations and Grants

	2024 £'000	2023 £'000
Grants received	681	51
Donations and legacies received	357	770
Total	**1,038**	**821**
Restricted grants & donations		
Ferrers Innovation Award	-	1
Vivaldi Antibody Study	-	1
Whitefriars Utilities Donation	-	1
Workforce Discharge Fund	70	-
Digital Support Grant	443	-
GCC Support Funds	124	-
MK sustainability fund	20	-
Total restricted grants & donations	**657**	**3**
Unrestricted grants & donations	**381**	**818**
Total grants & donations income	**1,038**	**821**

Donations to the trust included training income from the charity, Skills for Care, for £116,150 (2023: £59,800) and donated PPE provided through the Government portal to the value of £78,758 (2023: £680,919). All donations are included within our unrestricted funds.

The Trust benefits greatly from the involvement and enthusiastic support of its many volunteers. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

Other Incoming Resources

	2024 £'000	2023 £'000
COVID-19 support received	-	292
Financial support received	-	1,730
Total	**-**	**2,022**

During the 23/24 financial year, the Trust did not receive any further funding as part of the Government's COVID-19 support measures (2023: £291,292).

The COVID-19 support funding in prior year related to funding by the Government to support the Trust during the pandemic for sustainability, infection control, rapid testing and vaccination programmes.

During the 22/23 financial year four homes in the Gloucestershire region were closed during the second half of the year. Financial support was received from Gloucestershire County Council for the project management costs, professional fees, staff retention bonuses, agency staff, redundancy and equipment removal costs.

3. Charitable Activities

	Note	2024 £'000	2023 £'000
Payroll Costs	6	117,401	110,243
Premises Costs		22,482	18,646
Office & Administration		10,748	9,290
Catering costs		6,194	5,056
Health and hygiene costs		3,034	3,019
Other employees' costs		2,947	2,457
Travel & subsistence		684	523
Care Activity		317	242
Interest payable and other finance costs	5	319	334
Impairment of assets		856	(4)
Governance costs	7	315	141
Exceptional items		1,601	1,112
Total Charitable Expenditure		**166,898**	**151,059**

Exceptional items include abortive costs, re-structuring costs and the costs associated with the acquisition of The Fremantle Trust and Elmfield Care Group during the year.

4. Net Income for the year

Net income is arrived at after charging the following:

	2024 £'000	2023 £'000
Depreciation, amortisation and movement in provision for impairment	6,358	5,264
Fees payable to the Trust's auditor:		
Audit of the group financial statements	167	120
Audit of subsidiary financial statement	127	-
Taxation and Other Services	201	27
Operating lease payments: Plant & Machinery	155	188
Operating lease payments: Vehicles	11	23
Operating lease payments: Land & Buildings	5,544	5,187



5. Investment Income & Finance Costs

The interest payable on the bank loan represents accrued interest on a bank loan taken out to purchase the freeholds of seven Lincolnshire homes and on the revolving credit facility taken out during the 2018 year.

	2024 £'000	2023 £'000
Interest from short term bank deposits	552	178
Pension finance income	238	34
Investment Income	**790**	**212**
Interest payable on bank loan	227	212
Interest payable on overdraft	29	23
Other finance charges	63	99
Interest payable	**319**	**334**
Net interest income/(cost)	**471**	**(122)**

6. Payroll Costs

Payroll costs for the period were as follows:

	Note	2024 £'000	2023 £'000
Wages & Salaries		106,389	100,743
Social security costs		8,485	7,165
Other pension costs		2,527	2,335
Total employees costs	3	**117,401**	**110,243**

Redundancy costs of £292,951 (2022/23: £596,227) were paid during the year in accordance with the Trust's redundancy policy. Of this £132,095 related to The Fremantle Trusts termination costs. The OSJCT Group pays exit costs when employment ends but provides for exit costs at the point when there is sufficiently detailed information to do so. £92,621 was outstanding at the year end (2022/23: £nil) which wholly related to The Fremantle Trust.

Included in wages and salaries is £6,377,110 (2022/23: £16,406,682) of costs incurred from agency staffing arrangements.

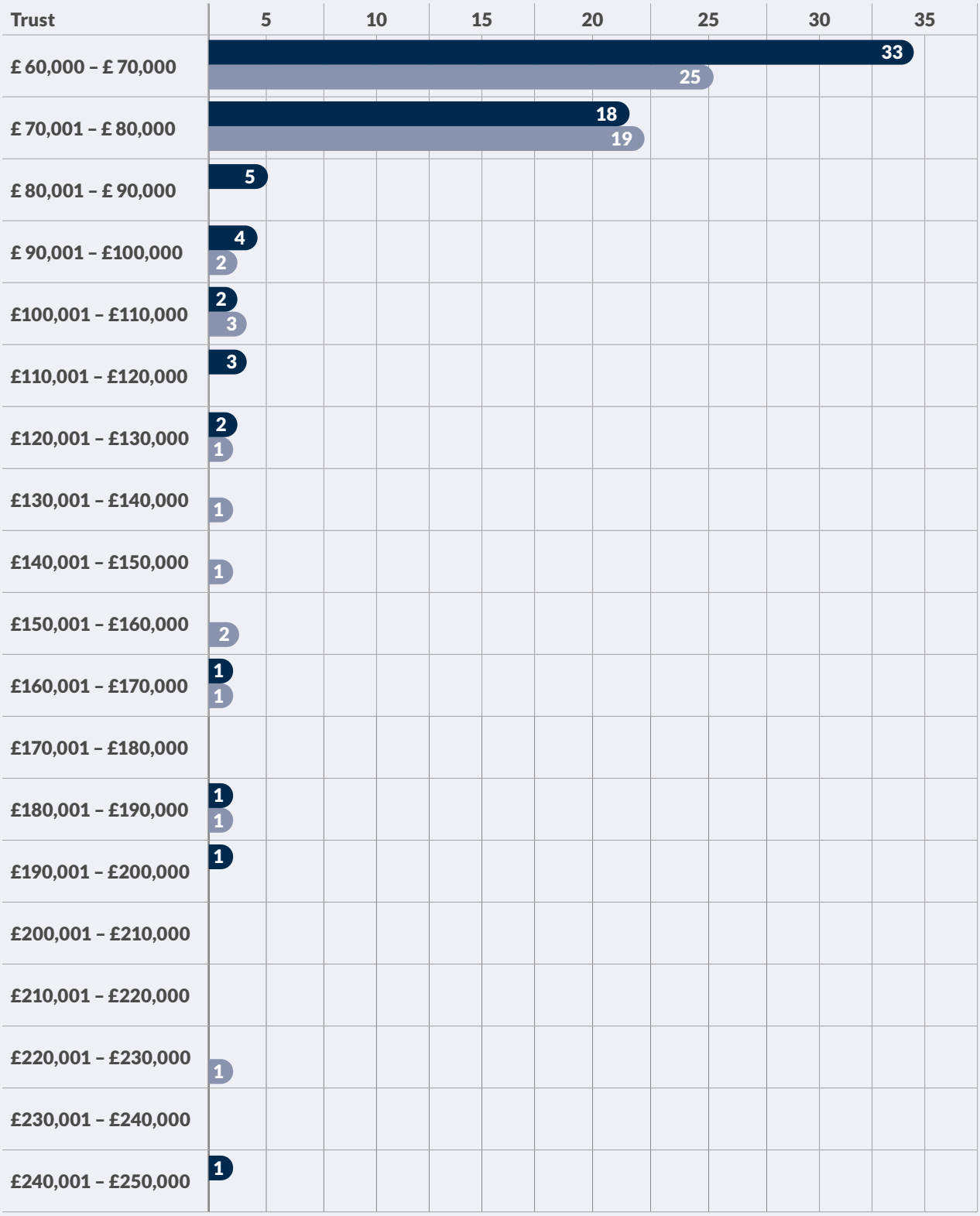
Key Management Personnel

The key management personnel for the group comprise the members of the Chief Executive's Committee listed on page 103. The aggregated emoluments for the Chief Executive's Committee were £924,615 (2023: £1,079,318).

Employees Numbers

The average number of contracted full time equivalent employees (excluding bank staff) employed by the Group was 3,307 (2022/23 3,106), of which 142 were Fremantle employees. The average number of employees headcount (full time and part time excluding bank staff) employed by the Group was 4,002 (2022/23 3,823), of which 227 were Fremantle employees. As of year-end the Group had access to a bank of 1,073 employees on zero hour contracts (2023: 578 employees), of which 356 were Fremantle staff and 29 were Elmfield staff.

Remuneration more than £60,000 per annum, was in the following annual equivalent bands:



2024

2023

Emoluments for this purpose include gross salary, benefits in kind but exclude pension contributions. 71 of the employees above are accruing retirement benefits (2023: 57) all of which were OSJCT employees. Money purchase contributions in the period in respect of these employees amounted to £213,461 (2023: £220,108).

7. Governance Costs

	2024 £'000	2023 £'000
Trust meetings and expenses	2	2
External audit	294	120
Remuneration of Chair	19	19
Total governance costs	**315**	**141**

Following approval from the Charty Commission on 28 November 2005, the Trust's Articles of Association were amended to provide authorisation for the remuneration of the Chair.

Remuneration of £18,716 has been paid to Mr Mark Everall, as Chairman in the 2023/24 year (2022/23: £19,103). No other Trustees were paid any remuneration.

Trustees' travel expenses of £1,999 have been reimbursed (2022/23: £1,493). Four Trustees have had their expenses reimbursed during the period (2022/23: three).

8. Taxation

The Trust is a registered charity and income for its charitable activities is therefore exempt from corporation tax under section 505 of the Taxes Act 1988.

Corporation tax charges may apply within the group to the extent subsidiary trading company profits are not donated under gift aid to the Charity.

9. Fixed Assets

Group

Intangible Assets	Software and Licences £'000	Goodwill on Acquisition of subsidiary (note 25) £'000	Total £'000
Cost			
At 31 March 2023	2,036	-	2,036
Additions	3	10,952	10,955
Disposals	(62)	-	(62)
At 31 March 2024	**1,977**	**10,952**	**12,929**
Depreciation			
At 31 March 2023	1,998	-	1,998
Amortisation Charge	14	-	14
Disposals	(62)	-	(62)
At 31 March 2024	**1,950**	**-**	**1,950**
Net Book Value			
At March 2023	38	-	38
At March 2024	**27**	**10,952**	**10,979**



Tangible Assets	Freehold Land & Buildings £'000	Assets in Course of Construction £'000	Leasehold Property £'000	Furniture & Equipment £'000	Vehicles £'000	Total £'000
Cost						
At 31 March 2023	37,508	1,964	28,765	20,051	19	88,307
Additions	485	17	3,528	3,093	51	7,174
Transfer	-	(208)	208	-	-	-
Disposals	(18)	-	(321)	(1,231)	-	(1,570)
Acquisition of Subsidiary (note 25)	3,989	-	1,750	1,111	-	6,850
At 31 March 2024	**41,964**	**1,773**	**33,930**	**23,024**	**70**	**100,761**
Depreciation						
At 31 March 2023	9,425	-	18,695	13,872	19	42,011
Depreciation Charge	1,308	-	2,147	2,031	1	5,487
Impairment Charge	-	-	618	383	-	1,001
Reversal of Impairment provision	-	-	(58)	(87)	-	(145)
Disposals	(18)	-	(195)	(1,190)	-	(1,403)
At 31 March 2024	**10,715**	**-**	**21,207**	**15,009**	**20**	**46,951**
Net Book Value						
At March 2023	28,083	1,964	10,070	6,179	-	46,296
At March 2024	**31,249**	**1,773**	**12,723**	**8,015**	**50**	**53,810**

The value of freehold land within freehold land and buildings in the OSJCT Group is £10.7m (2022/23: £9.4m). This includes £1.3m acquired from the acquisition of The Fremantle Trust. The value of the assets acquired in both Fremantle and Elmfield Care are shown in the 'Acquisition of Subsidiary' line.

An annual review is undertaken to determine any impairment in the carrying value of property assets. 4 additional homes were impaired during the year, and 2 homes had impairments reversed due to ongoing improved performance. Impairment charges and reversal of impairment provisions are recognised in the Statement of Financial Activities and are shown in note 3 as impairment of assets.



Charity

Intangible Assets	Software & Licences £'000	Total £'000
Cost	£'000	
At 31 March 2023	2,036	2,036
Additions	3	3
Disposals	(62)	(62)
At 31 March 2024	**1,977**	1,977
Depreciation		
At 31 March 2023	1,998	1,998
Amortisation Charge	15	15
Disposals	(62)	(62)
At 31 March 2024	1,951	1,951
Net Book Value		
At March 2023	38	38
At March 2024	**26**	**26**

Tangible Assets	Freehold Land & Buildings £'000	Assets in Course of Construction £'000	Leasehold Property £'000	Furniture & Equipment £'000	Vehicles £'000	Total £'000
Cost						
At 31 March 2023	37,508	1,964	28,765	20,051	19	88,307
Additions	485	17	3,485	3,049	51	7,087
Transfer	-	(208)	208	-	-	-
Disposals	(18)	-	(321)	(1,228)	-	(1,567)
At 31 March 2024	**37,975**	**1,773**	**32,137**	**21,872**	**70**	**93,827**
Depreciation						
At 31 March 2023	9,425	-	18,695	13,872	19	42,011
Depreciation Charge	1,261	-	2,125	1,993	1	5,380
Impairment Charge	-	-	618	383	-	1,001
Reversal of Impairment provision	-	-	(58)	(87)	-	(145)
Disposals	(18)	-	(195)	(1,190)	-	(1,403)
At 31 March 2024	**10,668**	**-**	**21,185**	**14,971**	**20**	**46,844**
Net Book Value						
At March 2023	28,083	1,964	10,070	6,179	-	46,296
At March 2024	**27,307**	**1,773**	**10,952**	**6,901**	**50**	**46,983**

The value of freehold land within freehold land and buildings in OSJCT is £9.4m (2022/23: £9.4m).

An annual review is undertaken to determine any impairment in the carrying value of property assets. 4 additional homes were impaired during the year, and 2 homes had impairments reversed due to ongoing improved performance.

Impairment charges and reversal of impairment provisions are recognised in the Statement of Financial Activities and are shown in note 3 as impairment of assets.

10. Programme Related Investments

Group

Share of net income in Joint Venture

The Oxfordshire Care Partnership	2024 £'000	2023 £'000	The Gloucestershire Care Partnership	2024 £'000	2023 £'000
Nature of business: charitable care trust			**Nature of business: charitable care trust**		
50% holding			50% holding		
Turnover	28,890	25,679	Turnover	17,073	18,275
Other income	240	77	Other income	14	1,840
Expenditure excluding audit fee	(28,757)	(25,609)	Expenditure excluding audit fee	(17,040)	(20,142)
Audit fee	(21)	(24)	Audit fee	(22)	(25)
Profit for the year	352	123	Profit for the year	25	(52)
Total Assets	4,563	5,850	Total Assets	584	469
Current Assets	4,217	5,450	Current Assets	426	372
Current Liabilities	(555)	(2,194)	Current Liabilities	(1,134)	(1,094)
Total asset less current liabilities	**4,008**	**3,656**	**Total asset less current liabilities**	**(550)**	**(625)**
Allocation of net surplus 50%	176	62	**Allocation of net surplus 50%**	13	(26)

Investment in Joint Venture

The Oxfordshire Care Partnership	2024 £'000	2023 £'000	The Gloucestershire Care Partnership	2024 £'000	2023 £'000
Initial Investment	-	-	Initial Investment	250	250
Accumulated share of profit	2,004	1,828	Accumulated share of loss	(400)	(413)
			Adjustment to loss as per equity accounting	150	163
Total Investment in Joint Venture	**2,004**	**1,828**	**Total Investment in Joint Venture**	-	**-**

The Trust owns a 50% interest in the joint ventures, Gloucestershire Care Partnership (GCP) and Oxfordshire Care Partnership (OCP) and recognises 50% of the share of profits & losses in both.

The current cost of investment of £250,000 in GCP was fully impaired in 2014/15. There is no investment in OCP.

Both GCP and OCP were established specifically for the transfer of the running of care homes from Gloucestershire County Council and Oxfordshire County Council respectively. The Trust undertakes the day to day running of the homes and the other joint venture party is responsible for major repairs and new build activities within each contract.

However, GCP is loss making due to the nature of the contract set up, and therefore has brought forward losses of £413k. In the current financial year GCP make a surplus of £13k due to the reversal of a previous impairment, however as there is a brought forward loss larger than the surplus made, OSJCT has set off the surplus against the brought forward losses. The loss able to be included within the financial statements as per the equity accounting method is capped at £nil.

Therefore, the surplus made in GCP is not recognised within the consolidated statement of financial activities, and the loss brought forward is not shown within the Consolidated Balance Sheet.

Only OCP's Share of Net Income and Investment on Joint Venture are shown within the consolidated financial statements.



11. Fixed Asset Investments

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Investment in subsidiary undertakings	-	-	9,985	-
Total	**-**	**-**	**9,985**	**-**

The Trust owns issues share capital of the following company incorporate and registered in England:

Company	Company Number	Charity Registration Number	Registered office	Status	Principal Activity
Fosse Way Care Developments Ltd	OE011640		Eyre Court, Whisby Way, Lincoln, LN6 3LQ	100% owned indirectly	Dormant
Elmfield Care Topco Limited	14330808		Eyre Court, Whisby Way, Lincoln, LN6 3LQ	100% owned directly	Holding Company
Elmfield Care Midco Limited	14131097		Eyre Court, Whisby Way, Lincoln, LN6 3LQ	100% owned indirectly	Holding Company
Elmfield Care Limited	12676665		Eyre Court, Whisby Way, Lincoln, LN6 3LQ	100% owned indirectly	Care Activities
Elmfield Care 1 Limited	14133471		Eyre Court, Whisby Way, Lincoln, LN6 3LQ	100% owned indirectly	Care Activities
The Fremantle Trust	12722437	1014986	Woodley House, 64-65 Rabans Close, Aylesbury, Buckingham-shire, HP19 8RS	100% limited by guarentee	Care Activities
Leonard Pulham Ltd	IP22558R		Woodley House, 64-65 Rabans Close, Aylesbury, Buckinghamshire, HP19 8RS	100% owned indirectly	Care Activities
The Gloucestershire Care Partnership	04667322	1108381	Eyre Court, Whisby Way, Lincoln, LN6 3LQ	50% owned directly	Care Activities
The Oxfordshire Care Partnership	04152545	1087554	Eyre Court, Whisby Way, Lincoln, LN6 3LQ	50% owned directly	Care Activities

Within the financial year, the Trust acquired all share capital within Elmfield Care Topco Limited. Elmfield is a group with two holding companies and two trading subsidiaries, Elmfiled Care 1 Limited, and Elmfield Care Limited.

The Trust also owns a 50% interest in the joint ventures, Gloucestershire Care Partnership (GCP) and Oxfordshire Care Partnership (OCP). The current cost of investment of £250,000 in GCP was fully impaired in 2014/15. There is no investment in OCP.

Both GCP and OCP were established specifically for the transfer of the running of care homes from Gloucestershire County Council and Oxfordshire County Council respectively. The Trust undertakes the day to day running of the homes and the other joint venture party is responsible for major repairs and new build activities within each contract.

Within the current financial year the Trust also merged with another charitable organisation, The Fremantle Trust. No shares were exchanged and purchase consideration of £1 was paid in respect of the acquisition. OSJCT has 100% interest in The Fremantle Trust.

12. Stock

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Personal Protective Equipment	-	83	-	83
Other	-	166	-	166
Total	**-**	**249**	**-**	**249**

13. Land Held for Sale

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Freehold Land	1,316	1,310	1,316	1,310
Total	**1,316**	**1,310**	**1,316**	**1,310**

The Trust owns land at Semington in Wiltshire (£1.3m). The asset will not be utilised by the Trust and is expected to be sold.

In accordance with the Trust's accounting policy, no depreciation has been charged on any of this land.

14. Debtors: Amounts Due Within One Year

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Resident and Service Contributions	8,774	5,655	5,977	5,655
Other Debtors	1,324	1,177	1,320	1,177
Accrued Income	2,542	2,027	1,886	2,027
Amounts due from group	-	-	3,008	-
Prepayments	3,426	1,953	2,205	1,953
Total	**16,066**	**10,812**	**14,396**	**10,812**

The Group residents & service contributions include a provision for bad and doubtful debts of £1.6m (2023: £1.2m), the charity amount includes a provision for bad and doubtful debts of £1.2m (2023: £1.2m).

15. Cash at bank and in hand

Group

	As at 31 March 2023 £'000	Cash Flow £'000	Amount Acquired on Acquisition £'000	As at 31 March 2024 £'000
Cash at bank and in hand	2,194	236	1,314	3,744
Short term deposits	9,946	2,063	-	12,009
Total	**12,140**	**2,299**	**1,314**	**15,753**

Charity

	As at 31 March 2023 £'000	Cash Flow £'000	As at 31 March 2024 £'000
Cash at bank and in hand	2,194	394	2,588
Short term deposits	9,946	2,063	12,009
	12,140	**2,457**	**14,597**

16. Creditors: Amounts Falling Due Within One Year

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Bank Loans	132	119	132	119
Trade Creditors	9,132	6,456	7,577	6,456
Tax and Social Security Costs	2,509	1,519	1,800	1,519
Accruals	10,015	7,514	7,865	7,514
Deferred Income	3,034	1,345	2,040	1,345
Other Creditors	5,711	4,003	4,188	4,003
Total	**30,533**	**20,956**	**23,602**	**20,956**

Deferred income as at 31 March 2024 includes amounts received of invoiced where services have not yet been provided. Also included is non-care income received by the trust which relates to the next financial year.

Deferred income is analysed as follows:

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Deferred income as at 1 April	1,345	1,957	1,345	1,957
Amounts released during the year	(811)	(1,957)	(811)	(1,957)
Amounts deferred during the year	2,500	1,345	1,506	1,345
Deferred income as at 31 March	**3,034**	**1,345**	**2,040**	**1,345**

17. Creditors: Amounts Falling Due After One Year

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Bank Loan	15,121	254	15,121	254
Buckinghamshire County Council Loan	681	-	-	-
Total	**15,802**	**254**	**15,121**	**254**
Bank Loan Analysis				
Instalments due:				
1 to 2 years	200	132	200	132
2 to 5 years	14,921	122	14,921	122
After 5 years	-	-	-	-
Total	**15,121**	**254**	**15,121**	**254**

The group bank loan balance includes the below balances:

- The balance on the bank loan (excluding RCF) as at 31st March 2024 is £458,914 (2023: £641,679) and is stated after the deduction of £204,840 (2023: £267,868) of loan issue costs which are amortised over the life of the loan.
- In 2001 a long-term loan of £2.65m was used to acquire the freeholds of several Lincolnshire homes. The loan is secured on two of the homes and bears a fixed interest rate of 6.84%. Repayments are being made by the Trust in 100 instalments, payable over 25 years, which commenced on 1 July 2001. As at 31 March 2024, the net book value of the properties on which the loan is secured amounted to £0.9m (2023: £0.7m).
- In June 2022 a £25m revolving credit facility was renewed to meet the general corporate and working capital purposes of the Trust. The facility is secured on fourteen mature homes and bears a variable interest rate of 2.0% above SONIA. In the current financial year, the Trust drew down £15m on the revolving credit facility. The Trust can repay the facility in minimum amounts of £1m at any time with the final repayment due June 2027. As at 31 March 2024, the net book value of the properties on which the facility £26.1m (2023: £27.1m).
  As at 31 March 2024 the Trust had undrawn loan facilities of £10m (2023: undrawn loan facilities of £25m.)

18. Deferred Tax

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Accelerated Capital Allowances	7	-	-	-
At 31 March 2024	**7**	**-**	**-**	**-**

19. Reconciliation of Funds

Reconciliation of changes and recognised gains and losses for the period.

Group	As at 1 April 2023	Income	Expenditure	Transfers	Gains/ (losses)	As at 31 March 2024
Restricted Funds:						
GCC Refurbishment fund	92	-	(56)	-	-	36
Winter Discharge Fund 2022/2023	-	70	(70)	-	-	-
Digital Support Grant	-	443	(443)	-	-	-
GCC Support Funds	-	124	(124)	-	-	-
MK Sustainability Fund	-	20	(20)	-	-	-
Fremantle Homes Funds	-	59	-	-	-	59
LP Asset Fund	-	34	-	-	-	34
Total Restricted Funds	**92**	**750**	**(713)**	**-**	**-**	**129**
Unrestricted Funds:						
General Funds	51,371	168,365	(166,185)	-	(94)	53,457
Pension Reserve	**-**	**-**	**-**	-	**-**	**-**
Total Unrestricted Funds	**51,371**	**168,365**	**(166,185)**	**-**	**(94)**	**53,457**
Total Funds	**51,463**	**169,115**	**(166,898)**	**-**	**(94)**	**53,586**



Charity	As at 1 April 2023	Income	Expenditure	Transfers	Gains/ (losses)	As at 31 March 2024
Restricted Funds:						
GCC Refurbishment fund	92	-	(56)	-	-	36
Winter Discharge Fund 2022/2023	-	69	(69)	-	-	-
Digital Support Grant	-	443	(443)	-	-	-
GCC Support Funds	-	124	(124)	-	-	-
Total Restricted Funds	**92**	**636**	**(692)**	**-**	**-**	**36**
Unrestricted Funds:						
General Funds	49,543	156,891	(157,796)	-	(94)	48,544
Pension Reserve	-	-	-	-	-	-
Total Unrestricted Funds	**49,543**	**156,891**	**(157,796)**	**-**	**(94)**	**48,544**
Total Funds	**49,635**	**157,527**	**(158,488)**	**-**	**(94)**	**48,580**

Group	As at 1 April 2022	Income	Expenditure	Transfers	Gains/ (losses)	As at 31 March 2023
Restricted Funds:						
GCC Refurbishment fund	100	55	(50)	(13)	-	92
COVID-19 Infection Fund 3	-	(3)	-	3	-	-
COVID-19 Infection Fund 5	-	31	-	(31)	-	-
COVID-19 Infection Fund 6	-	222	(222)	-	-	-
COVID-19 Rapid Testing Fund 4	-	(10)	-	10	-	-
Hardship Fund	-	59	(59)	-	-	-
COVID-19 Workforce Capacity Fund 2	-	2	1	(3)	-	-
COVID-19 Workforce Capacity Fund 3	-	(9)	-	9	-	-
Vivaldi Antibody Study	-	1	(1)	-	-	-
Ferrers Innovation Award	-	1	(1)	-	-	-
Whitefriars Utilities Dona-tion	-	1	(1)	-	-	-
Total Restricted Funds	**100**	**350**	**(333)**	**(25)**	**-**	**92**
Unrestricted Funds:						
General Funds	55,324	146,551	(150,726)	25	197	51,371
Pension Reserve	(245)	-	-	-	245	-
Total Unrestricted Funds	**55,079**	**146,551**	**(150,726)**	**25**	**442**	**51,371**
Total Funds	**55,179**	**146,901**	**(151,059)**	**-**	**442**	**51,463**

Charity	As at 1 April 2022	Income	Expenditure	Transfers	Gains/ (losses)	As at 31 March 2023
Restricted Funds:						
GCC Refurbishment fund	100	55	(50)	(13)	-	92
COVID-19 Infection Fund 3	-	(3)	-	3	-	-
COVID-19 Infection Fund 5	-	31	-	(31)	-	-
COVID-19 Infection Fund 6	-	222	(222)	-	-	-
COVID-19 Rapid Testing Fund 4	-	(10)	-	10	-	-
Hardship Fund	-	59	(59)	-	-	-
COVID-19 Workforce Capaci-ty Fund 2	-	2	1	(3)	-	-
COVID-19 Workforce Capaci-ty Fund 3	-	(9)	-	9	-	-
Vivaldi Antibody Study	-	1	(1)	-	-	-
Ferrers Innovation Award	-	1	(1)	-	-	-
Whitefriars Utilities Dona-tion	-	1	(1)	-	-	-
Total Restricted Funds	100	350	(333)	(25)	-	92
Unrestricted Funds:						
General Funds	53,558	146,489	(150,726)	25	197	49,543
Pension Reserve	(245)	-	-	-	245	-
Total Unrestricted Funds	**53,313**	**146,489**	**(150,726)**	**25**	**442**	**49,543**
Total Funds	**53,413**	**146,839**	**(151,059)**	**-**	**442**	**49,635**

Restricted funds are grants and local authority funding given for specific purposes.

1. Local authority funding has been received for minor refurbishments to care homes.

2. The Digital Support Grant represents funding received from Local Authorities to help fund digital transformation projects across the organisation.

3. The GCC Support fund was provided by Gloucestershire County Council in recognition of the economic and workforce challenges which the sector has been facing.

4. Winter Discharge Fund received from Oxfordshire County Council in relation to staff retention and recruitment incentive schemes across Oxfordshire.

5. Fremantle Restricted Reserve of £59k relates to funds held by each homes for the benefit of the people who live there and is spent in accordance with their wishes.

6. Leonard Pulham limited have a restricted fund of £34k which represents the written down value of the fixed assets purchased out of funds provided by 3rd parties, provided specifically for the purchase of those assets. As items depreciate, the depreciation is transferred from restricted funds to general reserve.

Restricted funds in the year 2023 year include

1. The COVID-19 funds represent funding received from the Government to support the Trust during the COVID-19 pandemic. There was no further COVID-19 funding received during the current financial year.

2. The Ferrers Innovation Award represents a donation reviewed by the Earl Ferrers in order to reward the Trust's employees for engaging in innovative ideas and solutions to further better the life of the Trust's residents and processes within the Trust.

3. Grant received from UCL for the Vivaldi Antibody Study which has been used to fund the additional costs to the Trust to take part in the study.

Group			2024			2023
Analysis of assets and liabilities between funds	**Unrestricted Funds £'000**	**Restricted Funds £'000**	**Total Funds £'000**	**Unrestricted Funds £'000**	**Restricted Funds £'000**	**Total Funds £'000**
Intangible fixed assets	10,979	-	10,979	38	-	38
Tangible fixed assets – minor refurbishments	-	36	36	-	92	92
Tangible fixed assets – other	53,681	93	53,774	46,204	0	46,204
Programme Related Investment	2,004	-	2,004	1,828	-	1,828
Fixed assets	66,664	129	66,793	48,070	92	48,162
Current assets	33,135	-	33,135	24,511	-	24,511
Current liabilities	(30,540)	-	(30,540)	(20,956)	-	(20,956)
Long term liabilities	(15,802)	-	(15,802)	(254)	-	(254)
Defined benefit pension scheme deficit	-	-	-	-	-	-
Net assets	**53,457**	**129**	**53,586**	**51,371**	**92**	**51,463**

Charity			2024			2023
Analysis of assets and liabilities between funds	**Unrestricted Funds £'000**	**Restricted Funds £'000**	**Total Funds £'000**	**Unrestricted Funds £'000**	**Restricted Funds £'000**	**Total Funds £'000**
Intangible fixed assets	26	-	26	38	-	38
Tangible fixed assets – minor refurbishments	-	36	36	-	92	92
Tangible fixed assets – other	46,947	-	46,947	46,204	-	46,204
Fixed Asset Investments	9,985	-	9,985	-	-	-
Fixed assets	56,958	36	56,994	46,242	92	46,334
Current assets	30,309	-	30,309	24,511	-	24,511
Current liabilities	(23,602)	-	(23,602)	(20,956)	-	(20,956)
Long term liabilities	(15,121)	-	(15,121)	(254)	-	(254)
Defined benefit pension scheme deficit	-	-	-	-	-	-
Net assets	**48,544**	**36**	**48,580**	**49,543**	**92**	**49,635**

20. Operating Lease Commitments

As at 31 March 2024, the Trust had future minimum lease payments under non-cancellable operating leases as follows:

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Land and Buildings				
Due within 1 year	15,228	5,063	5,382	5,063
Due within 1-5 years	60,807	18,701	22,094	18,701
Due in more than 5 years	322,945	114,629	142,985	114,629
	398,980	**138,393**	**170,461**	**138,393**
Motor Vehicles				
Due within 1 year	-	10	-	10
Due within 1-5 years	-	-	-	-
Due in more than 5 years	-	-	-	-
	-	**10**	**-**	**10**
Plant and machinery				
Due within 1 year	212	138	91	138
Due within 1-5 years	-	91	-	91
Due in more than 5 years	-	-	-	-
	212	**229**	**91**	**229**

21. Capital Commitments

As at 31 March 2024 the group had capital commitments for assets under construction of £1,287,535 (2023: £471,677) and the Trust had capital commitments of £1,194,365 (2023: £471,677).



22. Pension Schemes

The Trust contributes to several pension schemes.

A number are defined contribution pension schemes on a money purchase basis at fixed rates. Consequently, the Trust has no contingent liability in respect of these schemes.

The Trust is an admitted member of sub-funds of the Local Government Pension Schemes (LGPS) operated by Wiltshire Council and Gloucestershire County Council, both of which are defined benefit schemes. Contributions are set by the independent qualified actuaries appointed by the Councils, based on triennial valuations using the "Projected Unit Method" of valuation. The last triennial valuation for all the schemes was at 31 March 2023.

The Trust holds group life policies for the benefit of employees and their dependants, the cost of which is borne by the Trust alone.

Net income for the year includes the following:

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
LGPS – current service cost	174	253	174	253
Contributions to other schemes	2,353	2,082	2,213	2,082
Payroll Costs	**2,527**	**2,335**	**2,387**	**2,335**
LGPS – other finance (income)	(238)	(34)	(238)	(34)
Total Costs	**2,289**	**2,301**	**2,149**	**2,301**

Contributions outstanding at the end of the year in respect of the Gloucestershire and Wiltshire LGPS amounted to £2,785 and £1,745 (2023: £2,937 and £3,973) respectively. The contribution outstanding in respect of the other schemes was £460,503 (2023: £305,599).

The Gloucestershire and Wiltshire LGPS

Summary of Changes in Net Liability

	2024 £'000	2023 £'000
Pension Fund Liability as of 1 April	**-**	**(245)**
Current service cost less contributions	(144)	(171)
Past service cost	-	(60)
Other finance income	238	34
Actuarial gain	1,359	3,931
Movement in surplus restrictions	(1,453)	(3,489)
Pension Fund Liability as at 31 March	**-**	**-**

Summary of key actuarial assumptions within the Gloucestershire and Wiltshire LGPS (The Orders of St John Care Trust share of fund)

Full actuarial valuations of the scheme were carried out as at 31 March 2023 and updated to 31 March 2024 by qualified independent Actuaries, appointed by the relevant Gloucestershire or Wiltshire LGPS. The major assumptions used by the Actuaries were as follows:

	Gloucestershire		Wiltshire	
	2024 % p.a	2023 % p.a	2024 % p.a	2023 % p.a
Pension increase rate	2.80 %	3.00%	2.80 %	3.00%
Salary increase rate	3.30 %	3.50%	3.30 %	3.50%
Discount rate	4.80 %	4.75%	4.80 %	4.75%

The pension increase rate is set in line with Consumer Price Index (CPI) assumptions.

The salary increase rate is set relative to the derived CPI assumption at the year end using the same methodology as the Funds' most recent funding valuation.

The discount rate is determined by reference to market yields on high quality corporate bonds at the reporting date.



Mortality

Life expectancy is based on the Funds' VitaCurves with the improvements in line with the CMI 2022 model, with a 25% weighting of 2022, a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long-term rate of improvement of 1.5% p.a. for both males and females. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

2024	Gloucestershire		Wiltshire	
	Males	Females	Males	Females
Current Pensioners	20.5 years	24.0 years	21.7 years	24.0 years
Future Pensioners*	22.1 years	25.0 years	21.3 years	25.3 years

2023	Gloucestershire		Wiltshire	
	Males	Females	Males	Females
Current Pensioners	20.7 years	24.2 years	21.8 years	24.2 years
Future Pensioners*	22.2 years	25.2 years	21.5 years	25.5 years

Note: *Figures assume members aged 45 as at the last formal valuation date.

Historic Mortality

Life expectancy for the prior periods are based on the Fund's VitaCurves. The allowance for future life expectancy is in the following table:

Year End	Prospective Pensioners	Pensioners
31 March 2024	CMI 2022 model, with a 25% weighting of 2022, a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a.	CMI 2022 model, with a 25% weighting of 2022, a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a.
31 March 2023	CMI 2021 model, with a 0% weighting of 2021 data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a.	CMI 2021 model, with a 0% weighting of 2021 data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a.

Commutation

Gloucestershire and Wiltshire
An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits.

Balance Sheet and Statement of Financial Activities disclosure as at 31 March 2024.

Changes in the Fair Value of Plan Assets, Defined Obligation, and net Liability for the year end 31 March 2024.

	2024			2023		
	Assets £'000	**Obligations £'000**	**Net asset / (liability) £'000**	**Assets £'000**	**Obligations £'000**	**Net asset / (liability) £'000**
Fair value of plan assets	10,561	-	10,561	11,320	-	11,320
Present value of funded liabilities	-	7,736	(7,736)	-	9,721	(9,721)
Opening position as at 31 March 2023	**10,561**	**7,736**	**2,825**	**11,320**	**9,721**	**1,599**
Service cost						
Current service cost	-	36	(36)	-	62	(62)
Past service cost (including curtailments)	-	-	-	-	60	(60)
Total service cost	**-**	**36**	**(36)**	**-**	**122**	**(122)**
Net interest						
Interest income on plan assets	491	-	491	301	-	301
Interest cost on defined obligation	-	357	(357)	-	258	(258)
Total net interest	**491**	**357**	**134**	**301**	**258**	**43**
Total defined cost recognised in Statement of Financial Activities	**491**	**393**	**98**	**301**	**380**	**(79)**
Cashflows						
Plan participants' contributions	7	7	-	9	9	-
Employer contributions	30	-	30	82	-	82
Benefits paid	(479)	(479)	-	(423)	(423)	-
Expected closing position	**10,610**	**7,657**	**2,953**	**11,289**	**9,687**	**1,602**
Remeasurement						
Changes in financial assumptions	-	(240)	240	-	(2,316)	2,316
Changes in demographic assumptions	-	(51)	51	-	(39)	39
Other experience	-	254	(254)	(204)	404	(608)
Return on assets excluding amounts included in net interest	674	-	674	(524)	-	(524)
Total remeasurements recognised in other gains and losses	**674**	**(37)**	**711**	**(728)**	**(1,951)**	**1,223**
Fair value of plan assets	11,284	-	11,284	10,561	-	10,561
Present value of funded liabilities	-	7,620	(7,620)	-	7,736	(7,736)
Closing position as at 31 March 2024	**11,284**	**7,620**	**3,664**	**10,561**	**7,736**	**2,825**

The surplus on the Gloucestershire LGPS scheme of £3,664,000 (2023: surplus of £2,825,000) has not been recognised on the balance sheet as not deemed to be recoverable.



Gloucestershire

The actual return on plan assets was a gain of £1,165,000 (2023: loss of £223,000).

An estimate of the employer's contribution for the year ended 31 March 2024 will be approximately £30,000..

Information about the defined benefit obligation

	Liability split £'000 as at 31 March 2024	Liability split % as at 31 March 2024
Active members	1,060	13.9%
Deferred members	728	9.6%
Pensioners members	5,832	76.5%
Total	7,620	**100%**

Sensitivity Analysis

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

Change in assumptions at year ended 31 March 2023	Approximate % increase to Employer Liability	Approximate monetary amount £'000
0.1% decrease in Real Discount Rate	1%	84
1 year increase in member life expectancy	4%	305
0.1% increase in the Salary Increase Rate	0%	3
0.1% increase in the Pension increase Rate (CPI)	1%	82

Major Class of Plan Assets

The plan's assets are split into the following categories as at the 31 March 2024:

Period ended	31 March 2024	31 March 2023
Equities	65%	64%
Bonds	21%	22%
Property	12%	12%
Cash	2%	2%

Balance Sheet and Statement of Financial Activities disclosure as at 31 March 2024.

Changes in the Fair Value of Plan Assets, Defined Obligation, and net Liability for the year end 31 March 2024.

Wiltshire LGPS Scheme	2024			2023		
	Assets £'000	Obligations £'000	Net asset / (liability) £'000	Assets £'000	Obligations £'000	Net asset / (liability) £'000
Fair value of plan assets	19,727	-	19,727	21,908	-	21,908
Present value of funded liabilities	-	17,464	(17,464)	-	22,153	(22,153)
Opening Position as at 31 March 2023	**19,727**	**17,464**	**2,263**	**21,908**	**22,153**	**(245)**
Service cost						
Current service cost	-	138	(138)	-	191	(191)
Total service cost	**-**	**138**	**(138)**	**-**	**191**	**(191)**
Net interest						
Interest income on plan assets	914	-	914	580	-	580
Interest cost on defined obligation	-	810	(810)	-	589	(589)
Total net interest	**914**	**810**	**104**	**580**	**589**	**(9)**
Total defined cost recognised in Statement of Financial Activities	**914**	**948**	**(34)**	**580**	**780**	**(200)**
Cashflows						
Plan participants' contributions	29	29	-	25	25	-
Benefits paid	(1,009)	(1,009)	-	(883)	(883)	-
Expected closing position	**19,661**	**17,432**	**2,229**	**21,630**	**22,075**	**(445)**
Remeasurements						
Changes in financial assumptions	-	(580)	580	-	(5,649)	5,649
Changes in demographic assumptions	-	(114)	114	-	(44)	44
Other experience	-	571	(571)	(23)	1,082	(1,105)
Return on assets excluding amounts included in net interest	525	-	525	(1,880)	-	(1,880)
Total remeasurements recognised in other gains and losses	**525**	**(123)**	**648**	**(1,903)**	**(4,611)**	**2,708**
Fair value of plan assets	20,186	-	20,186	19,727	-	19,727
Present value of funded liabilities	-	17,309	(17,309)	-	17,464	(17,464)
Closing position as at 31 March 2024	**20,186**	**17,309**	**2,877**	**19,727**	**17,464**	2,263

The surplus on the Wiltshire LGPS scheme of £2,877,000 (2023: surplus of £2,263,000) has not been recognised on the balance sheet as not deemed to be recoverable.

Wiltshire

The actual return on plan assets was a gain of £1,439,000 (2023: loss of £1,300,000).

An estimate of the employer's contribution for the year ended 31 March 2024 will be approximately £nil.

Information about the defined benefit obligation

	Liability split £'000 as at 31 March 2024	Liability split % as at 31 March 2024
Active members	3,002	17.3%
Deferred members	2,590	15.0%
Pensioners members	11,717	67.7%
Total	**17,309**	**100%**

Sensitivity Analysis

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

Change in assumptions at year ended 31 March 2023	Approximate % increase to Employer Liability	Approximate monetary amount £'000
0.1% decrease in Real Discount Rate	1%	224
1 year increase in member life expectancy	4%	692
0.1% increase in the Salary Increase Rate	0%	8
0.1% increase in the Pension increase Rate (CPI)	1%	220

Major Class of Plan Assets

The plan's assets are split into the following categories as at the 31 March 2024:

Period ended	31 March 2024	31 March 2023
Equities	55%	55%
Bonds	29%	33%
Property	14%	13%
Cash	2%	1%

The Fremantle Trust

During the financial year ended 31st March 2024, the number of staff who contributed to the defined contribution scheme was 2 (2023: 2).



23. Related Parties

On 20 December 2001, the Trust entered into a joint venture agreement, the Oxfordshire Care Partnership (OCP), in which the Trust holds a 50% interest. The other party in the joint venture is bpha, which holds the remaining 50% interest. The joint venture is managed through a Board of Management on which both parties are equally represented.

On 1 May 2005, the Trust entered into a joint venture agreement, the Gloucestershire Care Partnership (GCP), in which the Trust holds a 50% interest. The other party in the joint venture is bpha, which holds the remaining 50% interest. The joint venture is managed through a Board of Management on which both parties are equally represented.

The OCP and GCP principal activities are the provision of care to elderly people though the provision of Care Homes and to provide housing, accommodation and assistance to help people who are elderly or disabled and associated facilities and amenities for such people.

A summary of the financial position of both entities is set out below:

	OCP		GCP	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Net income/(deficit)	352	123	25	(52)
Net assets/(liabilities)	4,008	3,656	(800)	(825)



Related Parties Transactions

	2024 £'000	2023 £'000
The income and expenditure account includes the following transactions between the Trust and OCP:		
Income		
From charitable activities	21,364	18,024
Other income	124	161
	21,488	**18,185**
The amounts due to or from OCP at the year end are:		
Receivable:		
Other Debtors	92	150
	92	**150**
Payable:		
Deferred income	-	8
	-	**8**
The income and expenditure account includes the following transactions between the Trust and GCP:		
Income		
From charitable activities	13,872	16,749
	13,872	**16,749**
The amounts due to or from GCP at the year end are:		
Receivable:		
Short term loan	250	250
Other Debtors	309	300
	559	**550**
The income and expenditure account following transactions between the Trust and The Fremantle Trust:		
Income		
Investment Income (intercompany loan interest)	9	-
	9	**-**
The amounts due to or from The Fremantle Trust at the year end are:		
Receivable:		
Intercompany Loan	1,000	-
	1,000	**-**
The amounts due to or from Elmfield Care Topco Limited at the year end are:		
Intercompany Loan	2,008	-
	2,008	**-**

As detailed in Note 7, remuneration is being paid to the Chairman of the Trustees. Apart from the Chairman there were no other related party transactions with the Trustees as at 31 March 2024 (2023: £nil). Key management personnel emoluments are disclosed in note 6.



24. Business Combinations

The Fremantle Trust Group

The Orders of St John Care Trust acquired control of the Fremantle Trust, a charitable company limited by guarantee, and its wholly owned subsidiary Leonard Pulham Limited on 1 February. The Fremantle Trust Group's activities, assets and liabilities transferred on 1st February 2024.

The net assets acquired by The Orders of St John Care Trust at fair value are summarised as follows:

	Book value £'000	Fair Value adjustments £'000	Fair Value £'000
Fixed Assets			
Tangible	5,221	1,588	6,809
	5,221	**1,588**	**6,809**
Current Assets			
Stock			
Debtors	2,863	-	2,863
Cash at bank and in hand	384	-	384
	3,247	**-**	**3,247**
Total Assets	**8,468**	**1,588**	**10,056**
Creditors			
Creditors: Amounts falling due within one year	(5,843)	-	(5,843)
Creditors: Amounts falling due after more than one year	(680)	-	(680)
Total identifiable net assets	**1,945**	**1,588**	**3,533**
Goodwill			
Total Purchase Consideration			-
Less: Fair Value of net assets			(3,533)
Fair value of acquired net assets recognised as income			**(3,533)**
Consideration			
Cash			-
Total Purchase Consideration			**-**
Cash inflow on acquisition			
Purchase consideration settled in cash, as above			-
Less: Cash and cash equivalents acquired			(384)
Net cash (inflow) on acquisition			**(384)**

The Fremantle Trust Results Post Acquisition

Included within the Consolidated Statement of Financial Activities are two months of The Fremantle Trust and Leonard Pulham Limited's results. Those results are set out below.

Financial Results 1st Feb 2024 to 31st March 2024	The Fremantle Trust	Leonard Pulham Ltd
Income (Care Activities)	**7,882**	**-**
Investment Income	**2**	**-**
Other income	**-**	**2**
Total income	**7,884**	**2**
Expenditure on charitable activities	8,360	46
Total Expenditure	**8,360**	**46**
Net (Deficit) for the year	**(476)**	**(44)**

Elmfield Care Topco Limited

On 27th of March 2024 the group acquired 100% of the share capital of Elmfield care Ltd and its wholly owned subsidiaries. All group entities are listed below:

- Elmfield Care Topco Limited
- Elmfield Care Midco Limited
- Elmfield Care Limited
- Elmfield Care 1 Limited



Recognised amounts of identifiable assets acquired and liabilities assumed	Book value £'000	Fair Value adjustments £'000	Fair Value £'000
Fixed Assets			
Tangible	41	-	41
	41	**-**	**41**
Current Assets			
Debtors	2,290	(648)	1,642
Cash at bank and in hand	930	-	930
Total Assets	**3,261**	**(648)**	**2,613**
Creditors			
Creditors: Amounts falling due within one year	(4,686)	1,113	(3,573)
Deferred Taxation	(7)	-	**(7)**
Total identifiable net liabilities	**(1,432)**	**465**	**(967)**
Total Purchase Consideration			**9,985**
Plus: Fair Value of net liabilities			**967**
Goodwill			**10,952**
Consideration			
Cash			**9,842**
Deferred consideration			**143**
Total Purchase Consideration			**9,985**
Cash outflow on acquisition			
Purchase consideration settled in cash, as above			9,842
Less: Cash and cash equivalents acquired			(930)
Net cash outflow on acquisition			**8,912**

Due to the timing of the acquisition of Elmfield Care the financial results since acquisition of the group have been deemed immaterial and have not been consolidated into the Consolidated Statement of Financial Activities.

The useful economic life of goodwill will be determined during the next financial year in accordance with the requirements of SORP 10.23.

25. Residents Savings Account

Where necessary and desirable, and as part of the support plan, the OSJCT group will provide support to service users who need help managing their personal finances. A "Residents' Savings Account" is operated at most of our homes (particularly those for older people) where service users may choose to deposit their money. These accounts are set up in the name of the home and administered at home level on behalf of the service users. They are reconciled regularly and service users are provided with individual statements to keep them informed of their balance. The Head Office Finance department have electronic access to the homes records and the internal audit regularity review includes checks on these accounts. The total value of residents' savings accounts as at 31 March 2024 amounted to £1,070,041 (2023: £324,951).

Reference and Administrative Details

Director/Trustees	Anne de Bono
	Anton Borg
	Mark Brenninkmeyer - appointed 23 June 2023
	Timothy Church
	Rekha Elaswarapu - appointed 22 May 2024
	Mark Everall
	Richard Fitzalan Howard – retired 23 June 2023
	Hans Grefte – appointed 27 September 2024
	Graham Hutton
	James Kneller
	James Macnamara
	Jill Manthorpe – retired 22 May 2024
	Richard Milligan-Manby
	Millie Wentworth-Stanley – retired 27 September 2023
	Judith Wright
Chief Executive's Team	Dan Hayes – Chief Executive
	Robert Black – Care Quality Director – resigned 30 July 2023
	Kerry Dearden – Deputy Chief Executive – resigned 31 May 2023
	Mike Stredder – Operations Director
	Jacqui Roynon – Director of People
	Tracey Wardle – Chief Financial Officer
Governance Director & Company Secretary	Joanna Downing
Auditor	BDO LLP, Two Snowhill, Birmingham B4 6GA
Bankers	Barclays Bank PLC, One Snowhill Birmingham B3 2WN



The Orders of St John Care Trust
0800 988 8133 | www.osjct.co.uk

Reg. Charity No: 1048355 Reg. Company No: 03073089
Company limited by Guarantee Registered in England & Wales

The Orders of St John Care Trust

THE ORDERS OF ST JOHN CARE TRUST

England & Wales - Charity number 1048355

Accounts



Our future in our hands

Annual Report & Accounts

For the 12 months ended 31 March 2023

The Orders of St John Care Trust



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Chair and Chief Executive's Statement

Our future in our hands

The last year has been characterised by difficulties associated with the legacy of the pandemic, rather than COVID-19 itself.

The Trust has registered a significant deficit for the year. This was budgeted for when taking account of external factors, and our desire to push on with our transformation agenda. The underlying stability of our Trust has been the principal enabler for our continued progression against our strategic initiatives. It has also allowed us to retain our focus on our key commitment of providing our residents with the highest quality of care.

We have started to focus more of our time on the future, and we have seen strong signs of an improvement in performance metrics, including occupancy, retention, and recruitment.

National Backdrop

The year started with the immediate withdrawal of Government financial support linked to the pandemic. The impact of this was a further de-stabilising effect on our sector which is still very much in recovery.

Planned reforms to the care sector, many of which we welcome, have lost their funding through the removal of the National Insurance levy, been watered down, or appear to have been pushed back to a point where they may never happen.

At a local authority level commissioners are attempting to support higher financial settlements, but in the absence of meaningful national funding support, their hands are somewhat tied. The result is that fees are better, but the gap between current rates and a fair level of funding remains substantial.

The national social care workforce availability crisis impacted us through unprecedented recruitment and retention challenges and an over reliance on agency staffing, which have both a cost and quality impact. At some points in the year we were unable to increase the number of people using our services at the pace we wanted because of limited workforce availability.

More positively, support at a national level to enable ethical international recruitment was welcome and vital to our successful navigation of some of our staffing challenges.

Prudent planning some years ago protected us from the immediate impact of extraordinary utility price increases, and the quality and agility of our leaders across the Trust meant that we have been able to mitigate the impacts of the many challenges we faced.

Our Response

We have worked hard to support local and national decision-making through the provision of full submissions on the Fair Cost of Care exercise. We hope this has at least helped local commissioners recognise the need to raise funding levels now if there is any hope of a fairer funding arrangement in future.

Close and objective relationships with commissioners have meant that we have been able to continue to adapt services to support people needing just a short stay in our homes and similar 'discharge to assess' provision. This has helped to alleviate some of local hospitals' discharge pressures and brought important income to the Trust as well as providing people with a more appropriate place to recover.

Our Response (continued)

Our response to the workforce challenges has been to work tirelessly to offer the fairest deal we can to colleagues. In financial and in wellbeing terms, we have committed to supporting our colleagues in their recovery from a heroic but challenging time, and in ensuring that the Cost of Living crisis is navigated as best as possible.

Early in the New Year we were able to announce that we would once again be investing in our colleagues by ensuring that everyone earns at least the Real Living Wage. This is a substantial investment by the Trust but it demonstrates the value we attribute to their work and commitment. Alongside this, we have invested in the pay award for our corporate support colleagues, with uplifts ranging from 5%–9%.

We have invested substantially in international recruitment with a commitment to providing excellent induction, accommodation and community integration, as well as positive working conditions. By the end of the second quarter of 2022, our use of agency staff plateaued and since the end of the third quarter and into the fourth, we reduced our agency staff use by 40%.

Since the beginning of 2023 our workforce has grown by more than 3% to over 4,000 people, and the number of hours that are being worked flexibly by our own colleagues has continually grown throughout the year. Our care quality ratings have held firm over the period, comparing favourably to the national compliance level which has slipped back over the year.

Further, we achieved or have made substantial progress towards, several key objectives set out in last year's report:

- Electronic Care Records (E-Care) are being rolled out across all of our services.
- Our new care home, Wellford Gardens, in Wheatley, Oxford is nearing completion and scheduled to open to residents in 2023.
- We conducted a full colleague engagement exercise and have identified local and corporate actions as a result.
- A new payroll system has been delivered and offers many future benefits including much greater self-service functionality for colleagues.
- We completed a full and independent Board Governance Review and have already put in place the majority of the recommendations.



Looking Forward

The last year has shown us that to rely on promises of long awaited and deserved help for our sector, is to place our future in unreliable hands.

What's more, it is important that as a sector we recognise our own role in securing a much better future for all of those who use social care services, and all of those who contribute so much through their work.

It is our own actions and confidence which have enabled positive progress in the last year, supported by local commissioners who are working hard to understand our problems without necessarily having the means, as yet, to help us address them.

Our focus on the coming year will be on returning the Trust to a positive and sustainable trading surplus whilst pushing ahead with our substantial Transformation agenda.

We expect to see the transformational impact of 80% of our sites operating with E-Care systems, and other projects delivering performance and colleague benefits.

The year will be notable for a record high level of capital investment in our buildings.

To end...

Ending this piece, we are struck by how many new colleagues we have, many of whom have joined us from across the world, leaving families behind to care for our older people.

To all of those beginning their careers in social care this year, we thank you for making a wonderful choice. Our promise to you is to continuously improve your experience and remind decision-makers everywhere how fortunate they are to have you.

And to all who receive our services, we remain committed to providing the highest quality of care. With the Christian principles upon which we are founded, and with great pride in our not-for-profit status we believe we have a leading role to play in the future of our sector, regardless of the nature of government, or of the progress of reforms. Our opportunity is to prove through our performance that we can deliver the very highest standards of care quality, efficiently, with a fair return to invest, and a level of transparency that reassures the public and commissioners.

Our future, in our hands.



Mark Everall
Chair
6 July 2023

Dan Hayes
Chief Executive
6 July 2023

About the Trust

Vision

To be the leading care provider, trusted to create places where people love to live and work.

Values

Our values are at the heart of all that we do and we recruit people who share these values.



We care deeply about our residents and colleagues and deliver the highest possible quality of care. We take pride in our work and continuously review and improve our processes to be the best we can be.



Our homes and schemes are a vital part of the local community. We encourage residents to be involved in life outside their home and we actively support the local community and welcome them into our family.



We treat all of our residents and colleagues with dignity and respect. Whatever their backgrounds or beliefs, we encourage everyone to be themselves and to have a voice.



We will give all employees and colleagues the opportunity, training and support to develop themselves to achieve their maximum potential and provide the highest quality of care.



The Orders of St John Care Trust is here to stay. We invest in our homes and our people in order to safeguard our future and make sure our doors always remain open. We maintain strong finances to reinvest in our care.

Overview of The Orders of St John Care Trust (OSJCT)

The Orders of St John Care Trust is a leading not-for-profit care provider with around **3,000 residents and tenants** as well as **over 4,000 employees** based across England. Our **61 care homes** and **8 accommodation schemes** specialise in residential nursing, dementia care and other care needs, as well as short term respite and day care. As a charitable trust, we are proud to put people before profit and each and every one of our residents receives the highest quality of care from our skilled team – retaining their independence and gaining new experiences.

Everything we do as a charity is underpinned by the Christian principles and ethos of our two sponsoring Orders, on the same basis that those Orders operate – caring for people of any background, irrespective of race or religion. Together with our Sponsoring Orders, we've been caring for over 900 years.

Our Services at a glance

Residential

Accommodation and 24-hour personal care is provided in a home environment for individuals who may have difficulties in living independently at home, but do not require nursing care.

The care package is tailored to our residents' needs to maximise independence and allow them to lead fulfilled lives.

Dementia

Through our services, we provide specialist support to those living with dementia by having a team of specially trained carers, a dementia lead and Admiral nurses.

Care includes but is not limited to creative activities, reminiscence, pet therapy and sensory equipment.

Nursing

Provided by our registered nurses who are on duty 24-hours a day, this covers clinical care for those who have complex conditions and may require specialist medication and equipment.

Residents who receive this care require regular medical attention but do not require care in hospital.

Our nurses and carers monitor changes in health and intervene as required.

Extra Care Housing

Individuals either own or rent a self-contained apartment in a community scheme that has 24-hour emergency support on site for clients, including those with dementia.

The care package is tailored to the client's needs. Building design facilitates independent living and can be adapted to clients' specific requirements.

Short Stay Services

We provide care to individuals who wish to stay with us for a short period for a variety of planned and unplanned reasons.



Respite

A temporary stay following a period of recovery post-operation, accident, illness, or because the individual's carer has an emergency or requires a short break.

Individuals who come into respite experience the same care, support and activities as other residents, enabling them to become part of the community during their stay



Intermediate Care and Independence

Following discharge from hospital, intermediate care enables an individual to recuperate and supports their rehabilitation before they return home. Intermediate care is also used to avoid hospital admission or an early move into residential care.

Individuals are encouraged and guided to carry out tasks independently to facilitate this transition.



Day Care

These services provide a day of practical support and activities, which may include coffee mornings, arts and crafts, and exercise classes.

This also allows individuals to feel less isolated if they live alone, in a safe environment which provides companionship, stimulation, and can serve as a break for their carers.

Trustees' Report including Section 172 Statement and Directors' Report

Review of the Year

OSJCT continues to be one of the largest not for profit providers of care for older people, operating 61 care homes and 8 Extra Care Housing (ECH) schemes. In total, we have over 4,000 permanent and bank employees and care for around 3,000 people.
We continually strive to provide high quality person-centred care and services with dignity, respect and compassion. During the year we adapted services to support people needing just a short stay in our homes, and in doing so helped meet the needs of our local communities, in line with our charitable purposes which ultimately deliver a public benefit.

As of year-end, residential care remained our main care category, with 43.5% of our residents in receipt of this service (2022: 49.0%), followed by individuals living with dementia at 30.3% (2022: 25.9%), nursing at 11.6% (2022: 13.0%), respite at 7.9% (2022: 7.9%) and intermediate care at 6.7% (2022: 5.9%). The increase in short stay services demonstrates our responsiveness to the public sector as we supported more individuals who were either able to leave hospital (but needed additional support for a short period of time), or who were cared for by us to avoid hospitalisation.

During 2022/23, 55% of individuals were funded by local authorities with which we have long-term contracts (2022: 54%), 4% by the NHS (2022: 5%), 1% by other local authorities (2022:1%), and 40% were self-funded (2022: 40%).

We were pleased to see our occupancy level continuing to recover post pandemic to 85.6% at the year-end (2022: 80.8%). This was despite workforce challenges within the sector which at times hampered our ability to admit new residents and increased our reliance on agency staff usage. These pressures led us to embark on a programme of international recruitment for qualified nurses and experienced carers, who following their training, have been warmly welcomed into our homes and are helping provide stability to our workforce and continuity of care to our residents.

We achieved or made substantial progress towards the four key objectives set out in last year's annual report. E-Care was successfully piloted and is now being rolled out at speed across all of our services. In terms of modernising our estate, our new care home in Oxford is nearing completion and will open to residents in 2023. We conducted a full colleague engagement exercise and have identified local and corporate actions as a result. Lastly, we provided comprehensive submissions on the Fair Cost of Care exercise, enabling local and national decision-makers to clearly recognised the need to raise funding levels.

Compliance

At the end of March 2023, our Care Quality Commission (CQC) compliance rating (the percentage of Good and Outstanding ratings) for all our homes and schemes was 90.4% (2022: 92.1%) and for care homes was 89.2% (2022: 90.8%), which continues to be well ahead of the national average of 81.4%.

Our compliance levels have been consistently above the national average for four years, which reflects the strength and rigour we apply to our internal care quality. We are pleased that our compliance levels in all service types we offer continue to exceed the CQC national average. Our residential homes are 90.0% (national average: 82.7%), nursing homes 88.0% (national average: 78.1%) and ECH 100% (national average: 85.6%). Our Oxfordshire region and our ECH schemes have maintained 100% compliance with either Good or Outstanding ratings for the second year running. We continue to aspire for 100% of our services to be rated Good or Outstanding.

The CQC launched a new strategy in 2021 and plans to introduce a single assessment process instead of the traditional inspection regime in 2023. The assessment process will involve the collation of information from a wide range of external agencies/sources which will assess the level of risk in services and influence decisions on when to inspect services. We are currently training our operations and care quality teams in the new assessment process to ensure that we are fully prepared.



"We see the person and we respect individuality."

Care Quality Improvement

We have a dedicated care quality team which includes specialists in tissue viability, falls prevention, dementia, catering, infection control, medicines management and End of Life Care. This team leads on monitoring performance and supporting homes to deliver improvements to ensure that they maintain and exceed CQC standards and meet the expectations of our residents and their families.

As part of our monitoring process, our Clinical Governance and Quality Committee meets quarterly to review and monitor our key performance indicators (KPIs), current complaints and clinical change management. This allows us to regularly assess areas of improvement and discuss best practice. The focus this year was medicines management which led to revised processes and training being introduced.

Our "Requires Improvement (RI) to Good" programme has been operating for four years and aims to support homes to improve their compliance rating from RI to Good. It's effectiveness is demonstrated through our compliance levels and is a key performance indicator for the Trust. We continue to run this programme for our RI homes and are now considering how we adjust the programme to manage the upcoming changes in the CQC inspection regime.

The 'Good to Outstanding Programme' is progressing and the initial focus has been on the CQC Provider Information Returns (PIR) and the Statements of Purpose. Both of these will be a significant focus for CQC under the new CQC inspection approach.

Resident Engagement

Following an extended period of visiting restrictions due to COVID-19, a highlight of the year was the freedom with which families and friends were once again able to visit their loved ones. It was also greatly beneficial for staff to be able to safely move out of mask wearing. This meant that for some residents, they were able to see, for the first time, the faces of those caring for them.

We recognise the importance of enhancing the lives of those who live with us and our homes regularly provide a stimulating and varied package of activities such as music therapy, animal therapy, live entertainment, exercise classes, quizzes and creative sessions. Our Activity Coordinators help build personalised programmes based on individual's hobbies, interests and requests. In addition, to maintaining levels of social interaction and community engagement, our homes offer trips and excursions and organise events such as fetes and garden parties.

Resident feedback is at the heart of everything we do. Having had to suspend our regular surveys of residents and families during COVID-19, we re-launched our Resident Engagement Survey in May 2023. The results of this exercise are being analysed and will help shape the future care and experiences of our residents.

Whilst we endeavour to always provide the best possible care and experience, we acknowledge that on occasion, we may not always get things right. During 2022, we updated our complaints policy and procedure to make it simpler and quicker for people to obtain resolution on matters brought to our attention. We also delivered training to all Home and Scheme Managers which focused on the new policy and the importance of learning from complaints.

Electronic Care Records (E-Care) and Other Technologies

Digitisation of care records is a key part of the Government's social care reform White Paper, with a target of 80% adoption by March 2024. We are fully supportive of this ambition and had already recognised the importance of E-Care in 2020 when we began planning for its adoption. Our residents and services will significantly benefit from the improved care and information management facilitated by this type of system.

We completed an extensive procurement process during 2022 and awarded the contract to Nourish (a leading E-Care provider accredited with NHS Digital). We successfully piloted our first home in Oxfordshire in December 2022 and have started the implementation in a number of further homes. We plan to achieve 80% adoption across our estate by March 2024.

Acoustic monitoring is the other key technology highlighted in the reform White Paper. Recognising its benefits in providing preventative care that promotes independence, we have engaged with a provider to introduce this technology at Wellford Gardens, our new home in Oxfordshire which is scheduled to open in 2023.

We have been working with our local Integrated Care Boards (ICBs) to secure digital care record funding to support our rollout programme. We expect to have funding secured to support us during the next year.

Dementia Support

We understand the challenges of living with dementia and the importance of supporting our residents, their families, and colleagues with specialist support where it is needed. We are proud to be one of the few care providers to employ our own Admiral Nurses. Supported by Dementia UK, these are specialist nurses who can offer skilled assessments to ensure that the needs of the individual are met. This is delivered through the provision of emotional support, practical advice, information and skills to help those living with dementia feel more comfortable. In addition, our team runs virtual support groups for relatives and people in the local community and well as being the source of expert guidance and support for our homes. All of our colleagues are offered dementia-specific training, to help them understand the needs of a person living with dementia. This means our teams are well equipped to understand and support people's individual situations. Our 'Walk with me' specialist training is the only course within the social care sector to be endorsed by Dementia UK.

Reflecting our expertise in delivering dementia care, the Trust's prescribing levels of antipsychotic medication remains low in comparison to the national average for care homes. Antipsychotic drugs may be prescribed for people with behavioural and psychological symptoms of dementia. An audit undertaken in January 2023, shows that prescribing rates reduced by 0.4% to 3.3% when compared to July 2022. A recent study of antipsychotic medicine prescribing for people with dementia in UK care homes found that rates soared from 18% in 2016/2017 to 28% in 2021/2022.

We seek to incorporate dementia-friendly design into our new homes by including small households so that residents consistently see the same people most days and it feels more like a traditional home. We use colour and other visual cues, with signage and tactile decoration to help find their way around the home. In our older homes, we incorporate technology such as circadian lighting which assists residents whose dementia causes confusion around day/night cycles.

CASE STUDY

Admiral Nurse awards

Dementia UK launched its first ever Admiral Nurse awards in 2022, judged by a panel which including LEAP (Lived Experience Advisory Panel) members and Dementia UK staff. We were delighted that our Admiral Nurse Team Leader Angie Williams was presented with the Leadership award and the team received the Courageous Conversations award based on their work in relation to sexuality and intimacy within the care home sector.



Our Homes and Schemes

We are proud to be a proactive and responsive public sector partner and seek to continue to provide those services required by local commissioners and communities.

Over the course of the year, we saw a realignment in demand for the type of services we offer. This is reflective of local authorities' new focus on caring for people at home wherever possible but also the increasing need for dementia care and short-stay placements. Overall, we have seen a decline in the demand for residential places, and a corresponding increase in demand for dementia places. We have also seen respite needs growing which in turn can lead to permanent placements.

We have continued to focus on building strong relationships with our local authority partners, responding positively and at short notice to requests to repurpose households across our homes into specialist short stay units to support hospital discharges and reduce admissions to hospitals. As such, over the course of the year, the proportion of intermediate places grew from 5.9% to 6.7% of our overall places. The proportion of service types was also affected by the closure of four older homes owned by the Council in Gloucestershire in 2022, following a public consultation. The closures, led by the Council were part of its wider plans to re-shape the future of social care in the county.

	March 2022 % of total places	March 2023 % of total places	Change
Residential	48.1%	43.5%	-4.6%
Dementia Including Nursing Dementia	25.9%	30.2%	+4.3%
Nursing	12.2%	11.6%	-0.6%
Intermediate	5.9%	6.7%	+0.8%
Respite	7.9%	8.0%	+0.1%
Total	**100%**	**100%**	

Responding to changing social care needs remains a priority for us and we continue to evaluate how we can best support the sector though the provision of new or enhanced services, for example, to individuals with increasingly complex needs. We intend to undertake further work in 2023/24 to identify where we can adapt or introduce new service specifications to support sector needs in the future. This work will take into account ongoing engagement with our block contract local authorities to develop new estates strategies where contracts come to an end this decade.

Our Schemes

The Trust currently operates eight Extra Care Housing (ECH) schemes, a lower figure than in previous years following the retendering of some contracts by Oxfordshire County Council in 2021/22. We elected not to participate in the retender exercise for some schemes due to concerns about the sustainability of the operating model under the terms offered by the Council. This year, we have commenced a review of our ECH schemes and as part of this have opted to change the line management of ECH to bring it into the centre of the Trust, with line management through our Divisional Directors. This will give a bigger voice to ECH and allow us to more effectively manage resources between care homes and ECH. This will improve the efficiency and profitability of the schemes and allow us to become more competitive if we choose to tender for additional settings.


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Our People

We entered the 2022/23 financial year with the sector facing the most severe staffing crisis in recent times, with the number of vacancies in the country reaching an all-time high of 1.3 million.

We have focussed on creating points of difference to other employers both within and outside of the sector. Our goal has been to ensure that we continue to recruit and retain the very best talent in the care market.

We have listened hard to our colleagues through a range of online surveys as well as setting up collaborative focus and listening groups. Through listening, we have been able to focus our investment on creating supportive workplaces in the areas that really matter to our colleagues.

By focusing on supportive and engaged workplaces we have seen our turnover rates reduce throughout the year from 41% to 34%. At the same time have actively expanded our talent pools through a highly successful overseas carer recruitment campaign and a campaign to increase our flexible (bank) workforce. This dual approach has created workforce stability and reduced the need for agency staff going into the new financial year. We are ever grateful to all our colleagues and volunteers who have continued to show great commitment to our residents over the year. In particular, we want to recognise the warm welcome given to our new overseas carer colleagues who joined in the latter part of the financial year.



Pay

Recognising the cost-of-living pressures, we gave our front-line colleagues an interim pay award in November 2021 and subsequently increased our minimum pay rates to the Real Living Wage (Real Living Wage Foundation) in April 2022. Whilst this was not readily affordable for the Trust, as a not-for-profit provider that chooses to look after predominantly Local Authority funded residents, we were pleased that the Board voted in January 2023 to continue this commitment to paying the Real Living Wage.

We have implemented a minimum pay level of £10.90 with all our care colleagues earning at least £11 an hour. We have also been able to maintain an appropriate differential in pay rates across all roles. We are pleased to have delivered similar increases to colleagues in our support functions with the annual pay award ranging from 5%–9.3% for 2023/24.

We believe that this continued commitment to the Real Living Wage demonstrates to our colleagues how much we value them and continues to help ease the burden of the cost-of-living crisis and other financial pressures.

We continue to advocate to the government and local authority partners for better investment in the social care workforce. The inequalities in pay between the NHS and social care have been well known for some time, but until our partners begin lifting their fee rates towards a fairer cost of care, this will continue to be a challenging gap to bridge.

Remuneration for the Executive team is structured in such a way that it attracts, motivates and retains talented individuals. Salaries are reviewed by the newly formed Remuneration and People Committee and agreed by the Board on an annual basis, at the same time as the Trust-wide pay review takes place. This review incorporates an analysis of pay benchmarking data and aims to ensure that salaries are set at or just above median rates for the not-for-profit sector, whilst considering the level of increase being awarded to colleagues as well as organisational performance more broadly.

Gender Pay Gap

Even though our median gender pay gap has risen slightly to 2.51% (2022: 1.6%) it continues to be narrower than the national average of 9.4%.

Our mean gender pay gap has also risen slightly year-on-year to 11.76% (2022: 11.39%).

We continue to employ significantly more females than males within the Trust. Although we have good representation of females in senior roles, the distribution of males and females in the upper quartiles is skewed which is the cause of the Gender Pay Gap.

To address this, we will be developing a succession planning framework and a leadership development programme which will proactively support female colleagues to develop their careers into senior roles within the Trust

The Trust also maintained membership of The Care Workers Charity. The charity provides all care workers with access to advice and well-being support, including financial assistance at times of crisis. This benefit complements our employee assistance programme.

“We recognise the warm welcome given to our new overseas carer colleagues.”

Recruitment and Retention

Recruitment and retention have proved challenging due to wider economic pressures and the post pandemic perception of the sector.

Overseas recruitment

In response to the workforce pressures in social care, particularly around the availability of qualified nurses due to a national shortage within social care and the NHS, we proactively broadened our horizons by recruiting nine overseas nurses. Whilst sourcing talented nurses from other countries, it was imperative for us that these individuals were not recruited from countries that had a shortage of qualified nurses themselves.

These nine nurses are talented individuals who were qualified, skilled nurses in their own countries. As well as ensuring they receive high-quality pastoral care, we have supported them through rigorous training and induction to qualify for their Nursing and Midwifery Council PIN in England. They are now all working as nurses and key team members in our care homes. They will receive ongoing support and clinical skills training to continue developing their careers with us.

After the success of our overseas nurses' campaign, we decided to extend our overseas talent pool to include carers. Working with a trusted partner we were able to welcome over 60 experienced overseas carers into homes across the Trust during the final quarter of the year.

Bank and Flexible Worker Campaign

We launched a highly successful digital and non-digital recruitment campaign to attract more people to our bank (group of staff that chooses to work flexibly and can be contacted by an employer when the need arises) during the final quarter of the financial year. We value our bank colleagues as they are highly trained and skilled and offer valuable flexibility which is vital to quality service provision in our homes and schemes.

Retention

Retention continued to be a key organisational priority across the last financial year. We are pleased our labour turnover decreased to 34% (2022: 41%) and, although turnover amongst colleagues who have worked with the Trust for less than 12 months has remained a challenge, we have also seen a significant reduction in turnover within this group. As part of our People Strategy we have increased our colleague engagement through the use of application based surveys so we can act decisively to ensure our colleagues enjoy working with us.

We are confident we are putting the right measures in place to ensure all our colleagues are welcomed into the Trust from day one and are trained and supported to deliver their best throughout their careers with us. We recognise all our colleagues as unique individuals who have a vital part to play in the Trust's community and we are focused on delivering a rewarding and enjoyable experience for all.

Listening to our Colleagues

During the year, we have gathered vital feedback from our colleagues through online onboarder and leaver surveys. These app based surveys provide our managers, HR teams and induction support coordinators with real time insights into how our colleagues' experience our workplaces, and we have been able to use these to make improvements.

During the summer of 2022 we ran a colleague engagement survey across all our staff teams. We were pleased that the results showed that 77% of our colleagues based in our homes would recommend the Trust as a place to work and 84% would recommend our services. We have worked closely with a focus group of colleagues to develop an action plan, based on results from the survey, that will be implemented during 2023/4.

We also launched a staff suggestion scheme in October 2022 which enabled colleagues to suggest and implement improvements to ways of working. We have been delighted with the number and quality of the ideas we have received, many of which we have already put into practice.


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Wellness Strategy

The wellbeing of colleagues remains a priority for the Trust and throughout the last financial year we have focussed on our wellness strategy.

We recognise there is no one-size-fits-all solution to enhancing an individual's well-being, so our approach remains focussed on four areas: mental, physical, social and financial health. Following our initial focus on financial wellness, we have pushed ahead with a focus on mental health and menopause wellbeing. We have trialled alternative menopause friendly uniform options which will be available in all our homes in the coming year.

Learning and Development

Our statutory training compliance has continued to remain stable, despite turnover and challenges with colleagues being able to leave shift to attend training. Our like for like compliance ended the year at 4.2% above our target of 85%.

The number of colleagues on apprenticeship programmes has continued to increase throughout the year, with 254 colleagues now on programme and 36 colleagues completing their apprenticeships in 2022/23. We anticipate the number of individuals completing their apprenticeships will increase to over 180 next year, and in doing so enable further new enrolments. We are continuing to expand our offer and now have apprenticeships for Central Teams in Operations and the People Team and have three Home Managers now on a Level 7 Senior Leadership Programme.

During the year we focussed on increasing our colleagues' key technical skills by developing and rolling out specific induction training for non-care roles in our homes. This will be extended to our central support roles in the next financial year.

Next financial year we will be focusing on the leadership and management skills of our Home and Scheme based managers. Initially this will focus on our first line managers, but this will extend to deputy and home managers in the second half of the year.

Performance management will continue to be improved with our new carer appraisal process being rolled out across all our homes.

We will also be focusing on developing the digital skills and confidence of our colleagues as we roll out the new E-Care system to all our homes and schemes.

Diversity and Inclusion

As a values-led organisation, diversity and inclusion are an integral part of our work. We are committed to building on our successes to maintain and further develop a culture whereby all colleagues, bank workers and volunteers can bring to work who they are, the richness of their lived experiences, views, needs and realities. We have recognised that, whilst we have had successes over the years in achieving equality and equity in our organisation, we can always do more to become a truly inclusive place to live, work and volunteer.

During the summer of 2022 we ran a series of focus groups and listening exercises with our colleagues and volunteers to understand the experiences of different communities and groups that make up our organisation. We used this insight to help us develop our five-year Diversity and Inclusion Strategy which we launched in December 2022.

During 2023 we will be looking to establish employee network groups, including an LGBTQ+ employee network, to help us drive meaningful change in particular areas.

The goal of the LGBTQ+ network group is to help us create a more welcoming and inclusive workplace for all employees, regardless of their sexual orientation and gender identity.

Volunteers

We are hugely grateful to our 500 dedicated volunteers. Their support in 2022 – as befrienders, activities assistants, musicians, gardeners, and telephone befrienders – to name just a few of the roles they fulfil – has been incredible. Together they have contributed thousands of hours to support our residents; offering their companionship, sharing their skills, interests and hobbies whilst also keeping them connected with their local community.

Volunteering at OSJCT is a partnership. With much of our volunteer engagement being restricted to virtual during the pandemic, we want to give our volunteers more of a voice within the organisation, through the introduction of our volunteer forums, volunteer voices group and reinstatement of face-to-face events.

With all COVID-19 restrictions now lifted in care homes, we will be focusing on growing volunteering at OSJCT. By diversifying our volunteer opportunities, building on support already given by local businesses, establishing new community partnerships and with the introduction of volunteering into our ECH schemes, we hope to attract new people with a range of skills and lived experiences to benefit those that live and work with us.



Technology

Technology is a key enabler in the delivery of our strategy over the next 10 years. During the year, we completed the roll out of our wi-fi infrastructure and fast fibre broadband upgrades, which ensures our homes have the digital capacity to introduce new technologies and systems.

Many of our systems are old and dated and in recognition of the need to replace all our systems with Cloud based technology our Trustees have agreed we can invest up to £3m each year over the next four years in our transformation programme.

We are already rolling out Electronic Care Records in line with our transformation roadmap and this will continue through the next financial year.

Customer Relationship Management

We piloted a customer relationship management system in 13 of our homes. The insights and opportunities the system has delivered reinforce the importance of being able to implement a system across suitable homes. We will now look at how best we move forward with this technology during the next year.

Payroll System

During the year we procured a new payroll system. We implemented the first phase of the replacement during the year which allowed us to introduce electronic payslips to all colleagues. We intend to roll out more functionality during the next year which will provide a greater level of automation and extend the self service offering to colleagues.

Telephony

During the next year we will be replacing our telephony infrastructure with a software-as-a-service cloud-based solution. This will enable us to offer a standardised telephony service across all our sites alongside offering a much-improved customer experience.


The Orders of
St John
Care Trust



Streamlined Energy and Carbon Reporting 'SECR'

The data in the table below shows the Trust's energy consumption and emissions for the last 3 financial years. It is based on meter readings pooled by our utilities broker and broken down per utility, per month and per metering point. The percentages shown represent the split between emissions and year on year (YoY) change per utility measured in tCO2e, in line with industry best practice.

Official guidance states that users should apply the set of conversion factors that cover the greatest proportion of the reporting period.

Conversion factors allow organisations to calculate greenhouse gas (GHG) emissions from a range of activities, including energy use, water consumption, waste disposal, recycling and transport activities. The factors help convert energy use and carbon emissions into common units.

As the reporting period in question is 1 April 2022 to 31 March 2023, the majority of the reporting period falls under the 2022 set of conversion factors and therefore these conversion factors have been applied.

The figures now also include emissions from transportation, comprising business travel in rental cars or employee-owned vehicles where the Trust is responsible for purchasing the fuel. It should be noted that emissions in this area will inevitably demonstrate significant increases following the reduction and eventual end of pandemic restrictions and increased levels of office working.

Natural gas consumption in our care homes continues to account for most of the Trust's total energy consumption, with homes using this fuel for heating, hot water, laundry (gas fired dryers) and cooking.

Energy Consumption Table

Energy Category	MWH	tCO2e	Fuel %	tCO2e YoY Change	Employees	tCO2e/ Employee
2020/21*						
Gas & Kerosene	35,938	6,666	70.6%			
Electricity	11,610	2,707	28.6%			
Transportation (business travel)	303	75	0.8%			
Total	**47,851**	**9,448**	**100%**		**4,563**	**2.07**
2021/22*						
Gas & Kerosene	35,396	6,506	72.0%	-2.4%		
Electricity	11,433	2,428	26.9%	-10.3%		
Transportation (business travel)	390	96	1.1%	+28.0%		
Total	**47,219**	**9,030**	**100.0%**	**-4.4%**	**3,908**	**2.31**
2022/23						
Gas & Kerosene	33,438	6,121	74.3%	-5.9%		
Electricity	10,958	2,119	24.3%	-12.7%		
Transportation (business travel)	620	153	1.4%	+59.3%		
Total	**45,016**	**8,393**	**100.0%**	**-7.1%**	**3,738**	**2.25**

Figures for 2020/21 and 2021/22 have been updated from previous years' Annual Reports to show:

- Actual full financial year consumption (previous figures consisted of 10 months' actual consumption pro-rated for a 12-month period due to the timing of the Annual Report).
- Confirmed headcount figures (includes bank staff and contractors) as at 31 March allowing for post year-end reconciliation for each year shown.

Electricity is used in all homes and offices, accounting for the smaller element of total energy consumption. Overall usage is predominantly for lighting and small domestic appliances, with significant uses varying from home to home, which include kitchen appliances, hot cupboards (for food transfer to satellite restaurants), laundries and hair salons.

We continue to meet our obligations to commission both ESOS 'Energy Savings Opportunities Scheme' and SECR reports and are committed to reinvestment based on the findings.

Environmental Sustainability

At the end of 2022, we commissioned carbon footprint data for Scope 1 & 2 emissions for our homes and office. Scope 1 are direct emissions from sources such as boilers and vehicle, and Scope 2 are indirect emissions from, for example, electricity use. This was followed up with detailed site surveys of 3 homes of mixed ages to identify opportunities which would form part of our future net zero strategy, starting with electricity and gas efficiency reductions, given that electricity and gas account for 98% of total emissions. During 2023/24 we will use this data to build our net zero carbon roadmap.

We have also appointed, through a competitive process, mechanical and electrical (M&E) consultants who can identify and implement sustainability opportunities both through new developments and refurbishments as well as our existing estate.

We continue to proactively embed sustainability into our procurement process and supplier performance and relationship management to underpin our focus on working with suppliers who are equally focussed on and motivated to driving sustainability through their supply chains.

All tenders now include a section on sustainability to identify and evaluate actions undertaken by suppliers to reduce their environmental impact. The best response received in 2022/23 was from Teal Living which has been awarded the furniture contract for the communal rooms at Wellford Gardens. Teal has been accredited with ISO140001 since 2001 and has a whole business division (Sustain) that works to recycle or reuse all its waste products.

In the Summer of 2022, we entered into a central servicing contract with Miele for our washing machines and tumble dryers. Moving from a regional network solution has provided several environmental benefits. Miele's data and analytics has reduced the number of reactive call-outs resulting in fewer site visits, as well as enabling more effective whole-life cycle, repair / replace decisions. We continue to work with Miele to identify further opportunities to reduce energy consumption and are pleased to partner with an organisation with a proven commitment to sustainability.

Last year we stated the intention to implement data loggers to monitor our water consumption, which will allow for the early detection and subsequent correction of leaks or high usage. These have been installed in some homes with further installations underway. We will be tendering all utilities contracts in 2023/24 and, where possible, will seek commitments for the provision of SMART meters with all new suppliers.





Strategy

Strategy Update – Year One Progress

We are one year into our new ten-year strategy. We remain committed to the five strategic pillars established in the strategy and the aims that sit beneath them. We identified a number of priorities for 2022/23 which we are pleased have progressed.

Piloting Digital Care Records

The pilot has been successful, and we have learnt a significant amount from running it. This has enabled us to refine our processes and confirm how we are going to roll out the system across our homes and schemes.

Developing a Colleague Engagement and Communication Strategy

The development of our engagement and communication strategy has started with a focus on making sure we have the right tools in place to listen to our colleagues. The engagement survey and apps we have implemented are allowing us to refine our approach to engagement and communication which will continue to be a priority during the next year.

Modernising our Estate

Wellford Gardens, our new home in Wheatley, Oxfordshire is on course to open in the latter part of 2023. The home will benefit from fresh air ventilation and gardens specifically designed for dementia residents so that the outdoor space of the home plays a significant part of their wellbeing. The home will open with the latest technology including digital care records and acoustic monitoring.

We have been working on our supply chain so as to speed up design and delivery of new homes. During the year we appointed a preferred architect and a preferred mechanical and electrical provider. We will work in partnership on designing sustainable care homes for the future which also respond to the learnings from the pandemic.

Whilst a leasehold care home in Oxfordshire gained planning consent, wider economic challenges arising from the rising gilt market in 2022 means that this home is unlikely to move ahead with us as a tenant in the near future. Instead we continue to review options for Oxfordshire, including the development of a freehold site which we have been progressing during the last 12 months.

In Lincolnshire we have made good progress with the design of a freehold home on the site of our closed Fosse House. We expect to enter consultation with the community on our planning application this summer with a view to commencing construction in 2024.

In terms of our existing estate, following completion of building condition surveys, we identified in 2022 investment requirements for every home across the Trust, supported by a detailed capital programme through to March 2024. Overall, we spent £11m on our homes during the year. This was lower than originally planned due to COVID-19 and the decision to revise our capital investment programme for the next three years to enable whole home refurbishments within a quicker timeframe.

We expect to spend £24m across the three years from 2022/23 to the end of 2024/25. In addition, Gloucestershire County Council is investing around £5m into five of its homes and there will be a further circa £4m invested into our Oxfordshire homes from the sinking fund held by our joint venture partner.

Estate modernisation remains a key part of our strategy and will continue to be a core priority for us over the next 10 years. We remain committed to increasing our estate on both a freehold and leasehold basis through organic growth and acquisition and will continue to pursue opportunities that align with our strategy.

Contributing to Sector Reform and the Fair Cost of Care

We welcomed the social care charging reform and are disappointed its full implementation has been delayed until October 2025. We fully engaged and participated in the Fair Cost of Care (FCoC) exercise which ran during 2022. We will continue to encourage the Government to use the insights from the FCoC work and market sustainability plans to allocate more funding and resource to the adult social care sector. We will continue to respond to sector reform consultations during the next year in order to ensure we are contributing to any future shaping of the sector and those who work within it.

2023/24 Strategic Priorities

Our 2022/23 priorities will continue to be a key focus for us during 2023/24. We are committed to the rollout of electronic care records and we intend to meet the Government target of rolling out to 80% of our homes by March 2024 and we aspire to exceed this target.

We will also extend our priorities in the next year to look at additional objectives which have a material impact on our strategy. These include:

- Completing a resident and family satisfaction survey so we can improve the experiences of those who live with us.
- Developing and implementing a leadership programme for those who work in our homes, ensuring they have the right tools and skills available to them to support our colleagues who care for our residents.
- Developing a digital roadmap which prioritises the replacement of our back office systems with a particular focus on continuing the implementation of payroll system functionality during the next year.
- Developing an action plan with our local authority stakeholders to identify new service provision aligned to their needs and which will address the ending of block contracting arrangements over the remainder of this decade.





Section 172 Statement

Section 172 legislation, which became effective in the UK during 2020, aims to better explain how directors have discharged their duty to promote the success of companies, while having regard to the matters set out in Section 172(1)(a) to (f) of the UK Companies Act 2006 (s172 matters).

The following is a statement by the Trustees in performance of their statutory duties in accordance with s172(1) of the Companies Act 2006.

The Board of Trustees of The Orders of St John Care Trust consider, both individually and together, that they have acted in the way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole (having regard to the stakeholders and matters set out in s172(1)(a-f) of the Act) in the decisions taken during the year ended 31 March 2023.

Outlined below, through use of cross reference, are examples of where we have written about the s172 matters throughout this Annual Report. We consider our key stakeholders to include our residents (and their families / representatives); our colleagues and volunteers; the local communities within which we operate; our public sector partners such as Local Authority Commissioners; as well as a multitude of other partners with whom we engage with on a regular basis to help us deliver and improve our services.

S172 Matter	Specific Examples	Pages
(a) the likely consequences of any decision in the long term	• Significant investment in a digital transformation programme	5, 10, 20, 31
	• Refurbishments of older homes and investment in new homes	26, 27
(b) the interests of the company's employees	• Overseas recruitment campaign	16, 30
	• Maintenance of Real Living Wage as minimum pay rate	15, 30
	• Colleague engagement survey	16, 26
	• New onboarder and exit interview app	16
	• Wellbeing strategy	18
(c) the need to foster the company's business relationships with suppliers, customers and others;	• Resident and family feedback	10
	• Partnering with suppliers	11, 24
	• Ensuring our voice contributes to the discussion on the future shape of adult care provision	27
(d) the impact of the company's operations on the community and the environment	• Provision of new service models reflective of local authority commissioning needs	5, 12
	• Volunteering opportunities and community engagement	19
(e) the desirability of the company maintaining a reputation for high standards of business conduct	• Compliance ratings	9
	• Partnering with suppliers	11, 24
(f) the need to act fairly between members of the company	• Our governance framework sets out the membership structure of the Trust	47

Engagement with our key stakeholders drives our strategy and decision-making. During the course of the year, the principal decisions taken by the Board were:

Principal Decision 1 – Overseas Recruitment Campaign

To widen our labour pool, we engaged with a partner organisation during 2022 to source an initial cohort of nine overseas nurses and 60 carers.

The success of this initiative led to the extension of the programme with a second cohort of six nurses arriving in the UK in May 2023 and a further 18 carers in April/May 2023. In addition, 75 onshore overseas carers also commenced work with a further 40 in the pipeline (awaiting Certificates of Sponsorship). These carers have been allocated to homes across all regions, in particular where the local recruitment market is more challenging.

The impact of the overseas and onshore overseas recruitment campaign is starting to be reflected in a reduction in agency hours and is enabling homes to increase occupancy where lower staffing levels previously constrained new admissions.

This helps the longer-term financial sustainability of the Trust and, through a more stable workforce, should help deliver consistency of care for our residents.

Principal Decision 2 – Remuneration

The further tightening of the UK labour market led the Real Living Wage Foundation to bring forward its announcement of the new RLW rate to September 2022. On 22 September it announced the new UK RLW rate of £10.90. The 10.1% increase is the highest increase in the history of the Real Living Wage Foundation.

In response to extraordinary sector staffing challenges and cost of living pressures faced by our workforce, Trustees agreed to lift pay to the current Real Living Wage (RLW) of £10.90 as the minimum rate within the Trust meaning that (with the maintenance of pay differentials) all carers would earn above £11 per hour. In making this decision, the Board was keen to act in the best interests of its employees and was hopeful that the pay increase would assist with recruitment and retention challenges.

Whilst we have lifted pay to the current RLW, the Board is as yet unable to commit to being a RLW employer due to the lack of visibility as to sustainability of RLW rates in the longer-term. We will continue to lobby for the sector to be funded at a level which enables social care staff to be remunerated at an appropriate rate.

Principal Decision 3 – Closure of Four Gloucestershire Homes

In March 2022 the cabinet of Gloucestershire County Council (GCC) approved undertaking a public consultation on the closure of four homes operated by the Trust in the region. A final decision on the closures was made in July 2022 with the four homes then being closed in the second half 2022. The decision had to balance the needs of residents and staff against longer-term commissioning needs for the local authority. All residents and staff were given the opportunity to move to other homes within the OSJCT estate and we were pleased that so many chose to do so.

Although the decision to close the homes ultimately rested with GCC, our support reflects the strength of our relationship with the Council and our commitment to assist GCC in shaping local provision to the needs of the local area over the longer term.

Principal Decision 4 – Restructuring

On the back of recent home closures and a reduction in the number of ECH schemes, a review of the Trust's operating structure was completed towards the end of the financial year. The aim was to create a better balance of homes across the regional operational teams; a fairer span of control for our Area Operations Managers; to review regional boundaries; and to better integrate ECH. This resulted in a move to three new regional divisions plus a focused group of self-funded homes. The new structure delivers financial savings for the Trust but importantly also ensures greater consistency of performance and a structure fit for the future, ready for any potential changes.

Principal Decision 5 – Digital Transformation

The Trust has embarked on a significant programme of transformation, of which the digitisation of care records is an important step for the Trust as well as for Government which, in its social care reform paper, set a target of 80% adoption by March 2024. This technology will significantly benefit our residents and services through improved care and information management facilitated by this system. The first trial of the technology commenced in our Madley Park home in December 2022 and further rollout is planned for 2023/24 to enable us to meet the 80% target as a minimum.

Separately, a new payroll system was procured and then implemented at the start of 2023. Upgrading this legacy system has streamlined the payroll process and delivered operational efficiencies.

Principal Decision 6 – Governance Review Recommendations

As part of our normal governance cycle, we completed an externally facilitated Board governance review in 2022. This was a thorough exercise which led to the recommendation to rebalance the duties of committees. This resulted in the establishment of two new committees to permit greater oversight and scrutiny of key areas of performance. The Care & Quality Committee focuses on care delivery and compliance as well as the lived experience of residents. The Remuneration & People Committee is responsible for considering and making recommendations to the Board in relation to the wider workforce pay policy as well as the remuneration of the Executive and Chairman. Its purpose is also to review performance data and oversee the execution of the people aspects of the Trust's strategic plan.

Principal Decision 7 – Oxfordshire Head Office

Prior to the pandemic the Trust had reviewed its position on the requirement for office space as the location, at times, proved to be challenging for recruitment especially as public transport links from large towns or cities were limited. Trustees exercised the break in the Head Office lease in November 2021 and a new permanent location was identified during 2022. However, following review of office requirements (informed by discussions with colleagues, experiences from the pandemic and our new hybrid working policy), it was determined that the proposed office space was larger than required in the medium term and that central Oxford office space costs were anomalous in the context of a nationally improving (rents reducing) market. As a consequence, it was agreed to extend the contract duration for the temporary offices until the end of the 2023/24 financial year whilst the search for a new head office continued. This compromise allows for a period of certainty and stability for Oxfordshire-based central colleagues and will enable the Trust to better clarify its future office space needs now that the hybrid working policy has been fully implemented.



Operating and Financial Performance

The challenges in the UK employment market had a significant effect on our financial performance during the year.

Whilst our occupancy levels continued recovery towards pre-pandemic levels at 85.6% (2022: 80.8%), our ability to grow occupancy in our homes as much as we would like was constrained by staffing availability. Our agency staff usage and associated costs reached unprecedented levels with £15m (2022: £7.5m) spent in this area. During the second half of the financial year, we invested £0.7m in an overseas recruitment programme which focused on nurses and care workers. It has taken time to embed the process and navigate the immigration frameworks, so we are only seeing the benefit of our investment now. However, this means 2023/24 will be markedly different, as we are already seeing agency use reduce to the lowest levels seen for many years.

This was the first year since the pandemic where care providers no longer received Government support, and despite this we increased our income by 3% to £146.8m (2022: £142.8m).

The closure of the 4 care homes in Gloucestershire during the year reduced our capacity by 176 places to 3,229 places. Our ECH capacity reduced from 1 April 2022 to eight schemes with 321 capacity which reflects the transfer of 3 schemes to another care provider on 31st March 2022.

FY23 (As at 31 March)	No. of Homes / Schemes	Capacity	No. FTE Employees
Gloucestershire	13	781	736
Lincolnshire	14	597	486
Oxfordshire	16	878	755
Wiltshire	18	973	793
Extra Care Homes	8	321	100
Total	**69**	**3,550**	**2,870**

We remain committed to achieving at least a 50:50 split of local authority and self-funding residents in line with our strategic plan. Despite a challenging year we maintained our self-funder occupancy at 40% (2022: 40%). We have restructured our operational management to focus on our self-funder homes and we remain confident self-funder occupancy will grow throughout the next year.

We have continued to work proactively with our strategic local authority partners to deliver different services which support the demands of the local health and social care markets we operate in. This has proven to be beneficial to all involved and we will continue to build on this in the coming year.

Capital and Revenue Expenditure on Major Property and IT Works

We have invested over £11m in our homes and IT infrastructure each year for the last 2 years. We had ringfenced £14m for investment during the year but were unable to deliver our programme in full due to the reworking of our capital investment plans. However, it remains a key priority to invest in our existing estate and new developments, so we have set aside £12.7m for property this year.

£000's	2022/23	2021/22
Existing estate	4,925	4,439
New homes	141	483
IT	283	1,013
I&E Maintenance Charges	5,791	5,105
Total	**11,140**	**11,040**

Financial Results for the Year

Income for the year was £147m (2022: £143m). Of this, £0.3m (2022: £7m) relates to additional Government funding to support safe operation of our homes during the pandemic which included but was not limited to funding additional staffing costs to ensure continued compliance with Government guidelines throughout the year. Our care income grew by 7.5% to £144m (2022: £134m). This is driven by a combination of occupancy growth and fee uplifts.

Care fees are the principal source of income for the Charity, which are funded by multiple sources including local authorities, NHS bodies and private fee payers. These care fees support the delivery of care to our residents, which underpins the Charity's purpose to care for the sick, vulnerable and infirm.

Our net expenditure for the year was £4.2m (2022: net income of £1.2m). Agency staff expenditure of £15m (2022: £7.5m) in our homes had the largest impact on our cost base and was mitigated to some extent by the work we did to ensure our staffing resources aligned to our occupancy alongside managing our discretionary expenditure. We invested £1m in our transformation programme which contributed to the net deficit position. Trustees have approved transformation expenditure up to £3m each year for the next 4 years. This investment will continue to be managed in line with cashflow capacity and trading performance.

Overhead costs increased by 9.7% (2022: increase of 2.8%) during the year, which included investment in pay for central functions and overseas recruitment. We expect our overhead costs to increase further in the next 5 years as we embark on our new strategy and intentionally increase our investment in IT transformation. However, cost control measures have been identified and are in progress to manage the effects of inflation on the Trust in 2023/24

£'000's	FY23	FY22
Mature Homes	12,039	**14,972**
Extra Care Housing	164	**581**
Central overheads	(14,605)	**(13,313)**
Operating Surplus	**(2,402)**	**2,240**

Note: Operating Surplus is net expenditure before interest, loss on disposal of fixed assets, impairment provisions and exceptional items.

Financial Position at the End of the Year

Land held for sale remains at £1.3m (2022: £1.3m) where we continue to hold one parcel of land for sale. The land continues to be marketed. No additional homes were impaired during the year.

The reduction in unrestricted funds: other reserves of £4.0m (2022: increase of £1.5m) was driven by trading performance. Cash reserves still remain strong with £12.1m of cash in the bank at the end of the year (2022: £14.6m).

Cash Flow

The net movement in operating cash was an inflow of £4.0m (2022: £6.4m inflow).

The movement is analysed on pages 59 and 60 of the accounts. The inflow was generated by net expenditure of £4.2m (2022: net income of £1.2m) which, after allowing for depreciation and other non-cash expenditure was increased by a reduction in working capital of £2.0m (2022: increase of £0.4m).

Pension

The Trust is an admitted member of a sub fund of a Local Government Pensions Scheme (LGPS) operated by Wiltshire County Council (WCC) and of a sub-fund of an LGPS operated by Gloucestershire Country Council (GCC), which are both defined benefit schemes.

The service costs were £0.3m (2022: £0.3m). The actuarial gain was £3.9m (2022: £3.4m gain). At the year end the Wiltshire scheme had a surplus of £2.3m. The Gloucestershire scheme had a surplus of £2.8m. The surplus on both schemes has not been recognised as it is not deemed to be recoverable. Payments for the next financial year will be 0% for WCC (2022: 0%) and 24.4% for GCC (2022: 27.9%).

Going Concern

OSJCT uses a ten-year financial plan which, in conjunction with a 3-year forecast has formed the basis of review for trading performance. Consideration has been given to external market forces and the impact they have on OSJCT's turnover, operating costs and cash flow. As part of the review process, the Board has reviewed sensitivity analysis that considers care fee inflation, occupancy, pay rates and recruitment challenges. This model has been rigorously stress tested for occupancy changes and the use of agency staff given the challenges in the UK labour market.

Based on the assessment of the forecast and the sensitivity analysis the Board remains confident that OSJCT will be able to meet its liabilities at least until the end of the review period in January 2025.

Treasury

The Trust's treasury management ensures there is enough cash available to manage operations and ensure there is sufficient funding to meet the investment requirements of the Trust. The debt financing facility from Barclays will facilitate future investment and growth in the Trust's portfolio. This aligns with our strategic objectives.

We continue to operate short term (annual) and longer term (ten-year) cash flow models to ensure we are managing our liquidity, working capital and investments in line with our financing facility and operating cash inflows.

Long-term debt at the end of 31 March 2023 was £0.6m (2022: £0.6m), which is a long-term loan used to acquire the freeholds of seven of our Lincolnshire properties. The Trust has met its banking covenants which are primarily based on fixed charge cover and leverage. These were met with considerable headroom.

The Trust has access to a £25m revolving credit facility which was renewed in June 2022 for a period of five years. We did not need to utilise the facility during 2023 due to a rephasing of our refurbishment and new development programmes. We expect to draw on this facility during the next financial year as we continue work on estate renewal and digital transformation.

Trustees review our reserves policy bi-annually

Reserves Policy and Investment Powers

Under the Articles of Association, the Trust has the power to make any investments which the Trustees see fit. The Board is responsible for the regular review of investments.

The Trustee Board reviewed the reserves policy in March 2022 considering future investment plans needed to support the new strategy. It was agreed to keep cash reserves at £2m to manage on-going working capital requirements. The Trust has access to an undrawn credit facility of £25m that Trustees consider to be sufficient to meet the ongoing working capital and investment requirements of the Trust.

At the end of 2022/23 total unrestricted reserves were £49.5m (2022: £53.3m). Free reserves excluding fixed assets, capital commitments and land held for sale were £1.5m (2022: £5.3m). Trustees approved a change in the reserves policy in March 2022 which reflects the strategic shift to borrow to invest and expand in the next 5 years. The reserves policy is set at a level to ensure that the Trust is able to manage any financial risks that may arise during the year, whilst ensuring we continue to deliver excellent standards of care to our residents. The policy ensures we meet our ongoing financial obligations whilst also considering future commitments. It was agreed to keep cash reserves at £2m and that free reserves may become negative for a period of time whilst we fund new developments.

Risk Management

The Board retains overall responsibility for risk management and decides the level of risk it is prepared to tolerate. The Board promotes a culture of prudence with resources and throughout its operations.

The key risks to which the Trust is exposed have been identified and, for each of these, an assessment has been made as to their impact, severity, and probability. The Board regularly reviews the Trust's individual significant risks and the cumulative effect of these risks. Internal controls have been reviewed for effectiveness in mitigating these risks and further controls have been put in place where appropriate, as set out in the Trust's procedures and policies. Systems established to manage the level of risk include the following:

- The issue and regular review of a comprehensive Trust level risk register.
- The issue and regular review of a major incident log (and steps taken to address these).
- The internal control system is monitored and supported by internal and external audit functions that can provide an independent perspective on the management of risk within the Trust.
- The Finance Committee meets with the auditors and internal auditor, in the absence of management, at least once a year.

The management and control of risk is an ongoing process in the Trust and the procedures established to manage risk are set out in the risk register. The risk register and risk control procedures are subject to frequent management review and amendments are issued as new information and situations arise. Updates happen both organically as issues occur and through regular, structured conversations held between the Executive team as well as at Board level.

Responsibility for ensuring that there are appropriate risk management and audit structures in place, and for reviewing those structures, resides with the Board. The Board completes a full review of the risk register on an annual basis and receives update reports at each meeting. Additionally, each Committee reviews risks and incidents specific to their Terms of Reference.

The update reports to the Board take the form of a heat map which highlights the top risks facing the Trust, changes to these existing risks and any new material risks identified. In addition to the risk register, the Trust maintains a log which includes all types of serious incident. Incidents that are included on the major incident log are routinely reported to the Charity Commission, in line with the requirements of its serious incident reporting regime.

Principal Risks and Controls

The Executive team identifies the major strategic risks to which the Trust could be exposed and establishes controls and action plans to mitigate them. The principal areas of risk to which the Trust may be subject are reflected in five broad headings contained within the risk register.

Strategic, Governance and Management Risks

A new 10-year vision for the Trust was approved in March 2022. This is set out under five strategic pillars each of which contains a number of strategic objectives which have a timeline ascribed to them. Trustees monitor delivery of these objectives through formal reporting against the objectives twice per annum as well as through regular updates at Board meetings. Objectives are reviewed and updated annually, to set clear goals for the current year aligned with our long-term aspirations. These aspirations are in line with the overarching aims of the Trust as well as with guidance from the Charity Commission on public benefit.

Trustees retain oversight of the management team, which is subject to robust recruitment and selection processes, and a heavy focus on training and development of them and throughout the Trust to ensure efficient and effective management, and quality provision of care services.

The skill set of the Trustee Board is regularly reviewed to identify any gaps and highlight future needs for succession planning purposes. Conflicts of interests are regularly declared and recorded and there is policy in place for the management of conflicts of interests for both Trustees and colleagues.

Operational Risks

There are established systems to monitor the care provision in our homes, supported by a comprehensive Care Manual, which is subject to regular review. This is supported by the Trust's own internal care audit and inspection team, Health & Safety audit and inspection team as well as regulatory inspections by the CQC and Local Authorities. The Trust's disaster recovery plans are periodically updated, and enhanced planning to mitigate the risk of power cuts was put in place in December 2022.

Financial Risks

Management of the Trust is overseen by a Board of Trustees with relevant expertise, further supported by the Finance Committee. There are established systems for financial reporting, planning, and monitoring of financial performance with clearly defined, delegated authorities for the financial commitments of each management role.

There is an internal audit function which is delivered in-house, and therefore benefits from a greater knowledge of the Trust's business, strategic objectives and the risks it faces (compared to an external supplier of this service) and which delivers timely, relevant management actions arising from internal audit reviews.

COVID-19 continues to have a financial impact on the Trust due to the effect on occupancy levels as well as increased costs that were not met by Government funding.

External Factors

The Trust is a member of various Care Forums that represent operators in the industry with the objective of ensuring a voice for the Trust in commercial, legal, and other regulatory environments. The pandemic provided the Trust with an opportunity to communicate directly with the Government and we continue to engage with Government on its reform agenda and on matters concerning the proper recognition and reward for staff within the Social Care sector.

Legal and Other Compliance Risks

Comprehensive policies and procedures are in place to cover legal and other statutory compliance including health and safety, audit, data protection, and insurance requirements of the Trust.

Key Risks

Within the broader areas outlined above there are several specific risks which, when assessed for impact and probability, are those that carry the highest risk score or are central to the Trust's operations. These principal risks are set out on the following pages, along with their movement in the year and examples of key controls and mitigating factors.

Risk	Description and Potential Impact	Key Controls and Mitigating Factors	Change in net risk score 2022/23
Staff Retention	Employee turnover rates are higher within the adult social care sector than the UK's average, with the Trust's turnover rate slightly above the sector benchmark. Failure to retain staff translates into increased recruitment and training costs, higher levels of agency usage and a risk to the maintenance of care standards. Insufficient staffing levels may restrict the ability to admit new residents.	There is a continued focus on reward and recognition to ensure a competitive employee benefits package. The Trust has invested in its frontline staff, bringing forward the annual pay review by five months, paying retention bonuses, and most recently by increasing the lowest paid roles to the Real Living Wage. We have rolled out a well-being strategy and introduced new induction coordinator roles to improve the experience for new joiners. We regularly monitor key employee statistics and review reasons for leaving the Trust.	
Recruitment	The national picture for social care workforce vacancies remains difficult, in part due to increasing competition for recruitment from the hospitality and retail sectors. The pandemic has also reduced the attractiveness of the sector to potential new recruits. This leads to increased costs, time to recruit, greater reliance on agency staffing and consequentially impacts financial performance.	Enhanced pay rates ensure the Trust remains competitive within the sector and the use of 'Refer a Friend' payments has proved successful alongside targeted recruitment campaigns. We have invested heavily in sourcing overseas nurses and carers to supplement recruitment. The Trust's investment in its digital transformation programme and significant capital expenditure across the estate should assist in making our homes a more attractive place to work for potential recruits.	
Occupancy	Increased competition, extended COVID-19 outbreaks restricting admissions, insufficient staffing and a failure to attract new residents may lower occupancy levels, affecting overall financial performance. The Government's focus on keeping people at home for as long as possible means funding is being diverted into domiciliary care, away from residential care providers. It also has the effect of people moving into homes with a greater dependency level and consequently, staying for a shorter period of time.	The strong reputation of the Trust, combined with enhanced investment in marketing, attractive fee rates and continued investment in our homes should ensure any drop in occupancy due to COVID-19 is temporary. We work proactively with commissioners to design and deliver services required by the local communities.	

Risk	Description and Potential Impact	Key Controls and Mitigating Factors	Change in net risk score 2022/23
CQC Compliance	Failure of homes to achieve good or outstanding compliance with CQC standards could cause financial losses and reputational damage. The suspension of full CQC inspections during the pandemic created an extended backlog period, therefore services have gone longer than usual between routine inspections. Nationally the changes to the CQC inspection regime may make it harder to achieve Good or Outstanding ratings.	CQC compliance figures for the Trust have remained strong throughout year. Although the Trust has no inadequate rated homes and the percentage of requires improvement homes remains below the national average, a small number of the homes within the OSJCT estate are not achieving desired levels of performance. These homes have comprehensive action plans in place and additional, dedicated resource to assist in achieving improvements.	
Block contracts	The Trust's two joint ventures, the Oxfordshire Care Partnership and the Gloucestershire Care Partnership, as well as homes in Wiltshire operate with block contracting arrangements. These end for OCP in 2032 (2027 break option for older homes), for GCP in 2025 (2040 for reprovided homes) and in 2025 for Wiltshire. With any contract of this duration there is an inherent risk that over time its purpose becomes less relevant in the context of changing market conditions and increasing resident expectations. There is a risk that the local authorities will re-tender the contracts, leading to a material fall in purchasing / shrinkage of the estate.	To mitigate risk, regular management meetings and Board meetings are held to ensure there is a detailed understanding of performance and an agreed approach to the future strategy. Productive dialogue is ongoing with each Local Authority to ensure that ongoing and future provision is tailored to developing commissioning needs. The Trust is the largest care provider in each region and is viewed as a strategic partner.	
Utility costs	Continued global volatility affecting prices and supply may have a material financial impact on the Trust post the end of its fixed term contract. There continues to be a risk of supplier failure and therefore loss of the Trust's fixed price contract until October 2023. The Trust may find itself unable to pass on increased costs without affecting competitiveness / attractiveness of fee rates.	Our Local Authority contract fee increase methodology looks at the inflationary increases in the past year and therefore for 2023/24 they will include the inflationary impact of 2022/23. Self-funder contracts allow for cost inflationary increases in fee rates (subject to a maximum). To further mitigate costs, the Trust had lobbied to secure financial support for the sector from Government. We are seeking to invest in capital projects over the medium to long term that provide a greater reduction in energy usage in our homes.	New Entry

Risk	Description and Potential Impact	Key Controls and Mitigating Factors	Change in net risk score 2022/23
Estate / Property	Material risks include the need for continued investment and maintenance/ remedial work to older homes within the estate. Failure to deliver the investment programme risks the homes becoming unattractive and a consequent reduction in demand. The pandemic has caused delays to the capital expenditure programme, creating an extensive programme of work to be completed in the next financial year. There is a risk to income given the requirement to close whole households whilst refurbishments are completed.	The Trust has prioritised investment in its existing estate to mitigate reductions in occupancy from an ageing estate. GCC has committed to investing £5 million across five older homes in Gloucestershire. A significant refurbishment programme will continue in 2023/24.	
IT Legacy Systems	A number of our business-critical IT software systems require upgrading to modern systems. Risks include the cessation of support for older versions of systems, poor functionality and costs to replace them.	A plan has been implemented to replace legacy systems within the Trust to a Cloud SaaS (Software as a System) system over the next 5 years. Additional support contracts have been put in place to manage out-of-version systems. A new Payroll system was implemented at the start of 2022 and further work continues to procure new systems to replace outdated versions.	
Major incident risk	A single, potentially avoidable, incident or event that leads to serious injury or death of a resident / employee.	Mitigation of risk is achieved through application of Health & Safety and Care Quality policies, alert and escalation measures, reflective practice, near-miss reviews, and major incident response measures, including proactive communication planning.	



Structure, Governance and Management

Legal Structure

The Trust is a charitable company limited by guarantee (registered company number 03073089) and is a registered charity (registered charity number 1048355) in England. The charitable objective of the Trust (as set out in its Articles of Association) is 'the relief of the aged, the infirm and the sick'. In furtherance of this objective, the Trust provides care to older people through care homes (including residential, nursing, intermediate, and day care services) as well as extra care housing. The Trust is sponsored by two historic Orders which have a long tradition of offering care.

These are the British Association of the Sovereign Military Order of St John of Jerusalem and of Malta (BASMOM) and The Priory of England and the Islands of the Most Venerable Order of the Hospital of St John of Jerusalem ('The Venerable Order').

A significant proportion of the Trust's operational activities is currently conducted through two joint ventures, the Oxfordshire Care Partnership (OCP) and the Gloucestershire Care Partnership (GCP), which were established in 2001 and 2005 respectively following the outsourcing of the two local authorities' care homes. OSJCT has a 50% holding in both charitable companies, alongside its joint venture partner, bpha, a social housing association. The Boards of Trustees for both OCP and GCP comprise an equal number of Trustees from each of OSJCT and bpha.

There is regular reporting on both joint ventures to the Board of OSJCT, enabling it to ensure the arrangements continue to best serve the Trust's charitable purposes.

Additionally, the Trust has a wholly owned subsidiary, Fosse Way Care Developments Ltd, which was incorporated in 2016 as a vehicle for future new home development. The company has not traded since incorporation.

Public Benefit Statement

As a Charity, we have reviewed our vision, objectives, and activities to ensure that we remain focused on our charitable purpose, namely, the relief of the aged, the infirm and the sick. Our Board has regard to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning future activities. The Board believes that the provision of care homes and care services to older people delivers a valuable public benefit. Our services are, by their nature, focused on older people but beyond this, there are no restrictions on who can benefit from our services based on sexuality, ethnicity, disability, religion or gender.

Trustee Board

Trustees are appointed based on the skills and experience they can bring to overseeing the activities of the Trust. The skills and backgrounds collectively represented on the Board should reflect the environment in which the charity operates as well as uphold its founding Christian values. New appointments are made on merit, taking account of the specific skills and experience, knowledge, personality, and approach needed to ensure a well-rounded Board. In terms of diversity, the objectives are to:

- consider aspects of diversity when reviewing the composition and balance of the Board;
- ensure that candidate lists for Trustee positions are compiled by drawing from as diverse a range of candidates as possible who possess suitable skills and qualities;
- aspire to increase Board diversity without setting specific targets or compromising on the calibre of Trustees.

In 2021/22, a skills audit of Trustees was undertaken in anticipation of retirements from the Trustee Board in 2023 and 2024. The outcome of the audit was that future succession planning should prioritise experience in knowledge of the work of partners (including local authorities and NHS commissioning), and IT / technology and property/estates management. Alongside these specific skills, other attributes such as an understanding of the role of a trustee, commitment, work ethos, an ability to relate to colleagues and sharing the Trust's values were viewed as equally important in prospective Board candidates.

Trustees are normally nominated either by BASMOM or the Venerable Order (although they need not be a member of either Order) and appointed by the Board. The President of BASMOM is entitled to nominate the Chair although the appointment is subject to Board approval. There are also two co-opted positions available on the Board. There is no differentiation in powers of Trustees.

During 2022/23, Dr Anton Borg was co-opted onto the Board. The Articles permit a maximum of 12 and minimum of 5 Trustees on the Board. At the end of March 2023, the Board comprised 12 Trustees.

Trustee Terms of Appointment

All Trustees (with the exception of the Ex-Officio Trustee) are appointed for terms not exceeding three years and are eligible for re-appointment for a maximum of three terms, save that, in exceptional circumstances, the Trustees may re-appoint for a fourth or subsequent term. Richard Fitzalan Howard's term of office as the Ex-officio Trustee is co-terminous with his term of office as President of BASMOM, which was due to run until June 2022 but was extended one year until June 2023 at the request of the new, incoming President of BASMOM.

If it is agreed that a Trustee will serve for more than nine years, this decision is made on the basis of a rigorous review and considers the need for progressive refreshing of the Board. Two Trustees have served longer than nine years: Millie Wentworth-Stanley and Richard Fitzalan Howard. As Deputy Chair, Millie Wentworth-Stanley's term was extended to assist with the induction of the new Chair. She will retire in September 2023.

There was only one other Board reappointment made during the year, that of James Macnamara for a second term.

Specialist Trustee Roles

There are four county trustee roles and a specialist medical trustee position. The county trustees have a formal job description which encompasses developing and maintaining a close knowledge of the Trust's operations in their county, playing an ambassadorial role at local events, familiarising themselves with the homes in this county and visiting them regularly. County trustees ensure that the Board is kept informed about relevant matters arising out of their work on behalf of the Trust in their counties. They are also specifically consulted on strategic matters within their counties. The medical trustee has specific responsibilities in terms of advising the Board on the medical aspects of the Trust's care provision and maintaining an open and constructive relationship with the Director responsible for Care Quality.

All Trustees normally regularly devote time to visit homes and extra care facilities. These visits are invaluable in understanding the daily work of the Trust, in building relationships, and in gaining a feel for the culture and caring ethos of the Trust on a local level. Temporary restrictions on home visits (due to COVID-19 and other outbreaks) meant that there was some continued disruption to Trustee during 2022/23. However, the number of visits completed was much increased on prior years when COVID-19-related visiting restrictions were in place. The Board continued to seek out other opportunities for contact and ensuring oversight such as garden visits, attendance at virtual Town Hall and regional operational meetings and through calls with Home Managers.

Board Composition as at 31 March 2023

Ex-Officio Trustee	BASMOM Trustees	Venerable Order Trustees	Medical Trustee	Co-opted Trustee
Richard Fitzalan Howard Ex-Officio Trustee Nominations Committee Member	**Mark Everall** Chair Chair Member of Nominations & Governance Committee	**Judy Wright** Wiltshire Trustee Nominations & Governance Committee Member	**Anne de Bono** Medical Trustee	**James Kneller** Chair of Remuneration & People Committee
	Millie Wentworth-Stanley Deputy Chair Chair of Nominations & Governance Committee	**James Macnamara** Oxfordshire Trustee Finance Committee Member Remuneration & People Committee Member		**Anton Borg** Gloucestershire Trustee
	Graham Hutton Chair of Finance Committee	**Richard Milligan-Manby** Lincolnshire Trustee Remuneration & People Committee Member		
	Jill Manthorpe Finance Committee Member Remuneration & People Committee Member			
	Timothy Church Finance Committee Member			

The Board comprises twelve Trustees across five classes:

1. an Ex-Officio Trustee, being the current BASMOM President or their nominee
2. up to five further BASMOM Trustees who are nominated by BASMOM and appointed by the Trustees (there are currently five BASMOM Trustees)
3. up to three Venerable Order Trustees who are nominated by The Venerable Order and appointed by the Trustees (there are currently three Venerable Order Trustees)
4. one Medical Trustee appointed at the Trustees' discretion (there is currently one Medical Trustee)
5. one or more Co-opted Trustees appointed at the Trustees' discretion, provided there is a full number of BASMOM and Venerable Order Trustees (there are currently two Co-opted Trustees)

Trustee Biographies

Mark Everall
Appointed 7 July 2020

Mark was appointed Chair of the Board of Trustees in 2020. He was a circuit judge and Deputy High Court Judge at the Central Family Court. He was also a nominated judge of the Court of Protection. Before being appointed a judge, Mark qualified as a barrister and became a Queen's Counsel in 1994. He is a Bencher of the Inner Temple.

Anne de Bono
Appointed 7 November 2017

Anne joined the board of Trustees in 2017.She is a consultant in occupational medicine at the University Hospitals of Leicester, in a large NHS Occupational Health Service for healthcare employees and students across Leicestershire and Rutland. She is also a member of Council and Trustee of the Academy of Medical Royal Colleges. From 2003 to 2016 she was chief medical officer for the BASMOM Lourdes pilgrimage.

Anton Borg
Appointed 12 July 2022

Anton joined the Board of Trustees in 2022.He has been a GP since September 1986, and has had roles in Obstetrics, Cardiology, Medicine and Dermatology. He is a member of The Sovereign Military and Hospitaller Order of St John of Jerusalem, of Rhodes and Malta (SMOM), and has been the pilgrimage doctor since 2000.

Timothy Church
Appointed 19 September 2018

Tim joined the Board of Trustees in 2018. He was president of MIO Partners, Inc. the investment office of McKinsey & Co. Tim joined McKinsey in 1991, to start and head up the European investment activity for the firm, taking over the running of the global activity in 1997. Tim is Chairman of The HALO Trust and of Aid to the Church in Need UK and on the Advisory boards of a number of investment related entities.

Graham Hutton
Appointed 11 November 2015

Graham became an OSJCT Trustee in 2015. He has many years of experience in the financial services industry, working for several prestigious investment banking houses before helping to found Hutton Collins in 2002. Graham was a Trustee of Aid to the Church in Need for 18 years and Chairman for 9 years until 2022. He was appointed as Chair of the Finance Committee in September 2019.

Jill Manthorpe
Appointed 13 May 2015

Jill joined the Board of Trustees in 2015 and has a long-standing interest in older people's wellbeing. She is currently Professor of Social Work at King's College London and Director of the Health and Social Care Workforce Research Unit. She acts as an advisor to governments in the UK and internationally. She is a Trustee of the Centre for Policy on Ageing and of the FAROS Foundation and was a Non-Executive Director of three NHS Trusts.

Richard Milligan Manby
Appointed 23 September 2020

Richard became an OSJCT Trustee in 2020.He worked as a futures broker in London before returning to Lincolnshire in the early 1990s to become involved in the family farming business. In addition to this he became involved in a number of agricultural cooperatives where he served as a non-executive director, executive and non-executive chairman, a member of the finance, risk and audit committee, as well as a pension trustee. In 2007 he attended Cranfield University to study business management and served as a trustee for the Royal Agricultural Society of England Board till 2017.

Richard Fitzalan Howard
Appointed 26 April 2005

Richard joined the Board of Trustees in 2005. He is a senior adviser to Stonehage Fleming, the multi family office. He recently retired from being the President of the British Association of the Sovereign Military Order of Malta.

James Kneller
Appointed 23 September 2020

James was appointed as an OSJCT Trustee in 2020. He has many years' experience as a Human Resources Director in a number of global organisations both in the UK and abroad including Santander and Commercial Bank of Qatar. James has sat as a non-executive Director in the UK, Middle East, and Turkey. James returned to the UK in 2014, founding his own consulting business. He has also served as a Trustee for a number of large UK Pension Funds. James chairs the Trust's Remuneration & People Committee.

Millie Wentworth Stanley
Appointed 27 April 2010

Millie has been a Trustee since 2010 and was appointed Deputy Chair in 2015. She is a qualified solicitor and worked for a large City of London law firm before setting up her own niche law practice in 1998. As well as being Deputy Chair, Millie took over as Chair of the Nominations & Governance Committee in September 2020.

James Macnamara
Appointed 6 November 2019

James is a chartered accountant and was formerly finance director of a series of companies in the service sector. In parallel, he has served as a local councillor and magistrate, on various bodies in the Oxford Diocese and as a trustee of a number of charities in the health, military, housing, and education sectors. His volunteer service in the reserve army led him to join St John Ambulance and then on to a number of roles in the Venerable Order, who nominated him as a Trustee of OSJCT in November 2019.

Judy Wright
Appointed 11 November 2015

Judy was appointed Trustee of OSJCT in 2015. She lives in London and has been involved on a voluntary basis with the work of the Venerable Order of St John for nearly 30 years. She has wide experience of marketing and advertising from her work with large multi-national companies and advertising agencies.


£4

Tenure

0–3 Years	3–9 Years	9+ Years
Tenure at 31 March 2023		
Anton Borg Mark Everall James Kneller Richard Milligan-Manby	Anne de Bono Timothy Church Graham Hutton James Macnamara Jill Manthorpe Judy Wright	Richard Fitzalan Howard Millie Wentworth-Stanley
Tenure at 31 March 2022		
4	5	2

Trustee Induction and Training

The Trust last reviewed its induction programme for Trustees in 2022 as part of that year's governance review. All new Trustees receive a tailored induction programme to ensure understanding of the role of Trustees under Charity Law and being a Director under Company Law. Induction provides an overview of the history of OSJCT, its structure, vision and strategy. It includes meetings with the Chief Executive, the Chair and members of the Executive team to discuss the Trust's strategic plan and to understand the risks and operating environment of the business. The programme involves visits to some of the Trust's homes to meet colleagues and residents.

New Trustees are provided with a mentor to help with induction and are issued with a Board Manual as a comprehensive reference guide to the Trust. Trustees undertake individual appraisal on an annual basis and training requirements form part of these discussions. Sector information and training is also provided on an ad hoc basis, most usually as a themed presentation from senior colleagues or external parties. The annual strategy conference provides another opportunity to share information.

Governance Structure

The Trustees, as the directors and charity trustees of the Trust, are collectively responsible for the affairs of the Trust. There is complete parity among Trustees with no distinction between Co-opted and Nominated Trustees.

The Board is clear that its primary role is strategic, rather than operational: the Board sets the strategic aims of the Trust and provides leadership and guidance to the Executive team to ensure that the necessary structures and resources are in place to achieve the agreed strategy. In determining the long-term strategy and objectives of the Trust, the Board is mindful of its wider duties to residents, colleagues and other stakeholders. Decisions are made with reference to the Trust's values and founding Christian principles. There is a schedule of matters reserved for the Board and a clear demarcation between executive and non-executive roles. The Trustees delegate day-to-day executive control of the Trust to the Chief Executive and the Executive team, which meets regularly.

The Executive team is responsible for running the charity in accordance with the direction set by the Board and powers delegated to it by Trustees. The Executive team is accountable to the Trustees for its performance. The Board typically meets formally six times per year and reviews operational and financial performances and monitors the delivery of strategy and achievement of business objectives. At the end of each meeting sufficient time is also allowed for the Chair to meet privately with the other Board members. During the year there were six scheduled Board meetings. Due to business requirements, on occasion unscheduled Board meetings are required to be called at short notice. This can result in some Directors being unable to attend due to prior commitments. Directors who are unable to attend still have the opportunity to review the relevant Board papers and provide their feedback. There was one such meeting during the year.

Attendance at Board Meetings in 2022/23

Board Meeting Attendance Record		2022 11 May	12 Jul	29 Sep	23 Nov	26 Jan	2023 8 Mar	29 Mar
Anne de Bono	5/7	✓	✓	✓	✓			✓
Anton Borg	2/5	/	/	✓		✓		
Timothy Church	6/7	✓	✓	✓	✓		✓	✓
Mark Everall	6/7	✓	✓	✓	✓	✓		✓
James Kneller	5/7	✓		✓	✓	✓		✓
Richard Fitzalan Howard	3/7		✓	✓				✓
Graham Hutton	5/7		✓	✓	✓		✓	✓
James Macnamara	7/7	✓	✓	✓	✓	✓	✓	✓
Jill Manthorpe	6/7	✓	✓	✓	✓		✓	✓
Richard Milligan-Manby	6/7	✓	✓	✓	✓		✓	✓
Millie Wentworth-Stanley	6/7	✓	✓	✓	✓	✓		✓
Richard Milligan-Manby	6/7	✓	✓	✓	✓	✓		✓
Judy Wright	5/7	✓	✓	✓	✓	✓		

* 8 March 2023 meeting was called at short notice.

Governance Review

A pattern of governance reviews has been established at two to three-year intervals. The last full externally facilitated review of board governance was conducted in 2022. It involved a comprehensive and objective evaluation of the Trust's overall governance structures and the effectiveness and performance of the Board and its Committees, taking into account the provisions of the UK Charity Governance Code (2020) and recognised board best practices. The process comprised a detailed review of governance materials, completion of a board governance questionnaire and confidential interviews with the Board, Company Secretary and Executive team as well as observation of Board and selected Committee meetings. The exercise provided assurance that the Board and its Committees operate effectively and provided detailed recommendations to assist in the development of a roadmap for the sustained improvement and enhancement of the Trust's governance and the Board's and Committees' effectiveness and performance. The key recommendations were to:

- Progress and complete the transition to a model of progressive Board composition, diversity and succession planning that is competency, skillset and diversity based.
- Realign some Board and Committee responsibilities, including the establishment of two new Committees.
- Improve the focus of the Board meetings to optimise use of time and debate on the most critical areas.
- Introduce a more streamlined Executive reporting model to reduce the length of papers and better highlight key messaging.

Nominations & Governance Committee

The Committee is principally responsible for leading the process for selecting suitable candidates for consideration for appointment to the OSJCT Board and its Committees. It regularly reviews the structure, size and composition of the Board (including the skills, knowledge and experience of the Trustees) and makes recommendations to the Board.

The Committee's remit was extended in January 2023 to include Governance matters such as Board evaluations and the receipt of ad hoc material updates on board/ governance Codes (e.g. Charity Governance Code) and related matters.

The Committee meets at least twice per annum and comprises between three and five members, all of whom must be OSJCT Trustees. The Chief Executive attends by invitation but is not a member of the Committee. The Chair and members of the Committee are appointed by the Board for terms of three years and include representatives from each Sponsoring Order. Millie Wentworth-Stanley and Richard Fitzalan Howard were reappointed in July 2022 for a shorter term, lasting until their respective retirement dates in June and September 2023.

Nominations & Governance Committee Meeting Attendance Record

Committee Members and Attendance		11 May 2022	29 Sep 2022	7 Oct 2022	3 Nov 2022	20 Jan 2023
Mark Everall	5/5	✓	✓	✓	✓	✓
Richard Fitzalan Howard	4/5		✓	✓	✓	✓
Millie Wentworth-Stanley	5/5	✓	✓	✓	✓	✓
Judy Wright	5/5	✓	✓	✓	✓	✓

Finance Committee

The Finance Committee (formerly the Finance, Audit & Risk Committee) meets a minimum of three times per year and currently comprises four Trustees, three of whom have recent, relevant financial experience. The Chair, Chief Executive and the Chief Financial Officer attend by invitation but are not members of the Committee.

Appointments are decided by the Board and are for terms of three years and Trustees are eligible for re-appointment, subject to satisfactory performance and in line with the needs of the charity. There were no changes to the Committee nor re-appointments in the year.

The Committee is responsible for independently advising and informing the Board about matters of financial reporting and internal control. The Committee reviews the audited financial statements of the Trust and recommends them for approval to the Board. It reviews reports from external and internal auditors and monitors management actions to implement recommendations made in the audit reports. The Committee is responsible for determining the frequency and process of tendering for external audit services and considers their appointment, fees and independence.

Following the external governance review, the decision was taken to move oversight of risk to the main Board (excepting financial risk) and the Committee's name and terms of reference were amended accordingly.

Finance Committee Meeting Attendance Record

Committee Members and Attendance		16 Jun 2022	1 Sep 2022	12 Sep 2022	1 Mar 2023
Timothy Church	4/4	✓	✓	✓	✓
Graham Hutton	4/4	✓	✓	✓	✓
James Macnamara	3/4		✓	✓	✓
Jill Manthorpe	4/4	✓	✓	✓	✓

Remuneration & People Committee

As part of the recommendations from the external governance review, the Remuneration & People Committee was established in early 2023. It is responsible for considering and making recommendations to the Board in relation to the remuneration of the Executive and Chairman. Its purpose is also to review performance data and oversee the execution of the people aspects of the Trust's strategic plan. On an annual basis, the Committee considers and recommends to the Board the wider workforce pay strategy. The Committee meets at least twice per annum and otherwise as required. The Committee comprises at least three members and appointments to the Committee are made by the Board on the recommendation of the Nominations & Governance and for terms of three years. The Chair of the Committee has significant experience as an HR Director and Trustee of Pension Funds.

Remuneration & People Committee Meeting Attendance Record

Committee Members and Attendance		9 Jan 23	13 Mar 23
James Kneller	2/2	✓	✓
James Macnamara	2/2	✓	✓
Jill Manthorpe	1/2		✓
Richard Milligan-Manby	2/2	✓	✓

Care & Quality Committee

The establishment of a new Care & Quality Committee was agreed in November 2022 and the terms of reference were approved by the Board in early 2023. The Committee is responsible for the oversight of care quality compliance and delivery. Similarly to other Committees, it comprises at least three members, all of whom are Trustees and appointments are made by the Board on the recommendation of the Nominations & Governance Committee. The membership of the Committee was approved in May 2023 with the first meeting of the Committee scheduled for later in the year.

Compliance with Charity Governance Code

The Board notes its support of the Charity Governance Code, including the requirements for larger, more complex charities. Whilst the Trust is largely compliant with the code, there are a small number of recommended practices where Trust practice diverges. These are unchanged on previous years.

Trustee Remuneration

Only the Chair of the Board is remunerated, and details of the Chair's remuneration are set out in note 7 to the accounts. Trustees are entitled to be reimbursed for reasonable travel and subsistence costs and the Trust arranges indemnity insurance cover on behalf of the Board. Three Trustees claimed a total of £1,493 in expenses during the year.

Conflicts of Interest

Trustees are aware of their legal duty to act in the best interests of OSJCT and abide by the Trust's Conflicts of Interest policy. In practice this means that any Trustee who has a conflict of interest in relation to any matter discussed by the Board must declare that interest at the start of the meeting, withdraw from discussions and not participate in voting. There is opportunity at the start of each meeting to declare any interests. In addition, the Trust records Trustees' interests in its register of interests based on the annual written declarations made by Trustees and as updated during the course of the year.

Statement of Adherence to the Fundraising Regulator Code

The Trust seeks to comply fully with all regulation and relevant codes of practice. Fundraising is not a material income stream for the Trust and therefore it is not required to report under section 162A of the Charities Act 2011. The Trust typically raises funds through local events for the benefit of the local home and via the acceptance of donations and legacies. OSJCT does not engage third party professional fundraisers and is not aware of any complaints being made about the Trust's fundraising activities. All colleagues strive to protect the rights and promote the interests of our residents. It is the policy of the Trust that under no circumstances should any colleague offer advice or act as a witness to the Will of a resident.


The Orders of
St John
Care Trust

Trustees' Responsibilities Statement

The Trustees are responsible for preparing the Strategic report, the Annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees' report, including the Strategic Report, was approved and signed by Trustees on 6 July 2023.



Mark Everall
Chair
6 July 2023

Independent Auditor's Report to members of The Orders of St John Care Trust

Opinion on the Financial Statements

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 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.

We have audited the financial statements of The Orders of St John Care Trust ("the Charitable Company") for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remain 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.

Conclusions Related 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 auditor's report 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. 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.

Other Companies Act 2006 Reporting

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the Strategic report and the Directors' Report, which are included in the Trustees' Report, have been prepared in accordance with applicable legal requirements.

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 misstatement in the Strategic report or 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 Directors' remuneration specified by law are not made; or

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, 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.

Auditor's Responsibilities for the Audit of the Financial Statements

We have been appointed as auditor under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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

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:

Non-compliance with laws and regulations

Based on:

- Our understanding of the Charitable Company and the sector in which it operates;
- Discussion with management and those charged with governance, including Finance, Audit & Risk Committee;
- Obtaining an understanding of the Charitable Company's policies and procedures regarding compliance with laws and regulations; and

The Charitable Company is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be health and safety, employment law and data protection.

Our procedures in respect of the above included:

- Review of minutes of meeting of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of the major incident log;
- Review of correspondence with regulatory and tax authorities for any instances of non-compliance with laws and regulations;
- Review of financial statement disclosures and agreeing to supporting documentation.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiry with management and those charged with governance regarding any known or suspected instances of fraud;
- Obtaining an understanding of the Charitable Company's policies and procedures relating to:
  - Detecting and responding to the risks of fraud; and
  - Internal controls established to mitigate risks related to fraud.
- Review of minutes of meeting of those charged with governance for any known or suspected instances of fraud;

- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements;

- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;

Based on our risk assessment, we considered the areas most susceptible to fraud to be posting inappropriate journal entries to manipulate financial results and management bias in accounting estimates.

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation;

- Assessing significant estimates made by management for bias including the defined benefit pension scheme and bad debt provision.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: 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.

DocuSigned by:
Kyla Bellingall
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Kyla Bellingall
Senior Statutory Auditor

For and on behalf of BDO LLP, statutory auditor
Birmingham, UK
08 August 2023
BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).



Statement of Financial Activities

(Incorporating an Income and Expenditure Account) For the Year Ended 31 March 2023

	Note	2023 Unrestricted Funds £'000	2023 Restricted Funds £'000	2023 Total Funds £'000	2022 Unrestricted Funds £'000	2022 Restricted Funds £'000	2022 Total Funds £'000
Income from:							
Donations	2	818	3	821	1,844	14	1,858
Charitable activities	2	143,729	55	143,784	134,121	(42)	134,079
Investments	5	212	-	212	5	-	5
Other incoming resources	2	1,730	292	2,022	-	6,873	6,873
Total income		**146,489**	**350**	**146,839**	**135,970**	**6,845**	**142,815**
Expenditure on:							
Charitable activities	3	150,726	333	151,059	135,069	6,556	141,625
Total expenditure		**150,726**	**333**	**151,059**	**135,069**	**6,556**	**141,625**
Net (expenditure)/income for the year		**(4,237)**	**17**	**(4,220)**	**901**	**289**	**1,190**
Transfers between funds	17	25	(25)	-	359	(359)	-
Other recognised gains							
Actuarial gains on defined benefit pension schemes	20	442	-	442	2,402	-	2,402
Net movement in funds for the year		**(3,770)**	**(8)**	**(3,778)**	**3,662**	**(70)**	**3,592**
Reconciliation of funds							
Total funds brought forward		53,313	100	53,413	49,651	170	49,821
Total funds carried forward	17	**49,543**	**92**	**49,635**	**53,313**	**100**	**53,413**

Note: All operations are continuing. All recognised gains and losses are included in this statement.
The notes on pages (62–90) form an integral part of these financial statements.

Balance Sheet

As at March 2023

	Note	2023 £'000	2022 £'000
Fixed assets			
Intangible assets	9	38	123
Tangible assets	9	46,296	46,713
Fixed asset investments	10	-	-
		46,334	**46,836**
Current assets			
Stock	11	249	77
Land held for sale	12	1,310	1,297
Debtors: due within one year	13	10,812	12,387
Cash and cash equivalents	14	12,140	14,568
		24,511	**28,329**
Current liabilities			
Creditors: amounts falling due within one year	15	(20,956)	(20,865)
Net current assets		**3,555**	**7,464**
Total assets less current liabilities		**49,889**	**54,300**
Creditors: amounts falling due after one year	16	(254)	(642)
Net assets excluding pension deficit		**49,635**	**53,658**
Defined benefit pension scheme deficit	20	-	(245)
Net assets including pension deficit		**49,635**	**53,413**
Funds			
Restricted funds	17	92	100
Unrestricted funds: other reserves	17	49,543	53,558
Unrestricted funds: pension reserve	17	-	(245)
Total funds	17	**49,635**	**53,413**

Note: The notes on pages (62–90) form an integral part of these financial statements.

Approved by the Trustees on 6 July 2023 and signed on their behalf by:



Mark Everall
Trustee
Registered Company number: 3073089
The Orders of St John Care Trust

Cash Flow Statement

For the Year Ended 31 March 2023

a) Statement of cash flows

	Note	2023 £'000	2022 £'000
Net cash provided by operating activities		**3,963**	**6,415**
Cash (outflows) from investing activities:			
Interest received	5	212	5
Purchase of property plant and equipment		(5,882)	(5,984)
Net cash (used in) investing activities		**(5,670)**	**(5,979)**
Cash flows (used in) financing activities:			
Repayment of borrowing		(171)	(160)
Loan issue costs		(315)	-
Interest paid		(235)	(235)
Net cash (used in) financing activities		**(721)**	**(395)**
Change in cash and cash equivalents		(2,428)	41
Cash and cash equivalents at the beginning of the period		14,568	14,527
Cash and cash equivalents at the end of the period	14	**12,140**	**14,568**

As at 31 March 2023, amounts totalling £324,951 were being held on behalf of residents of the charity's care homes (31 March 2022: £328,203). These funds belong to individual residents and are therefore excluded from the cash disclosed within the trust balance sheet. In addition at 31 March 2023 amounts totalling £568,013 were held within the homes' amenity accounts (31 March 2022: £593,408). The homes amenity funds are excluded from the cash disclosed within the trust balance sheet.

b) Reconciliation of net (expenditure)/income to net cash provided by operating activities

	2023 £'000	2022 £'000
Net cash provided by operating activities		
Net (expenditure)/income	(4,220)	1,190
Depreciation and movement in provision for impairment	5,264	4,954
Loss on disposal of fixed assets	588	93
Amortisation of loan issue costs	99	99
Pension costs less contributions	195	289
(Increase)/decrease in stock	(172)	117
(Increase)/decrease in land held for sale	(13)	-
Decrease in debtors	1,575	840
Increase/(decrease) in creditors	624	(1,397)
Interest receivable	(212)	(5)
Interest payable	235	235
Net cash provided by operating activities	**3,963**	**6,415**

c) Analysis of changes in net debt

	At 1 April 2022 £'000	Cash flow £'000	Other non-cash changes £'000	At 31 March 2023 £'000
Cash & cash equivalents				
Cash and deposits	14,568	(2,428)	-	12,140
Borrowings				
Debt due within one year	(119)	171	(171)	(119)
Debt due after more than one year	(642)	315	73	(254)
	(761)	486	(98)	(373)
Total	**13,807**	**(1,942)**	**(98)**	**11,767**

The balance on the loan as at 31 March 2023 is £641,679 (2022: £812,714) and is stated after the deduction of £267,868 (2022: £51,868) of loan issue costs which are amortised over the expected life of the loan.

d) Reconciliation of cashflow from increase/(decrease) in creditors to the movement in current liabilities

	2023 £'000	2022 £'000
Increase/(decrease) in creditors (cash flow statement – note b)	624	(1,397)
Movements in non-operating balances in the year:		
Capital creditors	(533)	(50)
Movement in debt due within one year	-	58
Increase/(decrease) in current liabilities	**91**	**(1,389)**

e) Reconciliation of cashflow from purchase of property, plant and equipment to fixed asset additions

	2023 £'000	2022 £'000
Purchase of property, plant and equipment (cash flow statement – note a)	5,882	5,984
Movements in non-operating balances in the year:		
Capital creditors	(533)	(50)
Fixed asset additions (note 9)	**5,349**	**5,934**



Notes to the Financial Statements

For the year ended 31 March 2023

1. Accounting Policies

Legal Status

The Orders of St John Care Trust is a charitable company limited by guarantee (registered company number 03073089) and is a registered charity (registered charity number 1048355) in England. The registered office is Eyre Court, Whisby Way, Lincoln, LN6 3LQ.

Basis of Preparation of the Financial Statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) (second edition – October 2019) 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, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 January 2022) and the Companies Act 2006. The charity is a public benefit entity. The Financial Statements have been prepared on the historical cost basis. The principal accounting policies adopted in the preparation of the accounts are set out below and remain unchanged from previous year.
All amounts are shown in pounds sterling.

Basis of Accounting for Joint Venture

The Trust has a 50% investment in two Joint Venture vehicles, the Oxfordshire Care Partnership (OCP) and the Gloucestershire Care Partnership (GCP). In accordance with FRS 102, the investments have been accounted for at historic cost. The care service and management fee income from OCP and GCP are included in the Trust's total income. Any amounts owing to or from OCP and GCP are shown under the respective balance sheet heading of the Trust.

Basis of Accounting for Subsidiary

The trust wholly owns Fosse Way Care Developments Ltd, which remained dormant throughout the current year. Consolidated financial statements have not been prepared on the basis that inclusion of the Subsidiary is not material for the purposes of giving a true and fair view in the context of the group.

Funds

Unrestricted funds: General funds are available for use at the discretion of the trustees in furtherance of the objectives of the Trust and which have not been designated for other purposes.
Restricted funds: Restricted funds are those which are used in accordance with specific restrictions of the donors or which have been raised by the Trust for particular purposes. The purpose for which restricted funds are held is analysed in the notes to the accounts.

Going Concern

The financial statements have been prepared on a going concern basis. The Trustees continue to monitor all aspects of the charity's activities and have implemented operational changes to mitigate the financial impact of recovery from the COVID-19 pandemic and staffing challenges. Actions have included a full reforecast of the financial position and cash flows for a period of at least 18 months from the date on which the Report and Financial Statements are signed.

The current forecast assumes occupancy levels will start to recover during quarter one of the 2023/24 financial year, increasing steadily through 2023 and 2024. Headcount is forecast to recover with the introduction of workers from overseas which will reduce the use of agency staff.

On this basis, the Trust can operate within covenants and facilities until March 2025 without taking additional action.

Based on the reforecasts and available cash and facilities, the Trustees believe that, while uncertainty exists, it is not material to the extent that would cast doubt on the charity's ability to continue as a going concern for the foreseeable future, being a period of at least 18 months after the date on which the Report and Financial Statements are signed. The Trustees, therefore, consider it appropriate for the accounts to be prepared on a going concern basis.

Capitalisation and use of Fixed Assets

Expenditure incurred on assets to be held on a continuing basis in the Trust's activities is capitalised where appropriate and depreciated. Subsequent expenditure to properties is capitalised where it results in increased quality, reduces operating costs or significantly extends the useful economic life of the asset, and is more than £500.

Freehold land is held at cost and is not depreciated. Assets under construction are not depreciated until put into use. An annual review is undertaken to determine any impairment in the net book value of property assets. Impairment losses are recognised in the Statement of Financial Activities as expenditure. Depreciation is provided on all other tangible and intangible assets to write off the cost less estimated residual value on a straightline basis over the useful economic lives of the assets concerned. The following rates apply:

Intangible Assets:	
Software and licences	4 years
Tangible Assets:	
Furniture and equipment	10, 5 or 4 years or remainder of lease, if shorter
Leasehold property	10 to 40 years
Improvements to leasehold property	10 years or remainder of lease, if shorter
Freehold properties	7 to 40 years
Improvements to freehold property	10 years or over life of building

Income

Income is shown within four categories in the Statement of Financial Activities:

- Income from charitable activities
- Income from donations
- Income from investments
- Other operating income

All income is recognised once the Trust has entitlement to the income, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income from donations includes gifts, legacies and grants. Income from investments is recorded in the period in which it is earned.

Income from Charitable Activities

Income from charitable activities is accounted for in accordance with local authority or residents' personal contracts and recognised over the period in which services are provided. It includes direct collections from the local housing contributions including housing benefit collected directly from the local authority, together with personal contributions from residents.

Income received in advance from Local Authorities where the services have not yet been provided is deferred until such services have been provided and entitlement to the income has arisen.

Property income includes rent and service charge income and is recognised over the period to which it relates.

Donations and Legacies

The criteria for recognising donations and gifts are usually met when the cash is received. Donations in kind, are recognised at their value to the Trust when received and an equivalent amount is included in the appropriate expenditure line. Where the use of the income has been restricted in accordance with the donor's wishes, gift income is credited to an appropriate fund until it can be spent for the purpose for which it was given.

Legacies are accounted for on a receivable basis. Where there are uncertainties surrounding the measurement of the Trust's entitlement to an estate, no income is recognised.

Grants

Grants, including government COVID-19 grants, are accounted for on a receivable basis when the Trust has probable and measurable entitlement to the income (i.e. the conditions for its award have been satisfied).

Expenditure Recognition

Expenditure is recognised on an accruals basis, once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of obligation can be measured reliably. Irrecoverable VAT is included in the expense item to which it relates.

Financial Instruments

The Trust only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value except for bank loans which are subsequently measured at amortised cost using the effective interest method.

Leasing

Rentals paid under operating leases are charged to income and expenditure on a straight-line basis over the lease term. The Trust does not hold any finance leases, which give rights approximating ownership.

Property and Land Held for Sale

Property and land held for sale is included in the balance sheet at the lower of cost and net realisable value. Cost consists of direct cost excluding interest.



Pension Costs

The Trust is an admitted member of a sub-fund of a Local Government Pension Scheme (LGPS) operated by Wiltshire County Council and of a sub-fund of a LGPS operated by Gloucestershire County Council, which are both defined benefit schemes.

Defined benefit pension scheme surpluses (to the extent they are recoverable) or deficits are recognised in full on the balance sheet. The movement in the surplus or deficit arising from employees' service in the year is charged to resources expended. The expected return on the schemes' assets and the interest during the year on the present value of the scheme liabilities arising from the passage of time are recognised in other finance costs. Actuarial gains and losses are recognised as a movement in funds. Scheme assets are measured at fair value. Scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted at appropriate high quality corporate bond rates. The current service cost and costs from settlements and curtailments are charged against operating surplus. Past service costs are spread over the remaining service lives of the active members of the schemes.

The Trust also operates several defined contribution pension schemes. The contributions in respect of these schemes are charged to the Statement of Financial Activities in the period to which they relate.



Significant Accounting Estimates and Judgements

In determining the carrying amounts of certain assets and liabilities, the Trust makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The Trust's estimates and assumptions are based on historical experience and expectation of future events and are reviewed periodically.

(i) Pensions
Actuarial assumptions are made in valuing future defined benefit pension obligations as set out in note 20.

(ii) Provisions
A provision for bad debts has been included, calculated based on historic experience and the likelihood of collection of those debts, as set out in note 13.

Taxation

The Trust is a registered charity and income for its charitable activities is therefore exempt from corporation tax under Section 505 of the Taxes Act 1988.Where a tax charge is incurred, a charge is included in other expenditure in the year to which it relates.

Cash and Cash Equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within borrowings in current liabilities. Resident deposits and the homes' amenity funds are held in ring-fenced bank accounts and are excluded from the balance sheet.

Stock

Stock is valued at the lower of cost and net realisable value using an average cost calculation. Stock is held for the Trust's own use in rendering its charitable activities and is not held for resale. The condition and standards of stock are reviewed and an impairment provision is provided for as necessary. Stocks consist of personal protective equipment and handsets to be used with the E-care system. Donated personal protective equipment obtained through the government portal is included at fair value.



2. Income

Income from Charitable Activities

	2023 £'000	2022 £'000
Care income	142,981	133,390
Property income	803	689
Total	**143,784**	**134,079**

Care Income

The Trust has both block and spot placement contracts with Local Authorities and direct individual contracts with those residents whose financial resources exceed the level for financial assistance. In Wiltshire and Lincolnshire, day care and other forms of care services are provided under contract from the respective Local Authority or with private individuals. In Oxfordshire and Gloucestershire all Local Authority contracts are through the partnership agreements, The Oxfordshire Care Partnership and The Gloucestershire Care Partnership and direct individuals' contracts are direct contracts as in all the regions.

Property Income

Property income comprises of rental income.

Donations and Grants

	2023 £'000	2022 £'000
Grants received	51	57
Donations and legacies received	770	1,801
Total	**821**	**1,858**
Restricted grants & donations		
Ferrers Innovation Award	1	2
Vivaldi Antibody Study	1	10
Global Fund for Forgotten People	-	2
Whitefriars Utilities Donation	1	-
Total restricted grants & donations	**3**	**14**
Unrestricted grants & donations	**818**	**43**
Total grants & donations income	**821**	**57**

Donations to the Trust included training income from the charity, Skills for Care, for £59,800 (2022: £10,500) and donated PPE provided through the Government portal to the value of £680,919 (2022: £1,647,719).

The Trust benefits greatly from the involvement and enthusiastic support of its many volunteers. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

Other Incoming Resources

	2023 £'000	2022 £'000
COVID-19 support received	292	6,873
Financial support received	1,730	-
Total	**2,022**	**6,873**

During the 22/23 financial year, the Trust received funding as part of the Government's COVID-19 support measures. This amounted to £291,292 (2022: £6,872,671) and is included in restricted funds under 'other incoming resources'.

The COVID-19 support funding was provided by Government to support the Trust during the pandemic for sustainability, infection control, rapid testing and vaccination programmes.

As a direct result of the Government restrictions there were additional administrative processes for family visits (testing, allocated entrance/exits/spaces, extra cleaning), extra staffing requirements due to limiting the number of places of work and reduction of staff sharing across cohorts leading to enhanced overtime and agency rates. There were higher sickness costs following the guidance on isolation, new recruitment campaigns to increase resource following infection control and new testing regimes, increased waste spend due to testing and infection control and a decrease in spend on PPE now provided through Government portal.

Four homes in the Gloucestershire region were closed during the second half of the year. Financial support was received from Gloucestershire County Council for the project management costs, professional fees, staff retention bonuses, agency staff, redundancy and equipment removal costs.

3. Charitable Activities

	Note	2023 £'000	2022 £'000
Payroll costs	6	110,243	104,835
Premises costs		18,646	15,562
Office and administration		9,290	8,674
Catering costs		5,056	4,670
Health and hygiene costs		3,019	4,311
Other employees' costs		2,457	1,939
Travel and subsistence		523	381
Care activity		242	183
Interest payable and other finance costs	5	334	372
Impairment of assets		(4)	-
Governance costs	7	141	108
Exceptional items		1,112	590
Total charitable expenditure		**151,059**	**141,625**

Exceptional items include abortive costs, re-structuring costs and decommissioning and redundancy costs associated with the closure of 4 homes during the year (2022: closure of one home).



4. Net (Expenditure)/Income for the Year

Net (expenditure)/income is arrived at after charging the following:

	2023 £'000	2022 £'000
Depreciation, amortisation and movement in provision for impairment	5,264	4,954
Fees payable to the Trust's auditor:		
Audit of the financial statements – current year	120	88
Taxation and Other Services	27	190
Operating lease payments: Plant & machinery	188	140
Operating lease payments: Vehicles	23	30
Operating lease payments: Land and buildings	5,187	5,056

5. Investment Income & Finance Costs

	2023 £'000	2022 £'000
Interest from short term bank deposits	178	5
Pension finance income	34	-
Investment income	**212**	**5**
Interest payable on bank loan	(212)	(237)
Interest payable on overdraft	(23)	
Other finance charges	(99)	(99)
Pension finance costs	-	(36)
Interest payable	**(334)**	**(372)**
Net interest	**(122)**	**(367)**

The interest payable on bank loan represents accrued interest on a bank loan taken out to purchase the freeholds of seven Lincolnshire homes and on the revolving credit facility taken out during the 2018 year.

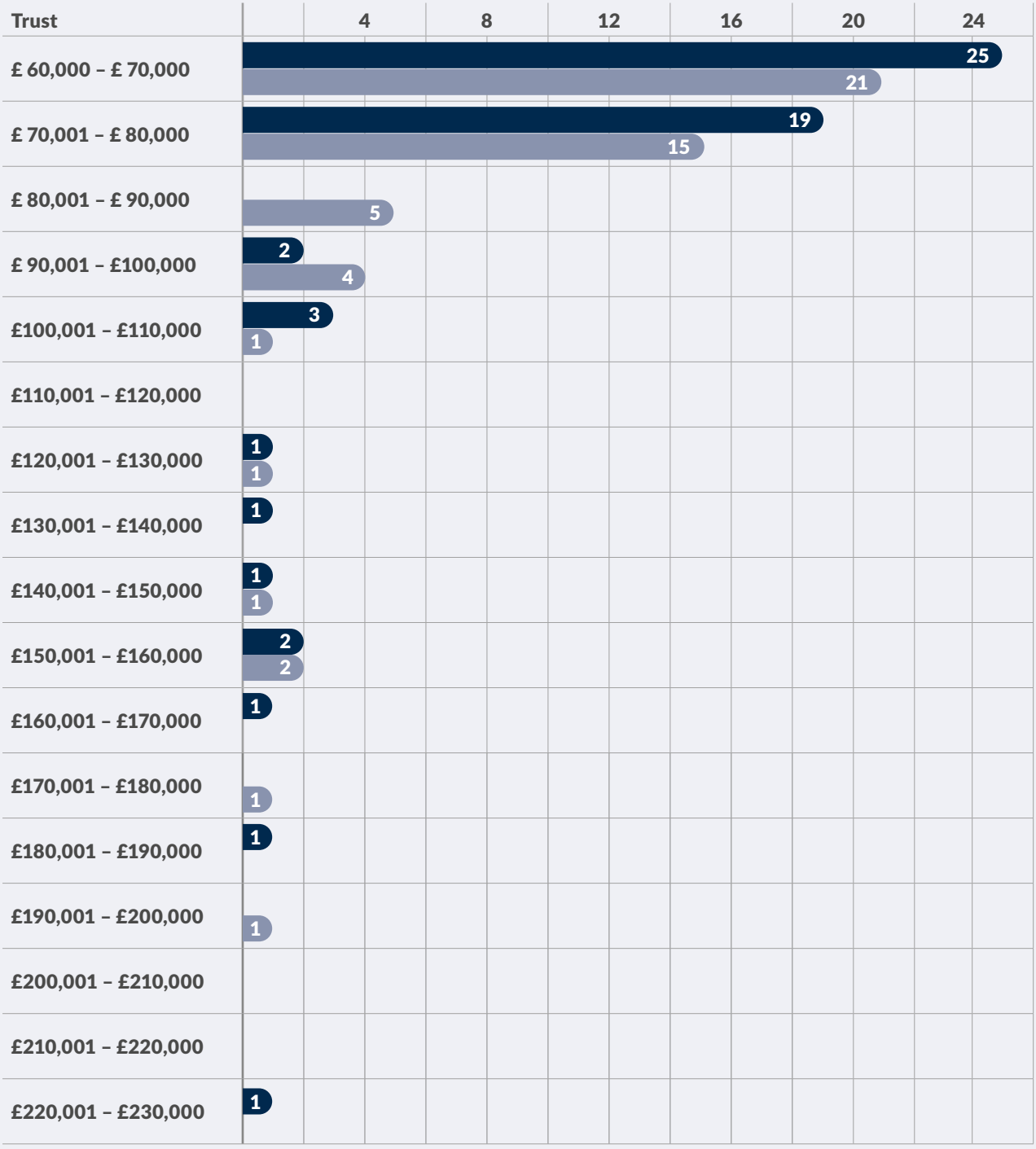
6. Payroll Costs

Payroll costs for the period were as follows:

	Note	2023 £'000	2022 £'000
Wages and salaries		100,743	95,732
Social security costs		7,165	6,774
Other pension costs		2,335	2,329
Total employees costs	3	**110,243**	**104,835**

Redundancy costs of £596,227 (2021/22: £nil) were paid during the year in accordance with the Trust's redundancy policy. The Trust pays exit costs when employment ends but provides for exit costs at the point when there is sufficiently detailed information to do so. £nil was outstanding at the year end (2021/22: £nil).

The number of employees with remuneration more than £60,000 per annum, was in the following annual equivalent bands:



2023

2022

Emoluments for this purpose include gross salary and benefits in kind but exclude pension contributions. 57 of the employees above are accruing retirement benefits (2021/22: 49). Defined contribution scheme contributions in the period in respect of these employees amounted to £220,108 (2021/22: £193,947)

Key Management Personnel

The key management personnel for the Trust comprise the members of the Chief Executive's Committee listed on page 91.

The aggregated emoluments for the Chief Executive's Committee were £1,079,318 (2021/22: £1,004,997).

Employees Numbers

The average number of contracted full time equivalent employees (excluding bank staff) employed by the Trust was 3,106 (2021/22 3,351).

The average number of employees headcount (full time and part time but excluding bank staff) employed by the Trust was 3,823 (2021/22: 4,236).

As of year-end the Trust had access to a bank of 578 employees on zero hour contracts (2022: 490 employees).

7. Governance Costs

	2023 £'000	2022 £'000
Trust meetings and expenses	2	2
External audit	120	88
Remuneration of Chair	19	18
Total governance costs	**141**	**108**

Following approval from the Charity Commission on 28 November 2005, the Trust's Articles of Association were amended to provide authorisation for the remuneration of the Chair.

Remuneration of £19,103 has been paid to Mr Mark Everall, as Chairman in the 2022/23 year (2021/22: remuneration of £17,308). No other Trustees were paid any remuneration.

Trustees' travel expenses of £1,493 have been reimbursed (2021/22: £2,000). Three Trustees have had expenses reimbursed during the period (2021/22: three).

8. Taxation

The Trust is a registered charity and income for its charitable activities is therefore exempt from corporation tax under Section 505 of the Taxes Act 1988.

9. Fixed Assets

Intangible Assets	Software and Licences £'000	Total £'000
Cost		
At 31 March 2022	2,018	2,018
Additions	29	29
Disposals	(11)	(11)
At 31 March 2023	**2,036**	**2,036**
Depreciation		
At 31 March 2022	1,894	1,894
Depreciation Charge	115	115
Disposals	(11)	(11)
At 31 March 2023	**1,998**	**1,998**
Net Book Value		
At 31 March 2022	124	124
At 31 March 2023	**38**	**38**

Tangible Assets	Freehold Land & Buildings £'000	Assets in Course of Construction £'000	Leasehold Property £'000	Furniture & Equipment £'000	Vehicles £'000	Total £'000
Cost						
At 31 March 2022	36,292	2,146	28,891	20,622	19	87,970
Additions	1,247	141	2,384	1,548	-	5,320
Disposals	(31)	(323)	(2,510)	(2,119)	-	(4,983)
At 31 March 2023	**37,508**	**1,964**	**28,765**	**20,051**	**19**	**88,307**
Depreciation						
At 31 March 2022	8,215	-	19,077	13,947	18	41,257
Depreciation charge	1,214	-	1,897	2,041	1	5,153
Impairment charge	(1)	-	4	25	-	28
Reversal of impairment provision	-	-	(6)	(26)	-	(32)
Disposals	(3)	-	(2,277)	(2,115)	-	(4,395)
At 31 March 2023	**9,425**	**-**	**18,695**	**13,872**	**19**	**42,011**
Net Book Value						
At 31 March 2022	28,077	2,146	9,814	6,675	1	46,713
At 31 March 2023	**28,083**	**1,964**	**10,070**	**6,179**	**-**	**46,296**

The value of freehold land within freehold land and buildings is £9.4m (2021/22: £9.4m).

An annual review is undertaken to determine any impairment in the carrying value of property assets. No additional homes were impaired during the year.

Impairment charges and reversal of impairment provisions are recognised in the Statement of Financial Activities and are shown in note 3 as impairment of assets.

10. Fixed Asset Investments

	2023 £	2022 £
Shares in subsidiary undertakings	100	100

The Trust owns issued share capital of the following company incorporated and registered in England:

Company	Registered office	Type of share	% held	Principal activity
Fosse Way Care Developments Ltd	Eyre Court, Whisby Way, Lincoln LN6 3LQ	Ordinary £1	100%	Dormant

The Trust also owns a 50% interest in the joint ventures, Gloucestershire Care Partnership (GCP) and Oxfordshire Care Partnership (OCP). The current cost of investment of £250,000 in GCP was fully impaired in 2014/15. There is no investment in OCP.

Both GCP and OCP were established specifically for the transfer of the running of care homes from Gloucestershire County Council and Oxfordshire County Council respectively. The Trust undertakes the day to day running of the homes and the other joint venture party is responsible for major repairs and new build activities within each contract.

11. Stock

	2023 £'000	2022 £'000
Personal Protective Equipment	83	77
Other	166	-
Total	**249**	**77**

12. Land Held for Sale

	2023 £'000	2022 £'000
Freehold land	1,310	1,297
Total	**1,310**	**1,297**

The Trust owns land at Semington in Wiltshire (£1.3m). The asset will not be utilised by the Trust and is expected to be sold.

In accordance with the Trust's accounting policy, no depreciation has been charged on any of this land.

13. Debtors: Amounts Due Within One Year

	2023 £'000	2022 £'000
Resident and services contributions	5,655	7,450
Other debtors	1,177	1,171
Accrued income	2,027	1,548
Prepayments	1,953	2,218
Total	**10,812**	**12,387**

Resident and services contributions includes a provision for bad and doubtful debts of £1.2m (2022: £1.6m)

14. Cash and Cash Equivalents

	As at 31 March 2022 £'000	Cash Flow £'000	As at 31 March 2023 £'000
Cash at bank and in hand	2,208	(14)	2,194
Short term deposits	12,360	(2,414)	9,946
	14,568	**(2,428)**	**12,140**

15. Creditors: Amounts Falling Due Within One Year

	2023 £'000	2022 £'000
Bank loans	119	119
Trade creditors	6,456	4,521
Tax and social security costs	1,519	2,245
Accruals	7,514	6,567
Deferred income	1,345	1,957
Other creditors	4,003	5,456
Total	**20,956**	**20,865**

Deferred income as at 31 March 2023 includes amounts received or invoiced where services have not yet been provided. Also included is non-care income received by the trust which relates to the next financial year.

15. Creditors: Amounts Falling Due Within One Year (Continued)

Deferred income is analysed as follows:

	2023 £'000	2022 £'000
Deferred income as at 1 April	1,957	1,407
Amounts released during the year	(1,957)	(1,407)
Amounts deferred during the year	1,345	1,957
Deferred income as at 31 March	**1,345**	**1,957**

16. Creditors: Amounts Falling Due After One Year

	2023 £'000	2022 £'000
Bank Loan	254	642
Total	**254**	**642**
Bank Loan Analysis **Instalments due:**		
1 to 2 years	132	183
2 to 5 years	122	459
After 5 years	-	-
Total	**254**	**642**

The balance on the loan as at 31st March 2023 is £641,679 (2022: £812,714) and is stated after the deduction of £267,868 (2022: £51,868) of loan issue costs which are amortised over the expected life of the loan.

In 2001 a long-term loan of £2.65m was used to acquire the freeholds of seven Lincolnshire homes. The loan is secured on two of the homes and bears a fixed interest rate of 6.84%. Repayments are being made by the Trust in 100 instalments, payable over 25 years, which commenced on 1 July 2001. As at 31 March 2023, the net book value of the properties on which the loan is secured amounted to £0.7m (2022: £0.9m).

In June 2022 a £25m revolving credit facility was renewed to meet the general corporate and working capital purposes of the Trust. The facility is secured on fourteen mature homes and bears a variable interest rate of 2.0% above SONIA. The Trust can repay the facility in minimum amounts of £1m at any time with the final repayment due June 2027. As at 31 March 2023, the net book value of the properties on which the facility was secured amounted to £27.1m (2022: £27.1m).

At 31 March 2023 the Trust had undrawn loan facilities of £25m (2022: undrawn loan facilities of £25m.)

17. Reconciliation of Funds

Reconciliation of changes and recognised gains and losses for the period.

	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Transfers £'000	Gains £'000	At 31 March 2023 £'000
Restricted funds:						
Refurbishment Fund	100	55	(50)	(13)	-	92
COVID-19 Infection Control Fund 3	-	(3)	-	3	-	-
COVID-19 Infection Control Fund 5	-	31	-	(31)	-	-
COVID-19 Infection Control Fund 6	-	222	(222)		-	-
COVID-19 Rapid Testing Fund 4	-	(10)	-	10	-	-
Hardship Fund	-	59	(59)	-	-	-
COVID-19 Workforce Capacity Fund 2	-	2	1	(3)	-	-
COVID-19 Workforce Capacity Fund 3	-	(9)	-	9	-	-
Vivaldi Antibody Study	-	1	(1)	-	-	-
Ferrers Innovation Award	-	1	(1)	-	-	-
Whitefriars Utilities Donation	-	1	(1)	-	-	-
Total restricted funds	**100**	**350**	**(333)**	**(25)**	**-**	**92**
Unrestricted funds:						
General funds	53,558	146,489	(150,726)	25	197	49,543
Pension reserve	(245)	-	-	-	245	-
Total unrestricted funds	**53,313**	**146,489**	**(150,726)**	**25**	**442**	**49,543**
Total funds	**53,413**	**146,839**	**(151,059)**	**-**	**442**	**49,635**

	At 1 April 2021 £'000	Income £'000	Expenditure £'000	Transfers £'000	Gains £'000	At 31 March 2022 £'000
Restricted funds:						
Refurbishment Fund	170	(42)	(19)	(9)	-	100
COVID-19 Sustainability Fund	-	150	(23)	(127)	-	-
COVID-19 Infection Control Fund 1	-	76	23	(99)	-	-
COVID-19 Infection Control Fund 2	-	43	(4)	(39)	-	-
COVID-19 Infection Control Fund 3	-	850	(850)	-	-	-
COVID-19 Infection Control Fund 4	-	811	(811)	-	-	-
COVID-19 Infection Control Fund 5	-	1,218	(1,218)	-	-	-
COVID-19 Rapid Testing Fund 1	-	(1)	-	1	-	-
COVID-19 Rapid Testing Fund 2	-	720	(720)	-	-	-
COVID-19 Rapid Testing Fund 3	-	634	(634)	-	-	-
COVID-19 Rapid Testing Fund 4	-	701	(701)	-	-	-
COVID-19 Workforce Capacity Fund 1	-	86	-	(86)	-	-
COVID-19 Workforce Capacity Fund 2	-	469	(469)	-	-	-
COVID-19 Workforce Capacity Fund 3	-	1,067	(1,067)	-	-	-
Vivaldi Antibody Study	-	10	(10)	-	-	-
COVID-19 Vaccination 21–22	-	49	(49)	-	-	-
Global fund for Forgotten People COVID-19 Response	-	2	(2)	-	-	-
Ferrers Innovation Award	-	2	(2)	-	-	-
Total restricted funds	**170**	**6,845**	**(6,556)**	**(359)**	**-**	**100**
Unrestricted funds:						
General funds	52,009	135,970	(135,069)	359	289	53,558
Pension reserve	(2,358)	-	-	-	2,113	(245)
Total unrestricted funds	**49,651**	**135,970**	**(135,069)**	**359**	**2,402**	**53,313**
Total funds	**49,821**	**142,815**	**(141,625)**	**-**	**2,402**	**53,413**

Restricted funds are grants and local authority funding given for specific purposes.

1. Local authority funding has been received for minor refurbishments to care homes. The transfer of £13,000 (2022: £9,000) relates to the depreciation of minor refurbishment costs capitalised in previous years.
2. The COVID-19 funds represent funding received from the Government to support the Trust during the COVID-19 pandemic. Each fund is shown separately to match the conditions attached to that fund. The transfer of £12k relates to expenditure in the previous year for which additional funding was received or refunded in 2022/23.
3. The Ferrers Innovation Award represents a donation received by the Earl Ferrers in order to reward the Trust's employees for engaging in innovative ideas and solutions to further better the life of the Trust's residents and processes within the Trust.
4. Grant received from UCL for the Vivaldi Antibody Study which has been used to fund the additional costs to the Trust to take part in the study.

Restricted funds in the 2022 year include:

5. A grant was received from the Global Fund for Forgotten People to fund video conferencing costs to keep the Trust's residents connected to their loved ones.

	2023			2022		
Analysis of assets and liabilities between funds	**Unrestricted Funds £'000**	**Restricted Funds £'000**	**Total Funds £'000**	**Unrestricted Funds £'000**	**Restricted Funds £'000**	**Total Funds £'000**
Intangible fixed assets	38	-	38	123	-	123
Tangible fixed assets – minor refurbishments	-	92	92	-	100	100
Tangible fixed assets – other	46,204	-	46,204	46,613	-	46,613
Fixed assets	46,242	92	46,334	46,736	100	46,836
Current assets	24,511	-	24,511	28,329	-	28,329
Current liabilities	(20,956)	-	(20,956)	(20,865)	-	(20,865)
Long term liabilities	(254)	-	(254)	(642)	-	(642)
Defined benefit pension scheme deficit	-	-	-	(245)	-	(245)
Net assets	**49,543**	**92**	**49,635**	**53,313**	**100**	**53,413**

18. Operating Lease Commitments

As at 31 March 2023, the Trust had future minimum lease payments under non-cancellable operating leases as follows:

	2023 £'000	2022 £'000
Land and buildings		
Due within 1 year	5,063	4,856
Due within 1–5 years	18,701	18,502
Due in more than 5 years	114,629	113,688
	138,393	**137,046**
Motor vehicles		
Due within 1 year	10	19
Due within 1–5 years	-	8
	10	**27**
Plant and machinery		
Due within 1 year	138	136
Due within 1–5 years	91	226
	229	**362**

19. Capital Commitments

The Trust had capital commitments for assets under construction of £471,677 (2022: £14,940).

20. Pension Schemes

The Trust contributes to several pension schemes.

A number are defined contribution pension schemes on a money purchase basis at fixed rates. Consequently, the Trust has no contingent liability in respect of these schemes.

The Trust is an admitted member of sub-funds of the Local Government Pension Schemes (LGPS) operated by Wiltshire Council and Gloucestershire County Council, both of which are defined benefit schemes. Contributions are set by the independent qualified actuaries appointed by the Councils, based on triennial valuations using the "Projected Unit Method" of valuation. The last triennial valuation for all the schemes was at 31 March 2022.

The Trust holds group life policies for the benefit of employees and their dependants, the cost of which is borne by the Trust alone.

The amounts charged to charitable activities in the Statement of Financial Activities were as follows:

	2023 £'000	2022 £'000
LGPS – Gloucestershire and Wiltshire	253	309
Contributions to other schemes	2,082	2,020
Payroll costs	**2,335**	**2,329**
LGPS - other finance (income)/cost	(34)	36
Total Costs	**2,301**	**2,365**

Contributions outstanding at the end of the year in respect of the Gloucestershire and Wiltshire LGPS amounted to £2,937 and £3,973 (2022: £4,578 and £2,241) respectively. The contribution outstanding in respect of the other schemes was £305,599 (2022: £323,974).

The Gloucestershire and Wiltshire LGPS

Summary of Changes in Net Liability	2023 £'000	2022 £'000
Pension Fund liability as at 1 April	**(245)**	**(2,358)**
Current service cost less contributions	(171)	(253)
Past service cost	(60)	-
Other finance income/(cost)	34	(36)
Actuarial gain	3,931	3,350
Movement in surplus restrictions	(3,489)	(948)
Pension Fund Liability as at 31 March	**-**	**(245)**

Summary of key actuarial assumptions within the Gloucestershire and Wiltshire LGPS (The Orders of St John Care Trust share of fund)

Full actuarial valuations of the scheme were carried out as at 31 March 2022 and updated to 31 March 2023 by qualified independent Actuaries, appointed by the relevant Gloucestershire or Wiltshire LGPS. The major assumptions used by the Actuaries were as follows:

	Gloucestershire		Wiltshire	
	2023 % p.a	2022 % p.a	2023 % p.a	2022 % p.a
Pension increase rate	3.00%	3.30%	3.00%	3.30%
Salary increase rate	3.50%	3.60%	3.50%	3.70%
Discount rate	4.75%	2.70%	4.75%	2.70%

The pension increase rate is set in line with Consumer Price Index (CPI) assumptions.

The salary increase rate is set relative to the derived CPI assumption at the year end using the same methodology as the Funds' most recent funding valuation.

The discount rate is determined by reference to market yields on high quality corporate bonds at the reporting date.



Mortality

Life expectancy is based on the Funds' VitaCurves with the improvements in line with the CMI 2021 model, with a 10% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a. for both males and females. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

2023	Gloucestershire		Wiltshire	
	Males	Females	Males	Females
Current Pensioners	20.7 years	24.2 years	21.8 years	24.2 years
Future Pensioners*	22.2 years	25.2 years	21.5 years	25.5 years

2022	Gloucestershire		Wiltshire	
	Males	Females	Males	Females
Current Pensioners	21.7 years	24.1 years	21.7 years	24.2 years
Future Pensioners*	22.6 years	25.8 years	22.6 years	26.0 years

Note: *Figures assume members aged 45 as at the last formal valuation date.

Historic Mortality

Life expectancy for the prior periods are based on the Fund's VitaCurves. The allowance for future life expectancy is in the following table:

Year End	Prospective Pensioners	Pensioners
31 March 2023	CMI 2021 model, with a 0% weighting of 2021 data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a.	CMI 2021 model, with a 0% weighting of 2021 data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a.
31 March 2022	CMI 2020 model, with a 0% weighting of 2020 data, standard smoothing (Sk7), initial adjustment of 0.5% and a long term rate of improvement of 1.5% p.a.	CMI 2020 model, with a 0% weighting of 2020 data, standard smoothing (Sk7), initial adjustment of 0.5% and a long term rate of improvement of 1.5% p.a.

Commutation

Gloucestershire and Wiltshire
An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits.

Balance Sheet and Statement of Financial Activities disclosure as at 31 March 2023.

Changes in the Fair Value of Plan Assets, Defined Obligation, and net Liability for the year end 31 March 2023.

Gloucestershire LGPS Scheme	2023			2022		
	Assets £'000	Obligations £'000	Net asset / (liability) £'000	Assets £'000	Obligations £'000	Net asset / (liability) £'000
Fair value of plan assets	11,320		11,320	10,866	-	10,866
Present value of funded liabilities		9,721	(9,721)	-	10,215	(10,215)
Opening position as at 31 March 2022	**11,320**	**9,721**	**1,599**	**10,866**	**10,215**	**651**
Service cost						
Current service cost	-	62	(62)	-	93	(93)
Past service cost (including curtailments)	-	60	(60)	-	-	-
Total service cost	**-**	**122**	**(122)**	**-**	**93**	**(93)**
Net interest						
Interest income on plan assets	301	-	301	209	-	209
Interest cost on defined obligation	-	258	(258)	-	197	(197)
Total net interest	**301**	**258**	**43**	**209**	**197**	**12**
Total defined cost recognised in Statement of Financial Activities	**301**	**380**	**(79)**	**209**	**290**	**(81)**
Cashflows						
Plan participants' contributions	9	9	-	12	12	-
Employer contributions	82	-	82	56	-	56
Benefits paid	(423)	(423)	-	(358)	(358)	-
Expected closing position	**11,289**	**9,687**	**1,602**	**10,785**	**10,159**	**626**
Remeasurement						
Changes in financial assumptions	-	(2,316)	2,316	-	(404)	404
Changes in demographic assumptions	-	(39)	39	-	(55)	55
Other experience	(204)	404	(608)	-	21	(21)
Return on assets excluding amounts included in net interest	(524)	-	(524)	535	-	535
Total remeasurements recognised in other gains and losses	**(728)**	**(1,951)**	**1,223**	**535**	**(438)**	**973**
Fair value of plan assets	10,561	-	10,561	11,320	-	11,320
Present value of funded liabilities	-	7,736	(7,736)	-	9,721	(9,721)
Closing position as at 31 March 2023	**10,561**	**7,736**	**2,825**	**11,320**	**9,721**	**1,599**

The surplus on the Gloucestershire LGPS scheme of £2,825,000 (2022: surplus of £1,599,000) has not been recognised on the balance sheet as not deemed to be recoverable.



Gloucestershire

The actual return on plan assets was a loss of £223,000 (2022: gain of £756,000).

An estimate of the employer's contribution for the year ended 31 March 2024 will be approximately £35,000.

Information about the defined benefit obligation

	Liability split £'000 as at 31 March 2023	Liability split % as at 31 March 2022
Active members	1,053	13.6%
Deferred members	740	9.6%
Pensioners members	5,943	76.8%
Total	7,736	**100%**

Sensitivity Analysis

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

Change in assumptions at year ended 31 March 2023	Approximate % increase to Employer Liability	Approximate monetary amount £'000
0.1% decrease in Real Discount Rate	1%	84
1 year increase in member life expectancy	4%	309
0.1% increase in the Salary Increase Rate	0%	4
0.1% increase in the Pension increase Rate (CPI)	1%	82

Major Class of Plan Assets

The plan's assets are split into the following categories as at the 31 March 2023:

Period ended	31 March 2023	31 March 2022
Equities	64%	71%
Bonds	22%	19%
Property	12%	9%
Cash	2%	1%

Balance Sheet and Statement of Financial Activities disclosure as at 31 March 2023.

Changes in the Fair Value of Plan Assets, Defined Obligation, and net Liability for the year end 31 March 2023.

Wiltshire LGPS Scheme	2023			2022		
	Assets £'000	Obligations £'000	Net asset / (liability) £'000	Assets £'000	Obligations £'000	Net asset / (liability) £'000
Fair value of plan assets	21,908		21,908	20,975	-	20,975
Present value of funded liabilities		22,153	(22,153)	-	23,333	(23,333)
Opening Position as at 31 March 2022	**21,908**	**22,153**	**(245)**	**20,975**	**23,333**	**(2,358)**
Service cost						
Current service cost	-	191	(191)	-	216	(216)
Total service cost	**-**	**191**	**(191)**	**-**	**216**	**(216)**
Net interest						
Interest income on plan assets	580	-	580	401	-	401
Interest cost on defined obligation	-	589	(589)	-	449	(449)
Total net interest	**580**	**589**	**(9)**	**401**	**449**	**(48)**
Total defined cost recognised in Statement of Financial Activities	**580**	**780**	**(200)**	**401**	**665**	**(264)**
Cashflows						
Plan participants' contributions	25	25	-	26	26	-
Employer contributions	-	-	-	-	-	-
Benefits paid	(883)	(883)	-	(805)	(805)	-
Expected closing position	**21,630**	**22,075**	**(445)**	**20,597**	**23,219**	**(2,622)**
Remeasurements						
Changes in financial assumptions	-	(5,649)	5,649	-	(987)	987
Changes in demographic assumptions	-	(44)	44	-	(129)	129
Other experience	(23)	1,082	(1,105)	-	50	(50)
Return on assets excluding amounts included in net interest	(1,880)	-	(1,880)	1,311	-	1,311
Total remeasurements recognised in other gains and losses	**(1,903)**	**(4,611)**	**2,708**	**1,311**	**(1,066)**	**2,377**
Fair value of plan assets	19,727	-	19,727	21,908	-	21,908
Present value of funded liabilities	-	17,464	(17,464)	-	22,153	(22,153)
Closing position as at 31 March 2023	**19,727**	**17,464**	**2,263**	**21,908**	**22,153**	**(245)**

The surplus on the Wiltshire LGPS scheme of £2,263,000 has not been recognised on the balance sheet as not deemed to be recoverable (2022: deficit recognised of £245,000).

Wiltshire

The actual return on plan assets was a loss of £1,300,000 (2022: gain of £1,712,000).

An estimate of the employer's contribution for the year ended 31 March 2024 will be approximately £nil.

Information about the defined benefit obligation

	Liability split £'000 as at 31 March 2023	Liability split % as at 31 March 2023
Active members	2,929	16.8%
Deferred members	2,505	14.3%
Pensioners members	12,030	68.9%
Total	**17,464**	**100%**

Sensitivity Analysis

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

Change in assumptions at year ended 31 March 2023	Approximate % increase to Employer Liability	Approximate monetary amount £'000
0.1% decrease in Real Discount Rate	1%	201
1 year increase in member life expectancy	4%	699
0.1% increase in the Salary Increase Rate	0%	14
0.1% increase in the Pension increase Rate (CPI)	1%	190

Major Class of Plan Assets

The plan's assets are split into the following categories as at the 31 March 2023:

Period ended	31 March 2023	31 March 2022
Equities	55%	53%
Bonds	31%	33%
Property	13%	13%
Cash	1%	1%



21. Financial Instruments

	2023 £'000	2022 £'000
Financial assets that are debt instruments measured at amortised cost:		
Trade and other debtors	5,655	7,450
Cash at bank and in hand	2,194	2,208
Short term deposits	9,946	12,360
	17,795	**22,018**
Financial liabilities that are debt instruments measured at amortised cost:		
Trade and other creditors	11,978	12,222
Bank loans	373	761
Total	**12,351**	**12,983**

The loan financing is in the form of a secured loan with a fixed interest rate. Refer to the risk management section of the trustees report for information as to how this risk is managed.

22. Related Parties

On 20 December 2001, the Trust entered into a joint venture agreement, the Oxfordshire Care Partnership (OCP), in which the Trust holds a 50% interest. The other party in the joint venture is bpha, which holds the remaining 50% interest. The joint venture is managed through a Board of Management on which both parties are equally represented.

On 1 May 2005, the Trust entered into a joint venture agreement, the Gloucestershire Care Partnership (GCP), in which the Trust holds a 50% interest. The other party in the joint venture is bpha, which holds the remaining 50% interest. The joint venture is managed through a Board of Management on which both parties are equally represented.

The OCP and GCP principal activities are the provision of care to elderly people though the provision of Care Homes and to provide housing, accommodation and assistance to help people who are elderly or disabled and associated facilities and amenities for such people.

A summary of the financial position of both entities is set out below:

	OCP		GCP	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Net income/(deficit)	123	(47)	(52)	(57)
Net assets/(liabilities)	3,656	3,533	(825)	(773)

Related Party Transactions

	2023 £'000	2022 £'000
The income and expenditure account includes the following transactions between the Trust and OCP:		
Income:		
from charitable activities	18,024	17,245
Other income	161	124
	18,185	**17,369**
The amounts due to or from OCP at the year end are:		
Receivable:		
Other debtors	150	137
	150	**137**
Payable:		
Accruals	8	8
	8	**8**
The income and expenditure account includes the following transactions between the Trust and GCP:		
Income:		
from charitable activities	16,749	15,681
	16,749	**15,681**
The amounts due to or from GCP at the year end are:		
Receivable:		
Other debtors	550	724
	550	**724**

As detailed in Note 7, remuneration is being paid to the Chairman of the Trustees. Apart from the Chairman there were no other related party transactions with the Trustees as at 31 March 2023 (2022: £nil). Key management personnel emoluments are disclosed in note 6.

Reference and Administrative Details

Director/Trustees	Anne de Bono Anton Borg – appointed 12 July 2022 Timothy Church Mark Everall Richard Fitzalan Howard – retired 23 June 2023 Graham Hutton James Kneller James Macnamara Jill Manthorpe Richard Milligan-Manby Millie Wentworth-Stanley Judith Wright
Chief Executive's Team	Dan Hayes – Chief Executive Kerry Dearden – Deputy Chief Executive – resigned 31 May 2023 Mike Stredder – Operations Director Robert Black – Care Quality Director Jacqui Roynon – Director of People Tracey Wardle – Chief Financial Officer
Governance Director & Company Secretary	Joanna Downing
Auditor	BDO LLP, Two Snow Hill, Birmingham B4 6GA
Bankers	Barclays Bank PLC, One Snow Hill Birmingham B3 2WN
Registered Office	Eyre Court, Whisby Way, Lincoln, LN6 3LQ



St John's Care Trust
0800 988 8133 | www.osjct.co.uk

Reg. Charity No: 1048355 Reg. Company No: 03073089
Company limited by Guarantee Registered in England & Wales

The Orders of St John Care Trust

THE ORDERS OF ST JOHN CARE TRUST

England & Wales - Charity number 1048355

Accounts



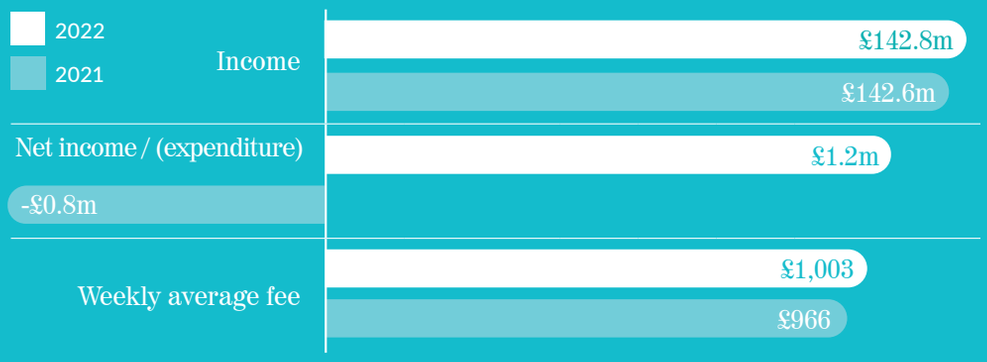
Shaping a Better Future

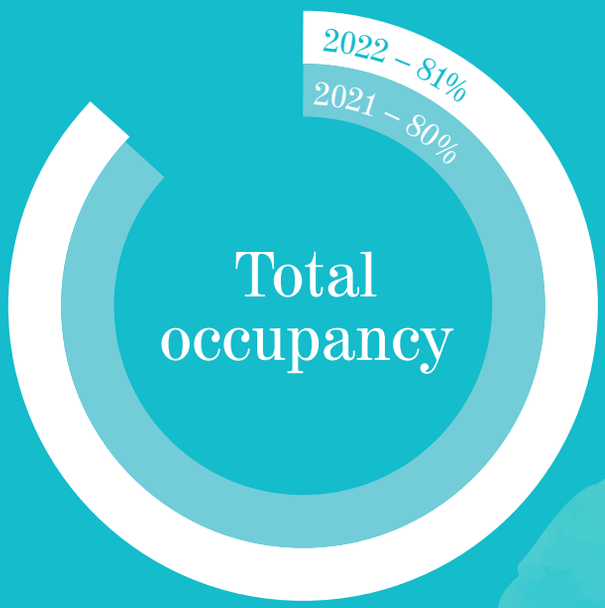
Annual Report & Accounts

for the 12 months ended 31 March 2022

The Orders of St John Care Trust

Key Performance Indicators





92.1%
CQC compliance
National average: 83.6%

8%
Homes agency labour cost as % of total homes payroll

£142.8m
income
↑ from £142.6m in 2021

£1,003
Weekly average fee
↑ £37 from 2021

61%
Homes payroll cost as % of income
↑ from 60% in 2021

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About the Trust

Vision

To be the leading care provider, trusted to create places where people love to live and work.

Values

Our values, informed by our Christian ethos, are at the heart of all that we do and we recruit people who share these values.



We care deeply about our residents and colleagues and deliver the highest possible quality of care. We take pride in our work and continuously review and improve our processes to be the best we can be.



We treat all of our residents and colleagues with dignity and respect. Whatever their backgrounds or beliefs, we encourage everyone to be themselves and to have a voice.



Our homes and schemes are a vital part of the local community. We encourage residents to be involved in life outside their home and we actively support the local community and welcome them into our family.



We will give all employees and colleagues the opportunity, training and support to develop themselves to achieve their maximum potential and provide the highest quality of care.



The Orders of St John Care Trust is here to stay. We invest in our homes and our people in order to safeguard our future and make sure our doors always remain open. We maintain strong finances to reinvest in our care.

Overview of The Orders of St John Care Trust (OSJCT)

The Orders of St John Care Trust is a leading not-for-profit care provider with over **3,200 residents and tenants** as well as **4,200 employees** based across England. Our **65 care homes** and **8 accommodation schemes** specialise in residential nursing, dementia care and other care needs, as well as short term respite and day care. As a charitable trust, we are proud to put people before profit and each and every one of our residents receives the highest quality of care from our skilled team – retaining their independence and gaining new experiences.

Everything we do as a charity is underpinned by the Christian principles and ethos of our two sponsoring Orders, on the same basis that those Orders operate – caring for people of any background, irrespective of race or religion. Together with our Sponsoring Orders, we've been caring for over 900 years.

"We've been caring for over 900 years."

Our Services at a glance

Residential

Accommodation and 24-hour personal care is provided in a home environment for individuals who may have difficulties in living independently at home, but do not require nursing care.

The care package is tailored to our residents' needs to maximise independence and allow them to lead fulfilled lives.

Dementia

Through our services, we provide specialist support to those living with dementia by having a team of specially trained carers, a dementia lead and Admiral nurses.

Care includes but is not limited to creative activities, reminiscence, pet therapy and sensory equipment.

Nursing

Provided by our registered nurses who are on duty 24-hours a day, this covers clinical care for those who have complex conditions and may require specialist medication and equipment.

Residents who receive this care require regular medical attention but do not require care in hospital.

Our nurses and carers monitor changes in health and intervene as required.

Extra Care Housing

Individuals either own or rent a self-contained apartment in a community scheme that has 24-hour emergency support on site, for clients, including those with dementia.

The care package is tailored to the client's needs. Building design facilitates independent living and can be adapted to clients' specific requirements.

Short Stay Services

We provide care to individuals who wish to stay with us for a short period for a variety of planned and unplanned reasons.

Respite

A temporary stay following a period of recovery post-operation, accident, illness, or because the individual's carer has an emergency or requires a short break.

Individuals who come into respite experience the same care, support and activities as other residents, enabling them to become part of the community during their stay

Intermediate Care and Independence

Following discharge from hospital, intermediate care enables an individual to recuperate and supports their rehabilitation before they return home. Intermediate care is also used to avoid hospital admission or an early move into residential care.

Individuals are encouraged and guided to carry out tasks independently to facilitate this transition.

Day Care

These services provide a day of practical support and activities, which may include coffee mornings, arts and crafts, and exercise classes.

This also allows individuals to feel less isolated if they live alone, in a safe environment which provides companionship, stimulation, and can serve as a break for their carers.

Chair and Chief Executive's Statement

We have great optimism and a clear line of sight through current challenges to a much brighter future.

As a sector, we are bruised by the effects of two years of pandemic, but OSJCT is emerging with an even greater sense of our role in society, and a greater determination to provide the vital contribution to individuals and communities that a thriving social care sector should.

A bright future awaits the sector. Our resilient performance throughout the pandemic and the exciting government proposals for sector reform come together to offer a great future. At OSJCT we recognise our role and responsibilities in making that future a reality.

In the year to March 2022, we have demonstrated agility, resilience, and an immense capacity for change and flexibility.

Our Trust saw a dramatic recovery from the Spring 2021 wave of the COVID-19 pandemic. In those 'calmer' months of the late spring and early summer we saw how the public retained their faith in social care through their strong demand for our services, and we were able to re-establish many of the day-to-day contacts and initiatives that you would expect.

By the end of the summer, it was clear that our next fundamental challenge would be that of workforce availability. The Trust's annualised staff turnover rate moved from 27% to 41% in the months between April 2021 and March 2022, meaning that a primary reason for not admitting residents into our services was, for the first time, our ability to staff our services, rather than the pandemic.

The many actions we have taken to support our colleagues are detailed later in this report, but we would say that when taken together, they will slow attrition and provide some level of stability. To create genuine change and to provide a workforce able to grasp future opportunities, we must all do more. We need to recognise that if the reform agenda is to be achieved, it must be matched by genuinely sufficient funding. That funding will ensure the right recognition for our workforce, which will in turn stabilise and reduce employee turnover and build the attractiveness of our profession. More urgently, the sector must be reassured that it will receive what it has been promised in terms of funding, and that which has been temporarily diverted to the NHS will not be permanently absorbed. Social care provider representation must match that of any other party in the new integrated care systems. To fail to take these steps would be akin to admitting defeat at the outset.



At its highest point our occupancy recovery reached 5.5 percentage points to 83.1% in November 2021 (77.6% in March 2020), before the Omicron variant hit services in December, significantly affecting occupancy since.

As we write, the COVID-19 guidance we work to in social care is increasingly different to that which wider communities must adhere to. With the best interests at all times of those who live with us, we have to take more positive steps towards normality and to greater individual freedoms inside our care homes.

We expected the turbulence of the last year to result in a deficit position for the Trust but in fact a marginal surplus has been achieved, in part, through

effective government support which is recognised and appreciated. To that end we implore government to revisit its decision to end all financial support bar PPE from 31 March 2022. A pandemic does not end on one day with full recovery the next and the short-term impact of drastic reductions in income for providers will render planned reforms almost impossible to achieve and send many high quality providers out of the sector permanently.

It is a matter of pride that we have maintained our push towards transformation and in such a busy year we have made significant progress in developing our Electronic Care Records offering, introducing a new Customer Relationship Management system and significantly upgrading our connectivity and Wi-Fi services in our care homes.

Transformation affects the buildings and care services we deliver at the front line as much as it affects infrastructure and we are delighted that our next new care home is now under construction in Oxfordshire, with further homes planned in that county and in Lincolnshire.

Unfortunately, there is the potential that a very small number of older homes, currently subject to public consultation, are at risk of closure in the coming financial year, and during 2021/22 when the care provision contracts for six Extra Care Housing Schemes came to an end, we passed these on to other providers. We take the opportunity to thank all of our colleagues in those schemes for their great work and commitment during the time we worked together.

Our finances remain incredibly robust, with almost no debt, excellent credit facilities to underpin our growth and transformation, a long-standing and exceptional relationship with our banking partner Barclays and a positive growth in our average weekly fee.

“Our ratings with the regulator remain significantly above the national average...”

Our ratings with the regulator remain significantly above the national average, and whilst we expect that national ratings levels may go through some turbulence as a new CQC framework is introduced and services are inspected for the first-time post-pandemic, we expect our performance to maintain its positive gap to the wider sector.



We took the positive step of exiting our head office in Witney, West Oxfordshire, during the Autumn of 2021 and we are currently utilising temporary office space supported by our new Hybrid Working arrangements for colleagues whilst we transition to a new and permanent space fit for the future. Our Support Centre at Eyre Court in Lincoln continues to thrive.

“We would like to formally thank our colleagues for their continued efforts...”

The single action that we are most proud of is the Board decision to approve an increase in pay for all colleagues to a minimum of the Real Living Wage (RLW) rate of £9.90 per hour, from 1 April 2022. In reality, most of our care colleagues now earn well above this rate, and our performance and speed of recovery will determine whether we are able to maintain our status as an RLW employer through future increases. We will continue to champion the need for the sector to be funded at a level which permits social care staff to be appropriately rewarded. In the meantime we would like to formally thank our colleagues for their continued efforts and incredible resilience over this period, ensuring our residents are lovingly cared for.

In November 2021 our Board and Executive spent two days together in person, re-defining our strategy and considering our role in reform and in the Public Inquiry into COVID-19. It is our ambition to play a formal role within the Integrated Care Systems being established across the country and we are pushing the case for this. We have already sought to engage constituency MPs in roundtable discussions on reform, with some success. Through our representation on the Board of the National Care Forum, OSJCT will play an active role in the sub-group dedicated to engagement with the Public Inquiry into COVID-19 to be chaired by Baroness Hallet. To this end we have already contributed to the consultation on the Terms of Reference for the Inquiry.

Chair and Chief Executive's Statement

Against the backdrop of the reform agenda, the Board closed off the previous five-year strategy (2017-2022) and agreed a new ten-year vision for the Trust, supported again by a detailed five-year strategy. They have both been developed in a way to ensure measurable progress against strategic aims and are underpinned by our charitable purposes, taking into account the Charity Commission's guidance on public benefit. Set out more widely in this report are our strategic objectives which demonstrate our faith in our future, our aspirations and determination to be at the forefront of shaping modern social care.

We particularly look forward to:

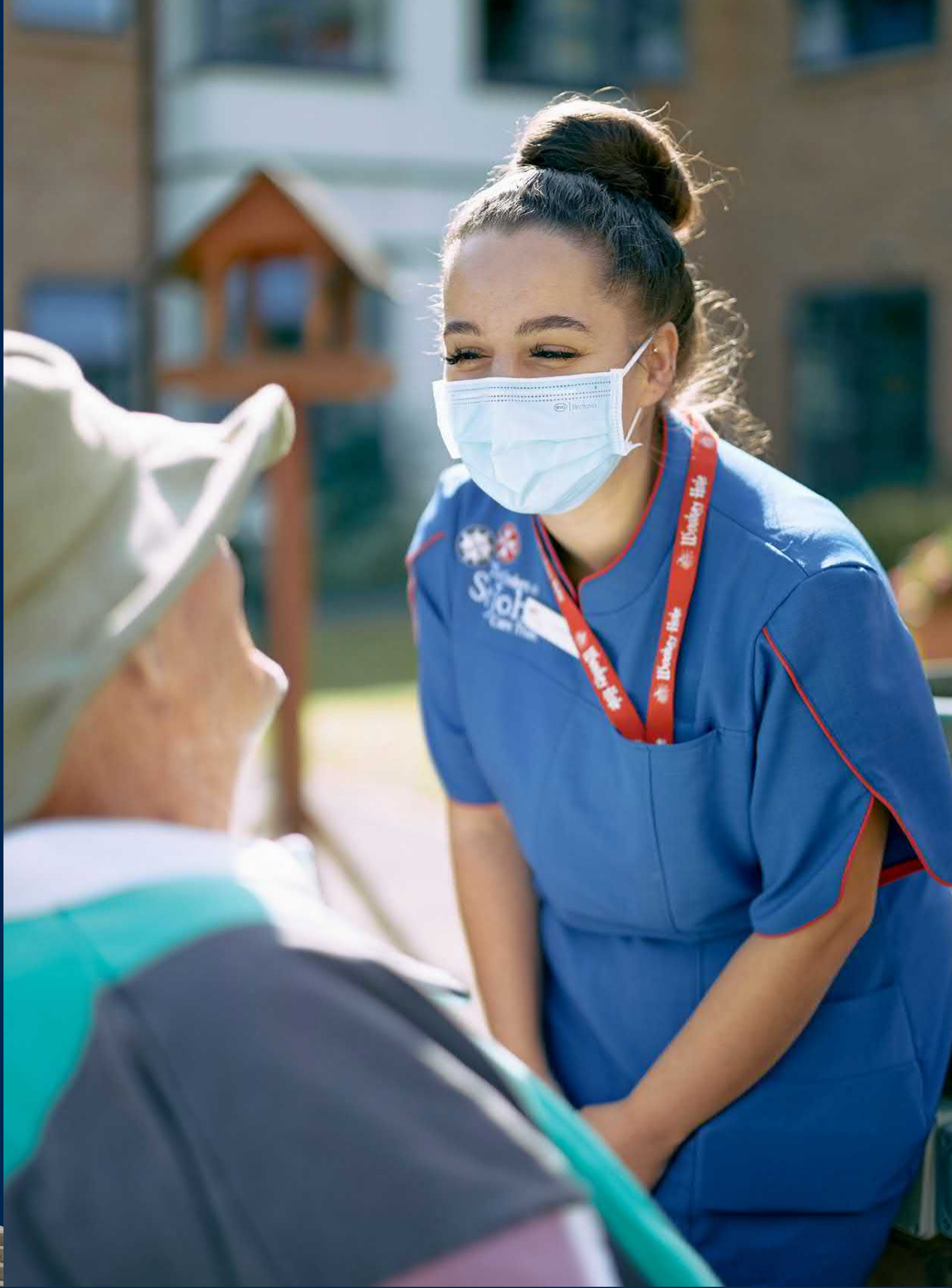
- An independent board governance review building on the previous review which took place in 2018/19.
- Reaching the 'Pilot Phase' of Electronic Care Management.
- The continuation of our Recovery to Good Health and Real Living Wage mitigation measures to deliver more consistent and high quality performance across the Trust.
- The delivery of our re-branding exercise which simplifies our brand but makes the faith principles and history of our Trust clearer.
- The return of meaningful engagement exercises with our colleagues and our residents and tenants.
- Progress with our development and refurbishment programmes.
- The identification and introduction of a new Payroll system, and further progress in our work towards new Compliance and Finance systems.
- Continued growth in our estate either organically or through acquisition

To conclude, our message is one of positivity and also one of self-determination. Many other parties have a substantial role to play in the future of social care, not least government and the NHS, but as in all aspects of life and work it is we ourselves that ultimately have the greatest impact on our future. The Orders of St John Care Trust believes in a tremendous future for the sector and we are confident of our place in it.

Mark Everall
Chair
12 July 2022

Dan Hayes
Chief Executive
12 July 2022





This section includes the following requirements of the Strategic Report:

- Section 172 statement
- Principal activities
- Business model
- Review of the year's operating and financial performance
- Key performance indicators
- Key risk disclosures and future developments

3,200+
residents & tenants

8
Extra Care Housing Schemes

Over
4,200
employees

65
care homes mainly in Lincolnshire, Oxfordshire, Gloucestershire and Wiltshire

Trustees' Report including Section 172 Statement

Review of the Year

OSJCT continues to be one of the largest not for profit providers of care for older people, operating 65 care homes and 8 Extra Care Housing (ECH) schemes. As a Charity, we have reviewed our vision, objectives, and activities to ensure that we remain focused on our charitable purpose, namely, the relief of the aged, the infirm and the sick. Our Board has regard to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning future activities. The Board believes that the provision of care homes and care services to older people delivers a valuable public benefit. Our services are, by their nature, focused on older people but beyond this, there are no restrictions on who can benefit from our services based on sexuality, ethnicity, disability, religion, or gender.

We continually strive to provide high quality person-centred care and services with dignity, respect and compassion whilst expanding a sustainable range of services for older people and adapting to changes in the regulatory environment and the wider economy. During 2021/22, residential care remained our main care category, with 49% of our residents in receipt of this service (2021: 51%), followed by individuals living with dementia at 25% (2021: 24%), nursing at 13% (2021: 13%), respite at 8% (2021: 7%) and intermediate care at 5% (2021: 5%). The increase in short stay services demonstrates our responsiveness to the public sector as we supported more individuals who were either able to leave hospital (but needed additional support for a short period of time), or who were cared for by us to avoid hospitalisation.

As of year-end, 54% of individuals were funded by local authorities with which we have long-term contracts (2021: 55%), 5% by the NHS (2021: 4%), 1% by other local authorities (2021:1%), and 40% were self-funded (2021: 40%).

Another year has passed in which we have all been affected by the unprecedented circumstances and effects of the COVID-19 pandemic.

With a year's worth of experience behind us and a wide knowledge base to build on, we were able to continue driving for high quality care and a positive experience for all our residents, despite the restrictions. We adapted our services in line with changing government guidance to ensure our residents, service users and colleagues remained safe whilst enabling our residents to still enjoy their lives within these limitations.

We supported and monitored our services through a mixture of remote and face-to-face working, with an emphasis on having our care quality specialists back into our homes and schemes to provide direct support, where it was safe to do so. At times we were challenged by the number of outbreaks caused by the Omicron variant, particularly over the holiday season where there was a lack of agency staff available to cover shifts. We quickly set up a business continuity working group to provide additional guidance for these unprecedented circumstances. This involved engaging with our local authority partners to formulate plans to respond to severe staffing shortages in the sector, which, fortunately, were not needed.

Care Quality and Compliance

At the end of March 2022, our Care Quality Commission (CQC) compliance rating (the percentage of Good and Outstanding ratings) for all our homes and schemes was 92.1% (2021:93.7%) and for care homes was 90.8% (2021: 92.4%), which continues to be well ahead of the national average of 81.7%. Whilst we have seen a small decrease in our ratings, we continue to aspire for 100% of our services to be rated Good or Outstanding, which is cemented into our new 10 year strategy.

Compliance in all areas continues to exceed the CQC national average. Our residential homes are 87.8% (national average: 83.5%), nursing homes 95.8% (national average: 77.3%) and ECH 100% (national average: 86.9%). Two of our regions, Gloucestershire and Oxfordshire, have maintained 100% compliance with either Good or Outstanding ratings, with our ECH schemes also at 100% compliance. Our compliance levels have been consistently above the national average for three years which reflects the strength and rigour we apply to our internal care quality audit frameworks.

Our "Requires Improvement (RI) to Good" programme continued to provide virtual guidance to our six RI homes during the financial year. For each home that receives an RI rating a team of specialists from operations, care quality and the home meet every two months to understand how the service can be better supported in particular areas and to monitor for ongoing compliance. Other service areas such as HR are drawn in as required. This programme has been a considerable success since its launch, despite the move to a virtual format during the pandemic.

In the next financial year we will shape our "Good to Outstanding Programme" to ensure that our homes can remain on a path of continual improvement as part of our commitment to offer high-quality care. Whilst this programme was due to commence early 2020 it had to be paused when the pandemic struck to enable all employees to focus on the running of our services amidst changing government guidance.

We continually review and revise our Early Warning Tool which monitors the level of compliance within our homes. At the start of the financial year we placed increased weighting on our Early Warning Tool, which provides Home Managers key data on areas of success as well as improvement opportunities within a home. This has allowed us to implement significant and sustained improvements across several services during the year. Next year we plan to develop the tool further by reporting on a wider range of parameters and will conduct more in-depth reviews to provide greater oversight and support.

As part of our monitoring process, our Clinical Governance and Quality Committee meets quarterly to review and monitor our key performance indicators (KPIs), current complaints and clinical change management. This allows us to regularly ascertain areas of improvement and discuss best practice. The implementation of ECARE (electronic care records) will offer the opportunity to access in-depth data and trends which we will incorporate into our quarterly KPI reporting.

Electronic Care Records and other Technologies

Digitisation of care records is a key part of the Government's social care reform white paper, with a target of 80% adoption by March 2024. We are fully supportive of this ambition and had already recognised the importance of ECARE in 2020 when we began planning for their adoption. Our residents and services will significantly benefit from the improved care and information management facilitated by this type of system.

We completed an extensive procurement process during the financial year and at the time of writing are in final contractual discussions with a provider who is accredited with NHS Digital. We aim to start piloting the system by the end of Spring or early Summer 2022 and are confident that a full roll-out will be achieved well within the Government's target timeframe.

We were also delighted to see that acoustic monitoring was the other key technology highlighted in the reform white paper. Recognising its benefits in providing preventative care that promotes independence, we had already engaged with providers of this technology during the year. Next financial year we anticipate selecting a partner, with the aim of piloting the technology in early 2023.



Vaccinations

As of March 2022, 85.3% and 82.1% of eligible and willing residents were double vaccinated and boosted respectively, with these figures standing at 95.9% and 61.1% for our employees. In our organisation and indeed nationally we have observed that vaccinations have significantly reduced the instances of serious illness and death throughout the year but consider any deaths to the virus a life that has been taken away too early.

We also recognise that our residents have endured a difficult situation in which they could not see their loved ones freely and lived with a blanket of restrictions. We are now moving into a phase of recovery and opening our homes to visiting again, whilst continuing to work in line with the healthcare system and the decisions of our government on how best to live with the virus.

During the financial year the government also announced that from 11 November 2021, full vaccination against COVID-19 (unless the individual fell within an authorised exemption) would become a condition of deployment for all care home workers and other visiting professionals. We had concerns on the practical and logistical issues around the introduction of this policy, especially for a sector suffering high levels of burnout and turnover as a result of the pandemic, but we stood a team up at pace which managed this efficiently. Given the magnitude of the crisis the Trust agreed that the response by government was proportionate but felt that the inequalities between health and social care were coming to the fore again.

We were disappointed when the policy was officially revoked four months later. It meant that once again social care colleagues were left to feel less important than their healthcare peers. We believe it will be harder to achieve higher vaccination rates in the future as a result. However, we will continue to encourage our employees to receive the vaccine and any boosters for both the benefit of our residents and themselves.

CASE STUDY

CQC inspection report

Our Home and Scheme Managers are determined for all our residents to experience their best lives with us, which was evidenced recently in a glowing report from the CQC in October 2021 about our Edwardstow Court home. A short extract is provided below.

"The service was outstandingly responsive to people's individual beliefs, preferences and needs... activities were tailored to the interests, needs and hobbies of the people... People were supported to have maximum choice and control of their lives and staff supported them in the least restrictive way possible and in their best interests...

The home was well led by a management team who were passionate about providing high quality individualised care to people. The registered manager and deputy manager led by example and without exception staff told us that they were well supported... There was a culture of listening to people and positively learning...

All staff demonstrated extremely compassionate, attentive and caring approaches in their interactions with people. They consistently promoted and encouraged people's independence and treated them with dignity and respect. People and their relatives were complimentary about the approach of the staff and the management team. Everybody we spoke with said they would recommend the service...

The registered manager... told us, "We are nothing without the team. The staff team worked as one to provide high quality, personalised care to the people living in the service."



Supporting those living with Dementia and their Carers

During the year we enjoyed hosting a range of activities to support individuals living with dementia – whether they were our existing, or potential future residents, or those living at home in the community, including their loved ones. Despite our activities being virtual it did not take away from the compassion and reassurance we could offer to all those involved.

We held four webinars led by our Admiral Nurses (who are dementia specialist nurses accredited by Dementia UK) on living well with dementia, all of which had strong attendance by our residents' relatives and loved ones, the general public and professionals as part of their continual professional development, with one session hosting over 200 attendees. These webinars will be restarted as part of Dementia Action Week in May 2022.

Alongside this we also ran virtual support groups for relatives on a monthly basis in 2021, and every other month in 2022. The decrease in virtual support groups reflects our intention to undertake more community and home-based activities as restrictions ease.

Upon joining the Trust all of our residents have the option to write a Life Story, to enable our employees to offer a more personalised care experience. During the year we identified that it was time to refresh the framework for the Life Story and align it to The Senses Framework to increase relationship centred care (The Senses Framework underpins relationship centred care and supports us to achieve enriched environments of care, providing residents, employees and their families with the senses of security, belonging, continuity, purpose, significance and achievement). We aim to unveil the new life story as part of a series of presentations to all our homes delivered throughout Dementia Action Week in May 2022.

In January 2022 we also launched our one-day virtual dementia training called "Step with me". This enabled our colleagues dementia knowledge to be strengthened following extensive pressures on delivery of face-to-face learning during the pandemic. We also refreshed our Advanced Mental Capacity Act and Advanced Deprivation of Liberty Safeguards e-learning in December 2021 and February 2022 respectively.



CASE STUDY

Empowering individuals living with dementia

One of our residents in Oxfordshire living with dementia had chosen to isolate in her bedroom and did not want to take part in activities or communicate with the team. Her husband had passed away before she moved in following a long and happy marriage.

During a morning walk around, shortly after our new Home Manager had joined, she noticed a map of 'old' Denmark in the resident's bedroom and asked where this had been acquired, but the resident was unable to recall its origin. The Home Manager went back to the care office, reviewed the resident's life story and discovered she was originally from Denmark but had lived in England since her late teens and was a fluent English speaker. Being Danish herself the Home Manager returned to the resident and started having a conversation with her in Danish.

The resident became quite animated and was able to converse back in Danish. The care leader in the room later explained that this was the first time the resident had smiled and it was the most animated she had seen her.

Since then the team have built on this by bringing the resident Danish magazines to read, found poems her father had written, and reminiscing about Denmark with her. She has also started to come out of her bedroom and join activities with others, which has had a positive effect on her mood and general well-being.





Welcoming Feedback

We are an open, transparent charity that continually reviews its services to ensure that individuals can access information and advice with ease. We routinely capture lessons learned from feedback, meaning we can identify any trends at an early stage and share this knowledge internally to make sure our services run more smoothly and our residents have the best experience possible.

For another year the Trust was ranked in the 'Top 20 Care Home Group' awards on carehome.co.uk. The website is the leading review platform for care homes, therefore we were delighted to see that our residents experience a service with us that largely meets or exceeds their expectations. Whilst our average score stands strong at 9.4 out of 10 we will continue to build on this. We are proud of two of our homes – Monkscroft and Gregory House – who achieved and maintained respectively a score of 10 out of 10 during the year.

Our key regulator the Care Quality Commission (CQC) undertook limited inspections of care homes during the pandemic, focusing mainly on homes at risk of not meeting the standards. However, CQC did complete a number of full inspections to test their revised processes of which one was our Edwardstow Court home.



Gregory House Team celebrate their achievement





Monkscroft Care Team along with resident Mary (front row) with their top score

Our Homes and Schemes

Care Homes

As a proactive and responsive public sector partner, we fully utilised the benefits of our block contracts by repurposing households across a number of homes into specialist short stay units to support hospital discharges and reduce admissions to hospitals.

The pandemic has shown how agile we can be in the commissioning of new, high-quality services which were supported by multi-disciplinary teams across the NHS including GPs, occupational therapists and other healthcare professionals These units were supported by NHS and Local Authority multi-disciplinary teams and have been extremely successful.

Providing new services to individuals with increasingly complex needs and new short-stay services where individuals stay with us for less than 12 weeks facilitated learning and development opportunities for existing colleagues as well as attracting colleagues from other sectors who wished to transfer to social care.

We continue to work closely with our local authority partners to ensure we can fulfil the needs of the local areas we operate in. Where our block contracting arrangements are not suitable or sufficient to be repurposed, we actively engage in local authority-led tendering processes to become a preferred supplier in framework agreements.

Next year we expect to commission a number of complex services with our commissioners to meet the growing demand for specialisms in our counties, especially around dementia and short-stays. We will work with key stakeholders internally and externally on these specifications, including our Admiral nurses.

Being a strategic partner to the public sector continues to be a key part of our future strategy and we look forward to further opportunities to implement the Government's vision of an integrated health and social care sector.

Extra Care Housing

During the year, Oxfordshire County Council retendered the care provision for a number of Extra Care Housing (ECH) schemes throughout the county, of which we were the incumbent care provider for six schemes. We chose not to tender for three of the schemes, as our operating model would not be sustainable under the terms offered by the Council. We bid for the remaining three schemes but were awarded contingent supplier status rather than continuing as the main care provider for the schemes. We recognise that our ECH offering requires a strategic review given our increased emphasis on caring for complex residents. This review is scheduled for the coming financial year as part of our new strategy.



Gloucestershire County Council's potential Home Closures

In March 2022 Gloucestershire County Council (GCC) obtained agreement from its Cabinet to launch a consultation on plans to close four of our older care homes in the region. These homes were built in the 1960s, are owned by GCC and fall under a contract within the Gloucestershire Care Partnership (GCP) – a joint venture between, bpha (a social housing association) and us as the care provider.

The adult social care strategy of GCC, as supported by a consultation they ran in 2021, is to help individuals to live at home as long as possible with the support of assistive technology. Their research identified oversupply in some areas of the county; consequently, one of the ways they could support the market, in accordance with their obligations under the Care Act, is to consult on the closure of four of their older homes within the GCP contract.

If the proposal for closure is approved by the GCC Cabinet we will offer all residents the opportunity to move into other GCP homes which are run by ourselves as care provider. All employees will also be offered a suitable vacancy if they would like to be redeployed.

GCC remain committed to investing in the refurbishment of our older homes under an agreement made in 2019. We expect work to commence onsite in Paternoster House in June 2022, with all other homes due to be completed by late Autumn 2022.

Health and Safety

The Trust continues to be committed to ensuring the safety, health and well-being of our employees, residents, tenants and other stakeholders, who are central to everything we do, especially whilst we deal with the pandemic. We are committed to the ongoing development of a positive health and safety (H&S) culture, where safety is inbuilt into our daily processes and everyone looks after one another. The Trust has a H&S Board and Regional Committees who are engaged, actively promote awareness and facilitate discussions around safety in our homes and schemes.

The number of resident reportable incidents under The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) decreased by 20%, with 8 RIDDOR incidents reported this year (2020/21: 10), which follows on from a 41% decrease between 2019/20 and 2020/21. Employee RIDDOR incidents are also down by 30% to 7 (2020/21: 10).

Examples of new initiatives introduced during the year include a detailed H&S audit system (which incorporates service improvement plans) as well as an investigation and root cause analysis policy together with training to reduce the likelihood of future incidents.

In addition, fire risk assessments were completed by an external provider across all properties in the portfolio, with a focus on ensuring that actions were completed promptly. There was also close monitoring to ensure all home-based colleagues undertake a hands-on fire drill exercise every six months. This was supplemented with practical simulations and together these initiatives are expected to raise the quality and compliance of our homes' fire drills.

"The pandemic has shown how agile we can be in the commissioning of new, high-quality services..."



Investment in our Existing Estate

The Trust always puts the living and working environment of our residents and colleagues at the heart of our decision making. During the year we had set aside considerable funds to invest in both the refurbishment of our homes and the teams to deliver the programme, although the continued pandemic and home closures resulted in delays to the commencement of work. Despite this a substantial amount was achieved in what proved to be a busy period, with £4.9m of capital being invested across the estate.

We set up a new, dedicated maintenance and property compliance team to allow our regional surveyors to focus exclusively on the management, control, and delivery of our capital investment programme. We plan to invest £12m of capital funds in our homes next financial year. This is in addition to £2.7m of funds held by our joint venture partner for lifecycle capital works in Oxfordshire and approximately £6m from Gloucestershire County Council for refurbishment of the nine older homes they own (noting that they are in consultation on closure of four of these homes).

We are also looking at the most efficient manner to procure our refurbishment works to accelerate the programme of outstanding works during 2022/23.

New Developments

Delays to our new development programme were also encountered but despite this we did continue to develop our plans for new homes.

Whilst we had hoped to move ahead with a leasehold development in Lincolnshire, archaeological challenges meant this development did not go ahead. We have continued with plans to develop a new freehold home on the site of a Lincolnshire home closed in March 2020 and hope to make good progress this year with a view to construction beginning within the next 12 months.

Construction commenced at our new home, Wellford Gardens in Wheatley, Oxfordshire in March 2022. We expect this to open late 2023 by which time we hope the elderly care market to have fully recovered from the impact of the pandemic. The home will benefit from significantly enhanced fresh air ventilation as well as outdoor space, which takes account of the latest designs by planners in biodiversity.

A decision is pending on development plans for a further freehold site in Oxfordshire as we gather more information on the market, which is expected to be made next financial year.

Further investment is planned by the property development team, who are passionate about working with our revitalised supply chain to create care homes of the future. These will incorporate modern technologies, smart design, and environmental sustainability to deliver the highest quality environments for the benefit of our residents and colleagues.

We continue to explore all options (leasehold/freehold) to refresh our estate. This forms a key part of our new strategy.



> “The Trust always puts the living and working environment of our residents and colleagues at the heart of our decision making.”



Our People

We entered the 2021/22 financial year off the back of a successful vaccine programme which indicated we could be at the end of the COVID-19 pandemic.

Unfortunately, no one anticipated the impact of the Omicron variant, which meant our colleagues faced another twelve months of enduring effort and commitment to keep our residents safe and well, operating with significant levels of PPE which is uncomfortable at the best of times.
We express our sincere thanks to all our colleagues who have continued to work in incredibly difficult, trying times. We had hoped to return to normality much sooner, but the continued commitment of our colleagues is testament to their dedication, thoughtfulness, love, care and respect they give each day to our residents.

UK unemployment has steadily decreased during the financial year whilst job vacancies rose to their highest ever level. Against this backdrop, like many other employers, we have had to stabilise the workforce rapidly by finding new ways to stand out against other sectors and widen our talent pools including considering more overseas applicants.

The journey has not been straightforward, and we acknowledge that we are the start of it, as Brexit, the pandemic and consequences from the mandatory vaccine policy have negatively impacted the sector in terms of recruitment. Our vacancy rate has risen from 4% in April 2021 to 9% in March 2022, peaking at 15% in October and November 2021 due to this predominantly external impact. We are sincerely grateful to our existing colleagues (and agency staff) who have covered any shortfall by working additional shifts.



Pay

In November 2021 we brought forward our April 2022 pay award to support our employees through the winter hardships. All employees were paid a minimum of £9.50 per hour which was above the national minimum wage for 2021/22, whilst maintaining an appropriate differential in pay rates across all roles.

The Real Living Wage Foundation increased the real living wage to £9.90 in November 2021. In March 2022 our Board voted for the Trust to pay a minimum hourly rate of £9.90 (or above) to all employees, and £10.00 or above to all care colleagues. This means that since April 2021, our lowest paid colleagues have seen an increase in their hourly rate of 9%. We believe that this is an important step to demonstrate to our employees how much we value them and to help ease the burden of increasing financial pressures. However, we recognise this is not readily affordable for the Trust as a not-for-profit provider and an organisation that chooses to look after predominantly local authority funded residents.

We continue to advocate to the government and our local authority partners for better investment in the social care workforce. The inequalities in pay between the NHS and social care have been well known for some time, but until our partners begin lifting their fee rates towards a fairer cost of care, this will continue to be a challenging gap to bridge.

Remuneration for the Executive team is structured in such a way that it attracts, motivates and retains talented individuals. Salaries are reviewed by the Board on an annual basis at the same time as the Trust-wide pay review takes place. This review incorporates an analysis of pay benchmarking data and aims to ensure that salaries are set at or just above median rates for the not-for-profit sector, whilst taking into account the level of increase being awarded to colleagues as well as organisational performance more broadly. Going forward, it has been agreed to establish a Remuneration Committee in 2022 to support pay and reward related decision making.

Gender Pay Gap

Even though our gender pay gap has risen slightly year-on-year to 9.4%, the Trust's Gender Pay Gap continues to be significantly narrower than the mean national average of 14.4%. We continue to employ significantly more females than males within the Trust. Although we have good representation of females in senior roles, the distribution of males and females in lower quartiles is skewed which is the cause for the broadening in the Gender Pay Gap.

Benefits

During the year we were pleased to be able to award thank you gifts cards to our care workers and thank you payments to our Home and Regional Management colleagues. In March 2022 we were also able to award loyalty bonuses to all staff to acknowledge their commitment to the Trust throughout the challenges posed by the Omicron variant. This meant that, over the year, a care worker in the Trust received an additional payment of (up to) £800.

The Trust also became a member of The Care Workers Charity. The charity provides all care workers with access to advice and well-being support, including financial assistance at times of crisis. This benefit complements our employee assistance programme.

In January 2022 all employees became entitled to apply for a Blue Light Card, with the sign-up costs reimbursed by the Trust. The card will provide our employees with a range of discounts to assist with saving money on everyday essentials.

CWC the care workers' charity

Recruitment and Retention

Recruitment and retention have proved challenging due to wider economic pressures and perception of the sector. The Trust experienced a 3% loss of its care home employees as a direct result of mandatory COVID-19 vaccinations (155 employees, including those who resigned in anticipation of the deadline). We spent considerable time communicating with and supporting our colleagues to enable them to make the decision most suitable for them.

We launched our Hidden Heroes campaign in November to attract talent across England. Visits and applications across our platforms increased considerably, especially through our website and social media pages. We were extremely pleased to see the number of hidden heroes who applied to our organisation and look forward to finding more in the future. Alongside the campaign, the Recruit a Friend scheme has resulted in over 100 successful referrals so far, with 50% of the bonus being paid to them when the new starter starts, rather than having to wait for full payment once they have passed their induction support period.

Retention continued to be a key organisational priority across the last financial year, as we have seen labour turnover increase from 27% to 41%. Much of the increase in employee turnover has been driven by those employees who have worked with the Trust for less than 12 months but we have also started to see those with longer service choose to leave either through retirement or the wish for a change in employment.

We set up a retention taskforce, whose membership includes colleagues from across the organisation including operations, central support, heads of care, managers and carers. This group brought forward new ideas to enhance the employee experience. Through their knowledge we have changed the care certificate, streamlined our paperwork and put in place other supportive measures for employees when they first join the Trust.

We also introduced an induction support coordinator role to work directly with new employees during their first few weeks in providing additional assistance and support. Although this is still in a pilot phase the feedback looks promising.

Next financial year we will continue to focus on improving our recruitment and retention. This includes the embedding of a new app-based “On boarder” and “Leaver” survey as well as the delivery of a Trust wide colleague engagement survey. This data will provide critical insights as to why people leave the Trust and help to highlight those who are still actively employed but may be disengaged and at risk of flight. Insight from these sources will inform a new employee engagement and communications strategy to ensure the voice of all our colleagues across the Trust is heard. We will look to drive down labour turnover by making continuous improvements as we more actively engage with our colleagues.

Retention is a key part of our new strategy and we are confident we are putting the right measures in place to ensure all our colleagues are welcomed into the Trust from day one and are trained and supported to deliver their best throughout their careers with us. We recognise all our colleagues as unique individuals who have a vital part to play in the Trust’s community and we are focused on delivering a rewarding and enjoyable experience for all.



Overseas Nurses

Workforce pressures remain an ongoing challenge in social care, particularly around the availability of qualified nurses due to a national shortage within social care and the NHS. We decided to broaden our horizons this year by exploring the recruitment of overseas nurses. In addition to seeking talented nurses from other countries, it was imperative for us that these individuals were not recruited from countries that had a shortage of qualified nurses themselves.

We set up a programme at pace to recruit nurses for our homes in Wiltshire, Gloucestershire and Oxfordshire. These talented individuals are qualified, skilled nurses in their own countries who will go through a rigorous training and induction to qualify for their Nursing and Midwifery Council PIN in England, before working as nurses in our care homes. They will receive ongoing support and clinical skills training to continue developing their careers with us.

We anticipate the first cohort of 12 nurses will arrive in England in June 2022, before taking up their new positions around August to September 2022.

This year we will also be exploring the options around overseas carer recruitment now that care workers have been added to the shortage occupation list and our pay rates enable sponsorship.

Wellness Strategy

It is important for us to take care of our colleagues in the same way they strive to improve the lives and well-being of our residents. We therefore announced a new employee wellness strategy at the end of the financial year, which was developed using feedback from employees across the organisation and will be built upon throughout the next financial year.



Whilst we recognise there is no one size fits all to enhancing an individual's well-being, four areas of focus were identified: mental, physical, social and financial health. Since November 2021 the emphasis has been on financial wellness due to rising cost pressures but going forward we will push ahead with all the key areas with an initial focus on raising awareness of and supporting colleagues who are experiencing menopause related symptoms.

Our focus for the next year is to continue to embed the wellness strategy across the Trust and create a culture whereby colleagues feel able to provide feedback through focus groups and surveys. Particularly, with the continued pressures on the cost of living we will continue to provide support for financial well-being for our colleagues.

Learning and Development

Restrictions on movement to protect our residents and colleagues changed the way we deliver training at the Trust. Many courses that were delivered in person moved to virtual delivery and an increase in eLearning solutions enabled learning to be accessed just when it's needed.

After over a year of delivering training virtually using Zoom we have begun transitioning back to in person learning for some of our courses such as First Aid where we can create a better learning experience when our colleagues are together in one place.

Our primary focus for our Learning and Development Advisors (LDA) has been to maintain our provision of statutory and Trust essential learning. This has required significant investment of our LDA time due to sector turnover but has ensured that our new starters are equipped with the key skills and knowledge they require to perform their role.

Our statutory and Trust essential training compliance has continued to remain stable, despite our high colleague turnover and challenges with colleagues being able to attend training. Our like for like compliance ended the year at 2% above our target of 85%. We made some changes and increased the number of statutory training requirements in areas such as Distress Reaction and Falls Awareness in order to reduce risk.

Clinical skills training has been delivered to Care Leaders in our nursing homes as part of upskilling our workforce and to guarantee the provision of care at times when our nurses are under significant pressures.

We have continued with our programme of Leadership Matters to develop the skills of our Senior Leadership Team, with masterclasses in key areas including leadership mindset, impact and influence, difficult conversations, resilience and positive energy. Next year we will focus on our line managers to ensure they have the skills to perform their role.

The number of colleagues on apprenticeships has increased throughout the year, with 186 new starters and 30 colleagues completing their apprenticeships. We anticipate the number of individuals completing these will increase to over 200 next year, as pressures ease on our services. We will continue to promote and use apprenticeships to develop the skills, knowledge and behaviours of our Care teams and are looking to expand the programmes to our support functions, including Finance, HR and Internal Audit.

In order to support our digital transformation programme we have created digital learning solutions and in person courses to meet the training needs of our different user groups. We will increase our colleagues' key technical skills next year by having specific induction training for non-care roles.

Next financial year we will also align our in-house Care Certificate to the Skills for Care Standards, with the intention of gaining endorsement on the quality of our materials and delivery of training. We anticipate rolling out customer experience training to improve the quality of our residents' experience through improved call handling, customer journeys and show rounds.

Diversity and Inclusion

The Trust is committed to an active equal opportunities policy from recruitment and selection through to training, development, performance reviews and promotion. We foster an environment free from discrimination, harassment and victimisation where everyone receives equal treatment regardless of gender, colour, ethnic or national origin, disability, age, marital status, sexual orientation or religion.

We give full and fair consideration to applications for employment from disabled persons for all vacancies in accordance with their particular aptitudes and abilities. In the event of employees becoming disabled, we make every effort to retrain them and / or make reasonable adjustments to facilitate a continuation of their employment within the Trust.

As a values led organisation, diversity and inclusion is an integral part of our work and we are committed to building on our successes by harnessing new research available. We want to ensure that all employees and residents can bring to work who they are, the richness of their lived experiences, views, needs and realities. We have recognised that, whilst we have had many successes over the years in achieving equality and equity in our organisation, we can always do more.

For this new phase in our journey we have become members of the Employers Network for Equality and Inclusion (ENEI), who will assist us in shaping our new strategy. During the next financial year we will run a series of employee, resident and volunteer-based focus groups from May to August 2022 covering at least 6 areas – LGBTQ+ and allies, disabled and neurodiverse communities, women in the workplace, black and ethnic minority communities, family and carers group, and general focus groups to explore other relevant areas.

We will use the insights gained from these groups to write our new strategy by December 2022.

Trust Awards

Whilst the Employee Awards and Chairman's Commendation Awards could not be held in person this year due to the pandemic, colleagues, volunteers and residents from all services and offices across the Trust were invited to come together online at the end of September 2021 for a joint celebration of the two award programmes.

During the celebration 55 Employee Awards were received by individuals across all four regions. Colleagues were also recognised for reaching Long Service milestones – 29 for 20 years' service, 27 for 25-40 years' service, and 1 for 45 years' service. Colleagues who had achieved a Trust sponsored qualification were also recognised, with over 20 earned during the financial year.

The 2021 Chairman's Commendation Awards also included the addition of The Ferrers Innovation Award, a new award sponsored by Trust Patron the Earl Ferrers. The Award encourages all colleagues to put forward innovative ways of improving the lives of all those who live and work with us.







BASMOM Awards

The presentation of Medals and Crosses of Merit by the British Association of the Order of Malta (BASMOM) for exceptional services in the field of social care took place in October 2021, in a prestigious ceremony held at The Brompton Oratory in London.

In recognition of outstanding service contributions, next financial year numerous individuals will receive BASMOM specific COVID-19 awards. These are a one-off and will recognise those individuals who have gone above and beyond during the pandemic.



Volunteers

To keep our volunteers engaged and informed of developments within the wider Trust and to provide a vital networking opportunity with other volunteers across the organisation, we have been hosting monthly virtual coffee mornings. We hope to resume face-to-face volunteer meetings with the easing of restrictions.

During the National Volunteers' Week in June 2021 we chose to focus on well-being. We ran a number of sessions that focused on mindfulness, meditation and other wellness techniques. Additionally we held virtual recognition events for volunteers who celebrated their long service with OSJCT and numerous thank you events throughout the week.

We also launched our "Do Good. Feel Good" volunteer recruitment campaign in January 2022, which called on members of our communities to volunteer for OSJCT to improve their own well-being. We also offered our first work placements to students doing the new T level courses and gave all team members who were supporting them an accompanying handbook. Over the financial year we recruited 210 new volunteers across our communities.

With the support of Age UK Lincolnshire, we piloted a new "Visitor Host" volunteer role in some of our homes to support with the additional testing and administration required due to government guidance. The pilot proved successful and the role became available in all OSJCT care homes.

In tandem with Live Music Now, a national charity that trains the next generation of socially conscious professional musicians, we held online and outdoor concerts at several of our homes in Gloucestershire with a variety of musicians. In return we have provided training to these musicians on what life in a care home is like for residents, employees and volunteers, better equipping them to work in this space.







"During the celebration 55 Employee Awards were received by individuals across all four regions."

Technology

Various infrastructure upgrades have allowed us to enhance the experience for our employees and residents alike, in addition to building a foundation for our planned technological investments in the coming years. We have commenced discussions with several suppliers in preparation for the introduction of new systems that will bolster care delivery and efficiencies.

During the next financial year we anticipate commencing pilots and delivery of these systems, which will include replacement of legacy systems. We will also develop our transformation strategy that will span the next 5 years and accelerate our move to digital platforms and their associated benefits.

Wi-Fi and Broadband

Wi-Fi infrastructure and fast fibre broadband upgrades ramped up significantly during the year, which have enabled our teams to leverage new technology, work smarter, improved the reliability for services, allowed the use of smart phones in the homes, and enabled our residents to stay connected with their loved ones. To date 80% of homes have been upgraded; whilst our target was full completion, delays were incurred due to COVID-19 outbreaks.



Customer Relationship Management System

Exemplary experience for our (prospective) residents and service users is always at the forefront of our mind. We want to ensure that everyone in our care only has to tell their story once and for us to provide them with a joined-up service. To support this we began piloting a customer relationship management system in August 2021 in 13 of our homes. Depending on the outputs, we anticipate rolling the system out to all suitable homes next financial year.

Underpinning Systems and Hardware

Investment in our IT security systems and platforms continued, thereby ensuring our residents and employees remained protected. We also bought new equipment and devices for our employees, including laptops and handsets, which will be deployed next financial year.

Supporting these changes will be a new telephony system which we anticipate procuring next financial year. Our overall technology strategy seeks to move our infrastructure and applications into the cloud, which is at the forefront of our purchasing decisions.

Part of the transformation strategy will encompass upgrading our legacy systems, which includes launching a new finance and payroll system next financial year. The procurement for these will begin at pace.





Environment and Sustainability

Streamlined Energy and Carbon Reporting 'SECR'

Natural gas consumption in our care homes continues to account for most of the Trust's total energy consumption, with homes using this fuel for heating, hot water, laundry (gas fired dryers) and cooking.

Electricity is used in all homes and offices, accounting for the smaller element of total energy consumption. Overall usage is predominantly for lighting and small domestic appliances, with significant uses varying from home to home which include kitchen appliances, hot cupboards (for food transfer to satellite restaurants), laundries and hair salons.

We continue to meet our obligations to commission both Energy Savings Opportunities Scheme 'ESOS' and SECR reports, and are committed to reinvestment based on the findings. Our refurbishment programme across our homes includes the replacement of lighting to LED lights to reduce energy consumption and we are looking at other opportunities in the coming year.

The data in the table below is based on meter readings pooled by our utilities broker and broken down per utility, per month and per metering point. The percentages are the split between utilities for each year measured in kgCO2e.

Energy Consumption Table

Energy Category	* MWH	** kgCO2e	Fuel %	*** YoY Change	**** Employees	kgCO2e/ Employee
2019/20						
Gas	35,513	6,530	74%			
Electricity	12,637	2,946	26%			
Total	**48,150**	**9,476**	**100%**		**4,530**	**2.09**
2020/21						
Gas	35,420	6,492	75%	-0.6%		
Electricity	11,812	2,691	25%	-8.7%		
Total	**47,233**	**9,183**	**100%**	**-3.1%**	**4,502**	**2.04**
2021/22						
Gas	33,383	6,114	75%	-5.8%		
Electricity	11,396	2,420	25%	-10.1%		
Total	**44,779**	**8,534**	**100%**	**-7.1%**	**4,351**	**1.96**

Consumption table updated from previous years Annual Reports due to changes in the greenhouse gas conversion factors calculations.

* MWH volumes for 2021/22 consist of 10 months' actual consumption (Apr 21–Jan 22) pro-rated for a 12-month period.

** kgCO2 calculations from BEIS greenhouse gas conversion factors for company reporting, published in January 2022.

*** YoY Change is reflective of kgCO2e production comparisons.

**** Employees' data includes bank staff and contractors.

Environmental Sustainability

The Trust held a number of internal workshops around environmental sustainability to increase awareness, stimulate thinking and drive action from senior colleagues across the business.

From these workshops, the Trust undertook a competitive procurement process to find an independent partner to baseline our carbon footprint. We commissioned an organisation to undertake the work in March 2022 using a blended approach of data analysis and visits to several representative sites to provide us with a breakdown of our scope 1 (fuel combustion, company vehicles, fugitive emissions) and 2 (purchased electricity, heat and steam) emissions. It is anticipated that the outputs will be available for analysis in the coming months, from which we will develop further initiatives to reduce our carbon footprint.

The Trust has a mixed portfolio of freehold and leasehold properties which vary in age from the 1960s through to homes that were only opened a few years ago, across a wide variance in geography. We therefore recognise that making a material difference to our carbon footprint will take time and is a journey that every individual in the Trust will travel together.

We have ensured that our homes have the right number and configuration of bins to maximise our recycling potential, optimised service collection frequencies to limit the impact of scope 3 emissions (specifically waste disposal) and provided additional support to homes to ensure correct segregation of waste. This has resulted in a diversion of approximately 98% of waste from landfill across our food, dry and mixed recycling waste streams.

We continue to focus on working with suppliers that have sustainability values aligned to the Trust and an equal determination to drive this agenda as part of their strategic objectives. Lyreco, for example, the successful bidder of our recent office stationery tender, who achieved a carbon neutral footprint through the installation of 13,860 solar panels on their roof, a more efficient fleet of lorries, moving to video conferencing and so forth.

Key existing suppliers are also raising their focus on sustainability. Our food supplier is registered with the Soil Association Food for Life, only purchases palm oil from sustainable sources and holds accreditations for a number of products including the Red Tractor Assurance for meats, a quality standard for lamb, and is an RSPCA assured supplier for pork and mayonnaise.

We have been proactively embedding sustainability into our procurement practices, requiring new suppliers to share details of their supply chain, environmental, sustainability and governance policies as part of the tender process, then embedding their commitments into ongoing reporting requirements.

Next financial year we will implement data loggers to monitor our water consumption, which will allow for the early detection and subsequent correction of leaks or high usage.



Procurement

Whilst significant pressures caused by both Brexit and the pandemic continued, particularly in supporting our own operations and mitigating the risks posed by those within our supply chain, we have continued to drive value and performance through procurement interventions.

New contracts have been implemented across a wide-range of areas, for which comprehensive tender exercises were undertaken to ensure the best value for money was obtained. Driven by workforce pressures, we signed up new contingency labour agencies to increase capacity and implemented a third-party platform to link agency workers to vacant shifts.

Next year we will continue to develop the framework for procurement best practice within the Trust. We will also implement policies, processes and procedures to enhance the Trust's long-term procurement performance and financial sustainability.



Partner Engagement

Stakeholder	Why is it important to engage with them?	How do we engage and support them?	Key activities we have involved them in during the past year
Our Residents **At OSJCT we strive to put our residents at the heart of everything we do. As a not-for-profit charity we proudly reinvest back into the organisation to enrich the lives of our residents during their time with us. Regular communication with this stakeholder group is crucial in helping us to achieve these aims.**	• Engagement with those who live with us is at the heart of everything we do • Their feedback is used to improve our care and services • We are committed to providing person centred care • To deliver a varied programme of activities that residents wish to engage with tailored to the individual 	• We have home led meetings which provide opportunities for feedback • We provide them with monthly newsletters related to activities and information at the home or the community • We have invested in more extensive Wi-Fi, broadband capacity and new technology so they have more ways they can connect with family, friends and the local community • Homes have visits from Trustees, Executive Directors and the wider leadership team where they can share their views	 • Sing for Hope and Sing for Joy virtual events harnessing the benefits of music to resident well-being • Designing their own Christmas cards for their home to distribute • Engagement on the design of future care homes • We sought feedback from them on our Trust in Bloom garden competition categories
Our Team **At OSJCT we hold a set of values that we pass on to every colleague. These values are entrusted with each individual as they go about their roles in supporting our residents and tenants. We are passionate about our responsibilities within these values and the benefits that supporting and developing our team can have on our success.** 	• To ensure individuals are supported and feel valued and appreciated in their role through regular engagement and thereby supporting our residents and tenants • To ensure we are undertaking active listening and responding to their needs and wants wherever possible including supporting their career aspirations • To help our organisation develop and grow	• Our Admiral Nurse team provided colleagues with well-being support • We held virtual Town Hall monthly meetings led by the CEO and Executive Team to share up to date information and celebrate success • Regular 1:1 conversations are held with line managers • We issue bi-weekly emails and a 'Trust Times' newspaper providing up to date news from across the Trust to educate and celebrate key activities that are taking place	• We rewarded outstanding performance in our annual Employee and Innovation awards • We engaged with colleagues on the design of our new wellness programme with our new four pillars being physical health, mental health, social health and financial health. • We involved future users of electronic care records in the selection and testing of potential new applications • We involved colleagues in workshops to specify the requirements of a new finance system • Colleagues took part in our 'Hidden Heroes' recruitment campaign videos and editorial

Stakeholder	Why is it important to engage with them?	How do we engage and support them?	Key activities we have involved them in during the past year
Our Communities **The communities we support and in turn, support us, are a key stakeholder group as they improve the lives of residents, tenants and team members, as well as the overall success of the Trust.** **It is vital that we continue to provide high quality services in the communities we serve and which are reflective of the needs of that community.**	• To help our residents remain part of local community • To build connections between our homes and schemes and the local community to create understanding of the offerings between both • To facilitate feedback from the local community on how the home can improve its services for future residents • To provide opportunities for our residents and tenants to remain as independent as possible	• We build relationships through stakeholder outreach • We have regular social media and marketing campaigns that the community can interact with • We host virtual events and support groups • We run Dementia Friends courses • We provide a range of volunteering opportunities • We support residents and tenants by making connections with the community in their areas of interest	• We hosted Living with Dementia virtual events on a range of topics and we engaged with them on future topics they would like us to run • Admiral nurses led community support groups • We hosted Carers' Cafés • We ran a 'Do Good. Feel Good' volunteer campaign to promote the various volunteering opportunities across the Trust • During National Volunteer Week we focussed on the well-being of volunteers to increase the connectivity between themselves and the Trust which had reduced due to the pandemic • We hosted Memory Cafés in person and virtually to help individuals in the community understand how they could support individuals with dementia • Intergenerational activities with local schools were run with our residents • Mayors and local ministers were invited to and attended home tours and barbeques













Stakeholder	Why is it important to engage with them?	How do we engage and support them?	Key activities we have involved them in during the past year
Public Sector Partners **As a strategic partner of adult social care to the public sector it is important that we provide high quality services as required by our commissioners and those who live in our communities.** **As a key stakeholder group we engage at an operational and strategic level to understand how we can be a more responsive provider to their requirements.**	• They have the legal responsibilities for adult social care under the Care Act • They are key contractual partners • They fund or part fund the care for many individuals who live with us • To maintain strong working relationships sharing our reputation for delivering services • To co-design new services • To ensure our views as a large provider are shared	• We have regular strategic meetings to ensure our future service offering will meet the needs of commissioners and those needing care. • Operational colleagues from all parties including hospital teams have regular meetings to ensure residents are cared for in the most suitable location without delay • Home and Scheme Managers join Council led webinars • We provide responses to any consultations our key partners instigate • We provide any information and advice required in relation to national government led initiatives that require joint working	• Business continuity planning in the event of workforce shortages • Information on the Vivaldi government study we participated in to understand antibody levels of residents in care homes • Worked in partnership to support the design and creation of regional recruitment campaigns









Stakeholder	Why is it important to engage with them?	How do we engage and support them?	Key activities we have involved them in during the past year
Other Partners **There are a multitude of other partners that we engage with on a regular basis to help us deliver and improve our services.** **Our relationships with our strategic partners will become more important as we strive to increase our efficiency, effectiveness and areas for innovation and new ways of working.** **We are also always on the lookout for additional partners who can help add value to our proposition.**	• Develop long term, mutually beneficial partnerships • Inclusion in exciting and innovative opportunities • Become recognised as a voice within the sector and community • To ensure that we achieve value for money and quality in all that we do • To provide research opportunities into the sector	• We have regular strategic meetings with key suppliers • We listen to our key suppliers and work in partnership on key issues, for example the impact of rising food costs on both parties • We support piloting new products or services • We undertake soft market testing and engagement sessions with potential new suppliers on new services	• New procurement activities including new systems such as electronic care records • Commissioning of a new service to baseline our carbon footprint to facilitate our strategy to get to net zero • Retender of existing contracts to achieve value for money • 'Visitor Host' volunteer role piloted with Age UK Lincolnshire









Previous Strategy

During the year our previous strategy that ran from January 2017 to December 2022 drew to a close. We are proud to have largely delivered against our strategic aims whilst remaining true to our values, as demonstrated above and in previous annual reports. Achieving these intentions is only the starting point as we need to continue to meet and exceed these expectations. For this reason the seven key aims from our previous strategy, below, will form an integral part of our new strategy.

1

Aim 1 – To Deliver Outstanding Care Quality

As of March 2022, **92.1% of our homes and schemes were rated outstanding or good** by the CQC, **8.5% above the national average**. Our requires improvement to good scheme has proved to be a success, with several homes each year moving to good as a result of the support they receive. We will continue to build on this as part of our new strategy with a good to outstanding programme, additional monitoring through our early warning tool, KPIs and enhanced training.

2

Aim 2 – To be an Employer of Choice

Whilst we might not have the national presence like other large organisations including the NHS, **we are well-known in our communities for the care we deliver**, with compassion and the right motivations behind us as we are not driven by profit. Feedback from our employees is that they chose us because we live by our values, our rates of pay and benefits are competitive and there are opportunities for training and development. We recognise that there is always a lot more that can be done in this space especially given the increased number of vacancies across the economy, therefore our new strategy has a heavy emphasis on improving the employee experience and providing increased support to our colleagues.

3

Aim 3 – To Continue to Develop and Maintain Appropriate and Comfortable Homes

During the last three financial years we have spent at least **£10 million per year on our estates**. We aspired and budgeted to spend more than this but the pandemic hindered our ability to access our homes and deliver more during this time. The investment made is primarily on refreshing our homes and maintenance, with a small proportion of under **£0.5 million per year on new developments**. These significant levels of investment have allowed us to maintain homes that are not only comfortable and

appropriate for our residents but conform to the strict levels of compliance expected from the sector. This aim is fundamental to running the Trust and is demonstrated through our continued financial commitment to this area.

4

Aim 4 – To be at the Heart of Communities

From the residents who choose to live with us through to the employees who want to work for us, we have embedded ourselves into the communities and are recognised for the care we deliver. Our teams undertake community activities including informative or support events on living with dementia, outreach with local charities, support fundraising events, build relationships with our local healthcare professionals, bring local schools into homes – the list is endless. **Promoting Communities is also one of our values**, therefore we no longer view this as a standalone aim but one that is embedded in the way we work.

5

Aim 5 – To Provide a Home for Life

When our residents become part of the Trust, in the majority of cases they find our homes a place they can call home. **Our care has become increasingly personalised** and has enabled our residents to lead fulfilling and enriched lives in a warm and homely environment. Circumstances can however change and there are instances where we might consider that one of our residents is better cared for in another one of our settings that can deliver more specialist care therefore, whilst we have largely delivered against this aim, we have concluded that it would be misleading that we could guarantee all individuals only one home from the time they move in until they move on to other paths.

6

Aim 6 – To be a Responsible Partner to the Public Sector

At year end 60% of our residents were funded by our local authority or NHS partners, which has stayed at approximately the same proportion for the last few years. Whilst purchasing trends for local authorities decreased over the pandemic to support more individuals to stay at home, we saw a marginal reduction in the number of beds purchased this financial year of 2% or 34 beds. We were also approached to provide short stay services at pace throughout the pandemic via the use of new and existing contracts. It is clear that we have met this aim, therefore the new strategy will make specific targets around our local authority to self-funder balance and will target the commissioning of new services in conjunction with these partners.

7

Aim 7 – To be Financially Sustainable

Over the past five years our financial management and trading performance have **continued to demonstrate our sustainability as an organisation**. We have carefully managed fee increases to ensure we remain affordable as a not-for-profit provider against our ambitious investment plans. Despite a high proportion of residents funded by local authority contracts, we continue to deliver against our financial plans. Financial sustainability is core to any organisation, therefore we again see this aim as integral to the running of the business and not a standalone point.



New Strategy

Our new strategy is comprised of five strategic pillars – Our Care, Our People, Our Partners, Our Sustainability and Our Voice – that define how we want to develop as a Trust over the next 10 years. Each pillar has four specific, measurable aims that sit underneath it, which outline the criteria that will be met to demonstrate their successful achievement. We do not expect the pillars to change significantly over the next 10 years. However, as the outcomes are realised, the aims will undergo minor updates to drive further improvement.



Pillar

We will commit to meeting our residents' choices on how they wish to live their lives and enhance these at every step.

We will bring residents, their families and those around us closer by placing our homes and schemes at the heart of the community.

We will pursue innovation and harness the power of data to be a leader in care and establish best practices, and in doing so drive independence, dignity and well-being.

Aims



Over 90% of our residents will agree that their care experience at the Trust is personalised and meeting their wishes.



Colleagues will spend **10% more time** with our residents compared to 2022 levels.



100% of our services will be rated at least good whilst **50% more services** will be rated outstanding by the CQC compared to the national average.



Our services will have average occupancy levels of **at least 90%**



Pillar

We will be a sector leader in our reward, recognition, working environment and well-being standards for all colleagues.

We will continue to support colleagues to develop their skills, achieve their career ambitions, and promote the value of their roles, offering them the right opportunities to match their aspirations.

We will increase our engagement, actively listening and responding to the ideas, views and knowledge of those that live, work and volunteer with us.

Aims



Employee turnover will be **5 percentage points lower** than the national average.



Employee recognition, engagement and well-being levels will be **20% better** than our 2022 benchmarks.



95% of our employees will feel fully supported and have access to suitable development opportunities.



90% of volunteers will recommend volunteering with us.



Pillar

We will increase our innovation and collaboration with the NHS and Local Authorities to continually improve the quality of care we provide to our residents, tenants and all those who use our services.

We will continue to work and develop new strategic partnerships with companies whose values align with ours, that strive for quality, innovation and value for money for the benefit of those who live and work with us, along with the wider sector.

We will embrace the power of diversity and focus on achieving equity for all.

Aims

We will **offer new specialist services** that meet the needs of our communities and commissioners.



A minimum of 50% of our services will continue to be provided to the public sector.



We will **develop new strategic partnerships** to aid the delivery of our strategic pillars.



Those who live, work and partner with us will feel included and be representative of our communities.



Pillar

We will continue to invest responsibly in our organisation to remain financially sustainable, whilst ensuring those that live and work with us continue to receive a high-quality service, and for it to remain accessible for individuals in society regardless of income.

We will take increased responsibility for mitigating our environmental footprint and investing in sustainable developments.

We will continually review our service offering to ensure high-levels of compliance and further good governance to drive best practice.

Aims

We will generate a surplus to be sustainable and facilitate future investment.

Our governance and assurance frameworks will reflect **best practice** and **health and safety** systems will meet nationally accredited standards.

We aim for our carbon footprint to be **45% lower** than 2022 levels.

100% of the physical environments we deliver care in will be refurbished to the highest standards.



Pillar

We will advocate for the highest quality of care and knowledge to be available to all who need it.

We will actively promote the high skills of the social care workforce to ensure they are rewarded and recognised nationally as a professional career, in line with their skills.

We will be recognised as an objective and trusted source of information in line with our leading service offering, longstanding expertise and wealth of knowledge.

Aims

As a strategic partner in each of our regions we will have an active role in the design and delivery of integrated adult social care.

We aim to have more **national accreditations** to reflect our aspirations.

We aim to be the **leading not for profit provider** of care for older adults in England.

The Trust will be seen as an objective not for profit provider in the sector and consulted on major policy decisions.

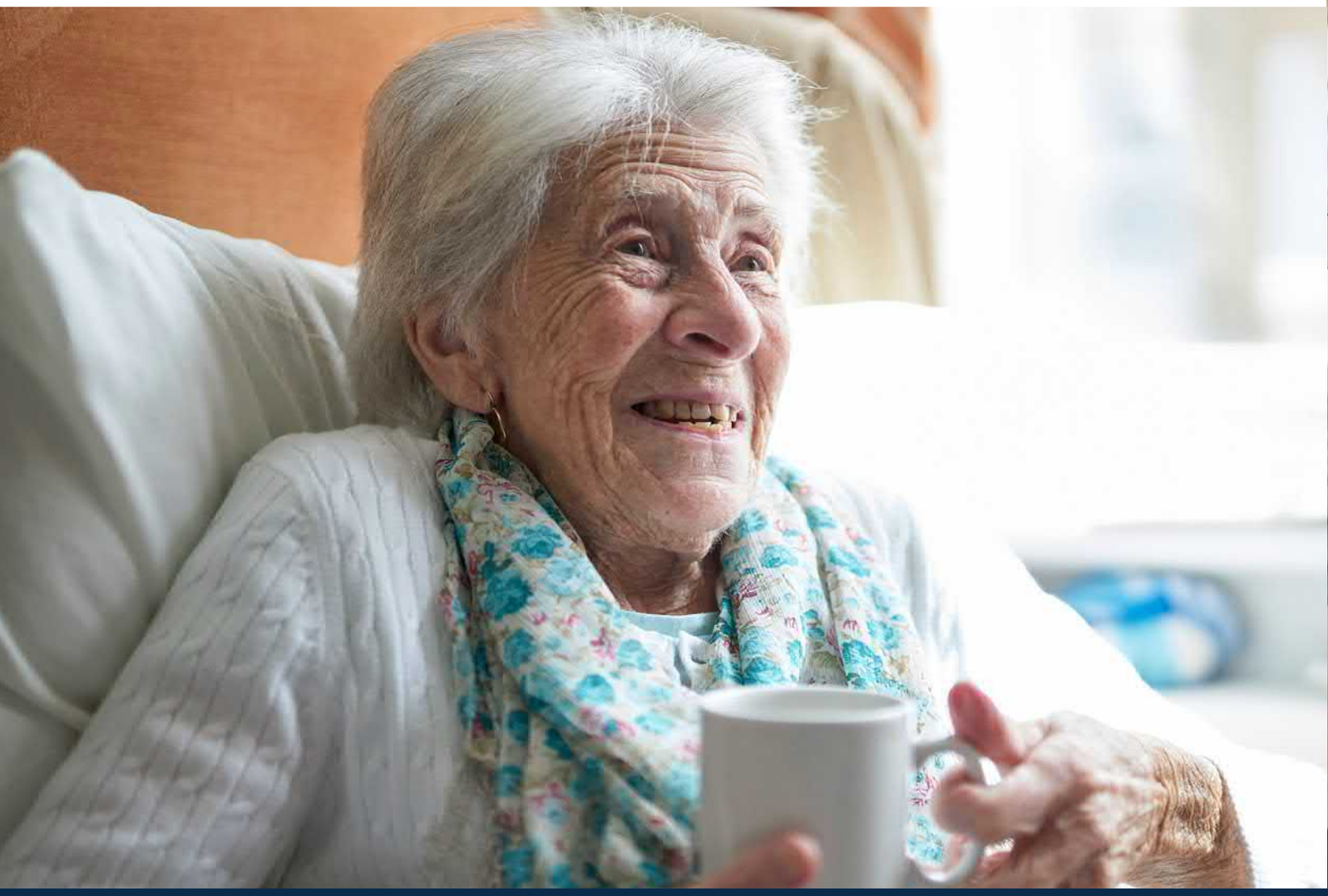
The pillars and aims establish where we want to be, with the how achieved through a series of detailed objectives every financial year. These will be agreed by the Board annually and will outline key initiatives that will help us deliver against the aims and therefore pillars.

Key priorities for 2022/23 include:

- Piloting digital care records
- Developing an employee engagement and communication strategy
- Modernising our estate
- Contributing to sector reform and the fair cost of care

We have co-produced our pillars and aims with employees from across the Trust's homes and offices and will gain further feedback from other stakeholders in the coming year.

One key focus for the new vision was a format that was accessible, with an emphasis on high-level ambitions that convey the information clearly, allowing our strategy to be more easily understood by all stakeholders.




The Orders of
St John
Care Trust

Section 172 Statement

All companies qualifying as large under the Companies Act 2006 are now required to disclose in their strategic report a "Section 172(1) Statement" describing how directors have had regard to the matters set out in sections 172(1)(a)-(f) of the Companies Act 2006 when performing their duty under the section.

A director of a company must act in the way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

(a) the likely consequences of any decision in the long term;
(b) the interests of the company's employees;
(c) the need to foster the company's business relationships with suppliers, customers and others;
(d) the impact of the company's operations on the community and the environment;
(e) the desirability of the company maintaining a reputation for high standards of business conduct; and
(f) the need to act fairly between members of the company.

The following is a statement by the Trustees in performance of their statutory duties in accordance with s172(1) of the Companies Act 2006.

The Board of Trustees of The Orders of St John Care Trust consider, both individually and together, that they have acted in the way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole (having regard to the stakeholders and matters set out in s172(1)(a-f) of the Act) in the decisions taken during the year ended 31 March 2022. We have set out a review of our key stakeholders and how we have engaged with them on the pages 32-35. The principal decisions taken by the Board during the year were:

Principal Decision 1 – Closure of the Witney Head Office

Before the pandemic the Trust was reviewing its position on the requirement for office space as the location, at times, proved to be challenging for recruitment especially as public transport links from large towns or cities were limited. The head office lease allowed for a break in November 2021 and a decision was taken, following consultation with office staff, to utilise the break clause. In doing so we acknowledged that we would have a period without a southern office and this would have an impact on some employees who were based in Witney. Our largest office is in Lincolnshire and is currently operating as our registered office.

Our vision for future office environments is also formed by discussions with colleagues, experiences from the pandemic and our new hybrid working policy. Overall, we want greater collaborative space where individuals can come together for meetings, problem solving and personal interactions.

It was recognised that moving east of Witney would increase the rent, but this would be partially mitigated by the smaller space requirements.

In making this decision, Trustees wanted to understand the impact on projects and developments without face-to-face working. It was noted that the pandemic had shown that the Trust could manage without the Witney office alongside the fact that we have a substantial office available in Lincolnshire where IT, HR and Finance colleagues are based, and external meeting or training spaces could be booked as required. Trustees therefore approved the proposal to break the lease at Witney and to continue searching for a new head office.

Principal Decision 2 – Remuneration Decisions

The Trust has a duty to support colleagues with the financial pressures that were reducing their take home pay arising from the withdrawal of the £20 per week universal credit temporary pandemic allowance, rising fuel bills, increasing National Insurance contributions and other inflationary general costs of living. Trustees agreed to bring forward the April 2022 pay review to 1 November 2021.

Later in the financial year Trustees approved implementing an additional pay review which was effective from 1 April 2022 to aid recruitment, retention and ongoing financial pressures. Trustees agreed to lift pay to the current Real Living Wage (RLW) of £9.90 meaning that (with the maintenance of pay differentials) most carers would earn above £10 per hour.

Whilst we have lifted pay to the current RLW, Trustees clarified that this could not automatically extend to increasing pay rates when the Real Living Wage Foundation publishes updated rates in November 2022. This is due to the lack of visibility as to sustainability of being a RLW payer in the longer-term. We will continue to lobby for the sector to be funded at a level which enables social care staff to be remunerated at an appropriate rate.

Principal Decision 3 – Electronic Care Records

Digitisation of care records is an important step for the Trust and a key part of the Government's social care reform white paper. We recognise the importance of this technology over the short and long-term as our residents and services will benefit significantly from improved care and information management facilitated by this system.

The procurement process included a consultation with NHS digital and the CQC. The costs for the pilot and full rollout had been accounted for in future budgets and Trustees approved entering into a contract before the 2022/23 financial year.

Principal Decision 4 – New Oxfordshire Development

An opportunity to develop at another leasehold site in Oxfordshire (in addition to Welford Gardens where construction is underway) arose during the year. Trustees approved the business case for the development subject to planning permission and it is hoped that planning permission will be achieved in 2022. This decision supports the financial sustainability of the Trust over the long-term and reflects the need to continue to modernise our estate. It will also help meet the needs of the local community by providing additional care home capacity and with its more sustainable design, help improve the environmental performance of our estate.

Principal Decision 5 – Consultation on the Closure of four Gloucestershire Homes

Under the terms of the contract between Gloucestershire County Council (GCC) and our joint venture Gloucestershire Care Partnership (GCP), the parties are able to bring forward closure proposals for any of the older homes within the contract. Following discussions between GCC and GCP, in March 2022 the Cabinet of GCC approved undertaking public consultation on the closure of four homes and a final decision on the closures is now expected in July 2022.

As GCC have the contractual right to bring forward older homes for closure the Trustees of GCP and OSJCT gave approval for GCC to enter into the consultation. This decision reflects the strength of our relationship with GCC and our commitment to support GCC in shaping local provision to the needs of the local area over the longer term.

Principal Decision 6 – Approval of the New 10-Year Vision

In November 2021 Trustees were presented with the organisation's draft new 10-year vision and 5-year strategy which had been produced with significant engagement and input from employees. The vision and strategy are composed of five strategic pillars: Our Care, Our People, Our Partners, Our Sustainability and Our Voice, with strategic aims sitting underneath these that detail how they will be achieved.

In March 2022 the final vision and strategy was approved by the Board with Trustees feeling it reflected our ambitions for the sector and the Trust whilst remaining achievable.

In approving the 10-year vision, the Board had regard to the long-term impact of its strategy, the need to foster relationships with partners such as local authorities, the interests of its employees and the outcomes for those residents in its care.



Operating and Financial Performance

The introduction of the vaccine and subsequent boosters during 2021/22 supported recovery in our care homes during the first half of the year.

However, the arrival of the Omicron variant into the community during November 2021 had a significant effect on the speed of recovery. The vaccine reduced the adverse medical impact of Omicron, but the variant has proven to be highly contagious with community transmission being prolonged to an extent that we had homes closed to admission in April 2022. Because of this, our second half performance was not as strong as the first half, meaning we start the next financial year with lower occupancy.

Despite this, and whilst the level of Government funding reduced this year to £7m (2021: £10m) we generated a net income for the year of £1.2m (2021: £0.8m net expenditure).

During the year we transferred three ECH schemes to another care provider, with a further three transferred on 31 March 2022. Our care home capacity remains the same at 65 care homes with a capacity of 3,405 beds. Whilst we finished the financial year with 11 ECH schemes with 490 beds, we will operate eight schemes with 321 capacity from 1 April 2022.

At at 31 March 2022	No. of Homes / Schemes	Capacity	No. FTE Employees
Gloucestershire	17	957	841
Lincolnshire	14	597	483
Oxfordshire	16	878	724
Wiltshire	18	973	794
Extra Care Homes	11	490	128
Total	**76**	**3,895**	**2,970**

After strong occupancy growth during the first half of the year, we finished the year 1 percentage point higher than the previous year at 81% (2021: 80%). We saw strong demand in the first half of the year from both private pay and local authority funded residents. Whilst this demand continues, we have been constrained by home closures due to the pandemic. On a positive note, we have seen our short-term respite demand increase back to pre-pandemic levels. We are confident that once Government guidance around home closures and outbreaks are revised, our occupancy levels will increase quickly.

We remain committed to achieving at least 50:50 split of local authority and self-funding residents in line with our strategic plan. Despite a challenging year we maintained our self-funder occupancy at 40% (2021: 40%) and we are confident we will rebuild occupancy as we progress through the coming months and confidence returns to the market.

We have continued to work proactively with our strategic local authority partners to deliver different services which support the demands of the local health and social care markets we operate in. This has proven to be beneficial to all involved and we will continue to build on this in the coming year.

Capital and Revenue Expenditure on Major Property and IT Works

We have invested over £11m in our homes and IT infrastructure each year for the last 2 years. We intend to invest at least £14m in the next financial year if we have unrestricted access to our homes.

£000s	2022	2021
Existing estate	4,439	3,542
New homes	483	417
IT	1,013	1,235
I&E Maintenance Charges	5,105	6,534
Total	**11,040**	**11,728**

Financial Results for the Year

Income for the year was £143m (2021: £143m). £7m (2021:£10m) relates to additional Government funding to support safe operation of our homes during the pandemic which included but was not limited to funding additional staffing costs to ensure continued compliance with Government guidelines throughout the year. This means underlying trading income has increased to £136m, an increase of £3m compared to 2021. This is driven by a combination of occupancy growth and fee uplifts.

Our net income for the year was a surplus of £1.2m (2021: net expenditure of £0.8m). We worked hard during the year to ensure our staffing resources aligned to our occupancy alongside managing our discretionary expenditure. The increased scrutiny of our cost base meant that we were able to improve our trading performance to an operating surplus before interest, loss on disposal of fixed assets, impairment provision and exceptional items to £2.3m (2021: £0.8m). This is after accounting for £7m of COVID-19 support from the Government.

Our newer homes have now been operating for at least 4 years so have been reclassified as mature this year. The overall estate performed well compared to 2021. Whilst there is still some way to go before performance reaches pre-pandemic levels, the improvement in 2021/22 demonstrates the resilience and ability of the organisation to continue to perform well in an ever-challenging environment. The reduction in Extra Care Schemes surplus is due to the transfer of 3 schemes to a new provider in September 2021.

Given the reduction in our occupancy during 2020/21, we worked hard to limit the expenditure in our central overhead during 2021/22. Overhead costs increased by 2.8% during the year. We expect our overhead costs to increase further in the next 5 years as we embark on our new strategy and intentionally increase our investment in IT transformation.

£000s	2022	2021
Mature Homes	14,972	12,681
Extra Care Schemes	581	765
Central Overheads	(13,313)	(12,700)
Operating Surplus	**2,240**	**746**

Financial Position at the End of the Year

Land held for sale remains at £1.3m (2021: £1.3m) where we continue to hold one parcel of land for sale. The land continues to be marketed. No additional homes were impaired during the year.

Cash flow

The net movement in operating cash was an inflow of £6.4m (2021: £7.1m inflow).

The movement is analysed on pages 75 and 76 of the accounts. The inflow was generated by net income of £1.2m (2021: net expenditure of (£0.8m)) which, after allowing for depreciation and other non-cash expenditure was reduced by an increase in working capital of £1.3m (2021: reduction of £1.1m).

Pension

The Trust is an admitted member of a sub fund of a Local Government Pensions Scheme (LGPS) operated by Wiltshire County Council (WCC) and of a sub-fund of a LGPS operated by Gloucestershire Country Council (GCC), which are both defined benefit schemes.

The service costs were £0.3m (2021: £0.2m). The actuarial gain was £2.4m (2021: £0.8m loss). At the year end the Wiltshire scheme had a deficit of £0.2m which has been recognised in full on the balance sheet. The Gloucestershire scheme had a surplus of £1.6m which has not been recognised as it is not deemed to be recoverable. Payments for the next financial year will be 0% for WCC (2021: 0%) and 27.9% for GCC (2021: 27.9%).

Viability

OSJCT uses a ten-year financial plan which, in conjunction with a 3-year forecast has formed the basis of review for trading performance. Consideration has been given to external market forces and the impact they have on OSJCT's turnover, operating costs and cash flow. As part of the review process, the Board has reviewed sensitivity analysis that considers care fee inflation, occupancy, pay rates and recruitment challenges. This model has been rigorously stress tested for occupancy changes because of the pandemic and is updated monthly so the Board is able to understand the impact of the pandemic on future performance.

Based on the assessment of the forecast and the sensitivity analysis the Board remains confident that OSJCT will be able to meet its liabilities at least until the end of the review period in January 2024.

Treasury

The Trust's treasury management ensures there is enough cash available to manage operations. The debt financing facility from Barclays will facilitate future investment and growth in the Trust's portfolio. This aligns with the corporate plan and the development of a ten-year strategic model which runs alongside the plan.

We operate short term (annual) and longer term (ten-year) cash flow models to ensure we are managing our liquidity, working capital and investments in line with our financing facility and operating cash inflows. We started 2021/22 with strong cash reserves which have proved to be invaluable in the continued management of additional COVID-19-related costs that we have incurred during the year. Continued focus on our cash reserves has meant we finish the year in a strong position as we continue to hold little debt and have maintained a solid cash balance during the latter part of the year.

Long-term debt at the end of 31 March 2022 was £0.6m, which is a long-term loan used to acquire the freeholds of seven of our Lincolnshire properties. The Trust has met its banking covenants which are primarily based on fixed charge cover and leverage. These were met with considerable headroom.

The Trust has access to a £25m revolving credit facility which was renewed in June 2022 for a period of five years. This puts the Trust in a strong position for future investment opportunities and business growth. We foresee opportunities to make use of this facility in the coming 12 months.

Trustees review our reserves policy bi-annually.

Reserves Policy and Investment Powers

Under the Articles of Association, the Trust has the power to make any investments which the Trustees see fit. The Board is responsible for the regular review of investments.

The Trustee Board reviewed the reserves policy in March 2022 considering future investment plans needed to support the new strategy. It was agreed to keep cash reserves at £2m to manage on going working capital requirements. The Trust has access to an undrawn credit facility of £25m that Trustees consider to be sufficient to meet the ongoing working capital and investment requirements of the Trust.

At the end of 2021/22 total unrestricted reserves were £53.3m (2021: £49.7m). Free reserves excluding fixed assets, capital commitments and land held for sale were £5.3m (2021: £2.2m). This is above the agreed policy of £2m and is supported by the additional cash reserves of £14.6m. There has been increased focus on the management of cash reserves during the pandemic, and, as the organisation moves into a period of growth and investment in its estate, Trustees expect that cash reserves will decrease during 2022/23. In line with the new strategy, the Trust intends to begin drawing on its debt facilities to support the continued development of new sites and the existing estate.



Risk Management

The Board retains overall responsibility for risk management and decides the level of risk it is prepared to tolerate. The Board promotes a culture of prudence with resources and throughout its operations.

The key risks to which the Trust is exposed to have been identified and, for each of these, an assessment has been made as to their impact, severity, and probability. The Board regularly reviews the Trust's individual significant risks and the cumulative effect of these risks. Internal controls have been reviewed for effectiveness in mitigating these risks and further controls have been put in place where appropriate, as set out in the Trust's procedures and policies. Systems established to manage the level of risk include the following:

- The issue and regular review of a comprehensive Trust level risk register.
- The issue and regular review of a major incident log (and steps taken to address these).
- The internal control system is monitored and supported by internal and external audit functions that can provide an independent perspective on the management of risk within the Trust.
- The Finance, Audit & Risk Committee meets with the auditors and internal auditor, in the absence of management, at least once a year.

The management and control of risk is an ongoing process in the Trust and the procedures established to manage risk are set out in the risk register. The risk register and risk control procedures are subject to frequent management review and amendments are issued as new information and situations arise. Updates happen both organically as issues occur and through regular, structured conversations held between the Executive team as well as at Board level.

Responsibility for ensuring that there are appropriate risk management and audit structures in place, and for reviewing those structures, resides with the Board. The Finance, Audit & Risk Committee and the Board review the full risk register on an annual basis. Additionally, the Committee receives updates at each of its meetings and the Board a mid-year update.

The update report takes the form of a heat map which highlights the top risks facing the Trust, changes to these existing risks and any new material risks identified together with actions to manage these risks. In addition to the risk register, the Trust maintains a major incident log which includes all types of serious incident. Incidents that are included on the major incident log are routinely reported to the Charity Commission, in line with the requirements of its serious incident reporting regime.

Principal Risks and Controls

The Executive team identifies the major strategic risks to which the Trust could be exposed, and establishes controls and action plans to mitigate them. The principal areas of risk to which the Trust may be subject are reflected in five broad headings contained within the risk register. Risks relating to COVID-19 were incorporated into the main body of the register rather than held in a separate section, reflecting the longevity of the pandemic. During the year, a process of creating departmental-level risk registers was commenced, with further work to be completed in 2022/23.

COVID-19 Pandemic

The care sector has been overwhelmingly affected by the COVID-19 pandemic, which has had a pervasive impact on all aspects of the Trust's operations.

At a headline level, the direct risks of the pandemic range from outbreaks in homes and offices, to our ability to maintain safe staffing levels, financial risks associated with increased costs and reduced occupancy levels, risks to the mental well-being and morale levels of our employees and residents, challenges to maintaining normal communications with residents and families, reputational risk and risks associated with restricted access to the homes and services, and therefore delivery of certain services and support. The Trust remains financially exposed to public liability claims in connection with COVID-19 as only limited cover has been available in the insurance market since 2020. Should public liability claims be brought against the Trust in excess of the cover available, the Trust will have to fund any successful claims itself.

In terms of mitigating actions, the Trust's Major Incident Support Team (MIST) and COVID-19 Working Group continued to coordinate our response to the pandemic. This leadership has provided a governance structure within which decisions are taken with the operational and strategic input of colleagues from across all departments. A timeline record has been maintained of key decisions taken together with copies of the prevailing Government guidance to provide context. There has been regular reporting to Trustees and oversight throughout the period.

Looking forward, as the Omicron wave begins to subside and the Government's approach is to return to normal life for the general public, there remains a great deal of uncertainty for the care sector and a potential for further waves/variants. The Government's COVID-19 funding will continue only in terms of personal protective equipment provision until March 2023 at the latest. The longer-term impact on the reputation of the sector and on recruitment, retention and employee well-being remains uncertain. However, the success of the vaccine roll-out to residents and colleagues, together with stringent infection control measures, means that the Trust is well placed to cope with further outbreaks.

Strategic, Governance and Management Risks

A new 10-year vision for the Trust was approved in March 2022. This is set out under five strategic pillars each of which contains a number of strategic aims which have a timeline ascribed to them. These aims will be reviewed annually, to set clear goals for the current year aligned with our long-term aspirations. These aspirations are in line with the overarching aims of the Trust as well as with guidance from the Charity Commission on public benefit.

Trustees retain oversight of the management team, which is subject to robust recruitment and selection processes, and a heavy focus on training and development of them and throughout the Trust to ensure efficient and effective management, and quality provision of care services.

The skill set of the Trustee Board is regularly reviewed to identify any gaps and highlight future needs for succession planning purposes. Conflicts of interests are regularly declared and recorded and there is policy in place for the management of conflicts of interests for both Trustees and employees. Oversight by Trustees has continued throughout the pandemic, with the vast majority of Board and Committee meetings taking place as scheduled, albeit remotely. There has been a programme of additional COVID-19 reporting to Trustees during the pandemic.



Operational Risks

There are established systems to monitor the care provision in our homes, supported by a comprehensive Care Manual, which is subject to regular review. This is supported by the Trust's own internal care audit and inspection team, as well as regulatory inspections by the CQC and Local Authorities. The Trust's disaster and recovery plans are periodically updated, and enhanced planning for widespread staffing shortages was put in place in December 2021.

The Covid Working Group has continued to rapidly review all Government guidance in relation to COVID-19 and provide updated protocols and policies to front-line colleagues. Whilst access to homes has been restricted during the pandemic, actions have been taken to ensure the maintenance of fundamental standards and adherence to new processes, protocols, and policies in relation to COVID-19. Our CQC compliance ratings have remained strong over the year, and following successful audits of our Infection Control measures, we were requested again by local authorities to rapidly set up Designated Settings to receive COVID-positive hospital discharges.

Financial Risks

Management of the Trust is overseen by a Board of Trustees with relevant expertise, further supported by the Finance, Audit & Risk Committee. There are established systems for financial reporting, planning, and monitoring of financial performance with clearly defined, delegated authorities for the financial commitments of each management role.

There is an internal audit function which is delivered in-house, and therefore benefits from a greater knowledge of the Trust's business, strategic objectives and the risks it faces (compared to an external supplier of this service) and which delivers timely, relevant management actions arising from internal audit reviews.

COVID-19 has had a financial impact on the Trust due to the effect on occupancy levels as well as increased costs that were not met by Government funding.

External Factors

The Trust is a member of various Care Forums that represent operators in the industry with the objective of ensuring a voice for the Trust in commercial, legal, and other regulatory environments. The pandemic has provided the Trust with an opportunity to communicate directly with the Government on a range of issues affecting the sector's ability to cope and respond to COVID-19. Our reputation and objectivity led to our involvement in influencing the national agenda through the provision of advice, data, participation in key pilots and taskforce discussions. We have also engaged with Government on its reform agenda.

Legal and Other Compliance Risks

Comprehensive policies and procedures are in place to cover legal and other statutory compliance including health and safety, audit, data protection, and insurance requirements of the Trust.

Key Risks

Within the broader areas outlined above there are several specific risks which, when assessed for impact and probability, are those that carry the highest risk score or are central to the Trust's operations. These principal risks are set out below, along with their movement in the year and examples of key controls and mitigating factors.

Risk	Description and Potential Impact	Key Controls and Mitigating Factors	Change in net risk score 2021/22
Staff Retention	Employee turnover rates are higher within the adult social care sector than the UK's average, with the Trust's turnover rate slightly above the sector benchmark. Failure to retain staff translates into increased recruitment and training costs, higher levels of agency usage and a risk to the maintenance of care standards. Insufficient staffing levels may restrict the ability to admit new residents.	There is a continued focus on reward and recognition to ensure a competitive employee benefits package. The Trust has invested in its frontline staff, bringing forward the annual pay review by five months, paying retention bonuses, and most recently by increasing the lowest paid roles to the Real Living Wage. We have rolled out a well-being strategy and introduced new induction coordinator roles to improve the experience for new joiners. We regularly monitor key employee statistics and review reasons for leaving the Trust.	↑
Recruitment	The national picture for social care workforce vacancies is bleak, in part due to increasing competition for recruitment from the hospitality and retail sectors. The pandemic has also reduced the attractiveness of the sector to potential new recruits. This leads to increased costs, time to recruit, greater reliance on agency staffing and consequentially impacts financial performance.	During the pandemic, Government funding was used to help meet the increased cost of recruitment advertising to deliver additional staff capacity and respond to the impact on restrictions of staff movement across homes. Enhanced pay rates ensure the Trust remains competitive within the sector and the use of 'Refer a Friend' payments has proved successful alongside targeted recruitment campaigns.	↑
Occupancy	Increased competition, extended COVID outbreaks restricting admissions, insufficient staffing and a failure to attract new residents may lower occupancy levels, affecting overall financial performance.	The strong reputation of the Trust, combined with enhanced investment in marketing, attractive fee rates and continued investment in our homes should ensure any drop in occupancy due to COVID-19 is temporary.	↑
Pandemics / COVID	A significant external event beyond the control of management and which affects all aspects of normal business provision, including the delivery of care services, safe staffing levels, well-being and morale, occupancy levels, income, expenditure, reputation, communications, exposure to insurance claims, investment and the value of the Trust's pension assets and liabilities.	Building on our pandemic policy and business continuity plans, our Major Incident Support Team and Covid Working Group have managed our response to the pandemic. We have mitigated the impact on services through strict adherence to all Government guidance, sourcing of sufficient PPE supplies, stringent infection control procedures, increased recruitment activity, daily monitoring of data, testing, vaccination, proactive engagement with Public Health England, Local Authorities and Central Government, regular communication with residents, staff and families, and through accessing grant funding.	↔

Risk	Description and Potential Impact	Key Controls and Mitigating Factors	Change in net risk score 2021/22
CQC Compliance	Failure of homes to achieve good or outstanding compliance with CQC standards could cause financial losses and reputational damage. The suspension of full CQC inspections during the pandemic created an extended backlog period, therefore services will go longer than usual between routine inspections. Nationally the picture is of reducing compliance levels, albeit this may be driven by the CQC's adoption of a risk-based approach to inspections.	CQC compliance figures for the Trust have remained strong throughout year. Although the Trust has no inadequate rated homes and the percentage of requires improvement homes remains below the national average, a small number of the homes within the OSJCT estate are not achieving desired levels of performance. These homes have comprehensive action plans in place and additional, dedicated resource to assist in achieving improvements.	
Joint Ventures	The Trust's two joint ventures, the Oxfordshire Care Partnership and the Gloucestershire Care Partnership were established in 2001 and 2005 respectively and under contractual arrangements end correspondingly in 2032 (2027 break option for older homes) and 2025 (2040 for reprovided homes). With any contract of this duration there is an inherent risk that over time its purpose becomes less relevant in the context of changing market conditions and increasing resident expectations.	To mitigate joint venture risk, regular management meetings and Board meetings are held to ensure there is a detailed understanding of performance and an agreed approach to the future strategy. Productive dialogue is ongoing between Local Authority and joint venture partners to ensure that the joint ventures' provision is tailored to developing commissioning needs.	
Local Authority Contract Risk	The Trust has significant contracts and framework agreements in place with local authorities, which account for more than 55% of the residents within the Trust. The failure of local authority fee increases to keep pace with costs is a material risk. The level of void payments being made by Local Authorities because of lower occupancy may drive demand for changes in service provision.	The Trust takes a strategic partnership approach in its relationships with local authorities, jointly discussing future re-provisioning and commissioning needs. The transition to a 50% self-funded client base will mitigate any future risk, however it is likely that COVID-19 will have a short to medium-term impact on self-funder numbers. We have worked creatively and rapidly to respond to local authority requests for differentiated services (e.g. by providing Designated Settings) during the pandemic, strengthening the Trust's reputation as a key partner for Local Authorities. There is growing recognition among Local Authorities of the need to address fee rates to ensure the sustainability of the sector.	
Overall Financial Management	Key financial risks and uncertainties include significant external events beyond the control of management which would affect the continued financial viability of the Trust or constrain future development plans. Potential internal risks include the failure to set appropriate budgets, accurately forecast and control cash flow and, additionally, the risk of default on its Revolving Credit Facility covenants.	These risks are mitigated by comprehensive financial forecasting and monitoring; prudent financial management; regular covenant reporting; and secure, flexible funding arrangements. The frequency of financial re-forecasting has been increased during the pandemic. In terms of external events such as the COVID-19, recourse to government and local authority provided assistance and continuity funding.	

Risk	Description and Potential Impact	Key Controls and Mitigating Factors	Change in net risk score 2021/22
Government Policy	Funding for social care is the responsibility of local authorities within a policy framework set by central government, therefore political, government, or regulatory changes may adversely impact on the delivery of OSJCT's strategy. Specific risks include the National Living Wage, Brexit, the Government's approach to social care reform, and the continuation of measures mandated to respond to the pandemic.	The Trust attempts to mitigate these risks through the regular review of strategy and processes, to ensure they are flexible enough to take into account changing external conditions. Within our local authority contracts there is some element of protection through the provision for amendments in response to legislative change. Our membership with the National Care Forum, who represent operators in the industry, also assists in ensuring a voice for the Trust in the response to the reform agenda.	
Compliance with Legislation and Regulation	Failure by the Trust to comply with legislation and regulation could lead to financial loss, reputational damage, claims against the Trust, prosecution, enforcement action, loss of registration and even striking off.	We ensure compliance through a suite of comprehensive, fully documented policies and procedures, risk assessments, internal care quality audits, health and safety audits, insurance, induction and ongoing training. These are regularly updated to reflect new guidance. The Covid Working Group was established at the outset of the pandemic to provide and maintain a comprehensive set of protocols and guidance that front-line colleagues were able to quickly understand and apply.	
Estate / Property	Material risks include the need for continued investment and maintenance/ remedial work to older homes within the estate. Failure to deliver the investment programme risks the homes becoming unattractive and a consequent reduction in demand. The pandemic has caused delays to the capital expenditure programme, creating an extensive programme of work to be completed in the next financial year.	The Trust has prioritised investment in its existing estate to mitigate reductions in occupancy from an ageing estate. GCC has committed to investing £5 million across the nine older homes in Gloucestershire. A significant refurbishment programme will continue in 2022/23.	
IT Legacy Systems	A number of our business-critical IT software systems require upgrading to modern systems. Risks include the cessation of support for older versions of systems, poor functionality and costs to replace them.	A plan has been implemented to replace legacy systems within the Trust to a Cloud SaaS system over the next 5 years. Additional support contracts have been put in place to manage out-of-version systems.	
Major incident risk	A single, potentially avoidable, incident or event that leads to serious injury or death of a resident / employee.	Mitigation of risk is achieved through application of Health & Safety and Care Quality policy; alert and escalation measures; reflective practice; near-miss reviews, and major incident response measures, including proactive communication planning.	

Structure, Governance and Management

Legal Structure

The Trust is a charitable company limited by guarantee (registered company number 03073089) and is a registered charity (registered charity number 1048355) in England. The charitable objective of the Trust is 'the relief of the aged, the infirm and the sick'. In furtherance of this objective, the Trust provides care to older people through care homes (including residential, nursing, intermediate, and day care services) as well as extra care housing. The Trust is sponsored by two historic Orders which have a long tradition of offering care. These are the British Association of the Sovereign Military Order of St John of Jerusalem and of Malta (BASMOM) and The Priory of England and the Islands of the Most Venerable Order of the Hospital of St John of Jerusalem ('The Venerable Order').

A significant proportion of the Trust's operational activities is currently conducted through two joint ventures, the Oxfordshire Care Partnership (OCP) and the Gloucestershire Care Partnership (GCP), which were established in 2001 and 2005 respectively following the outsourcing of the two local authorities' care homes. OSJCT has a 50% holding in both charitable companies, alongside its joint venture partner, bpha, a social housing association. The Boards of Trustees for both OCP and GCP comprise an equal number of Trustees from each OSJCT and bpha, ensuring total transparency.

There is regular reporting on both joint ventures to the Board of OSJCT, enabling it to ensure the arrangements continue to best serve the Trust's charitable purposes. A member of the Trust's Board serves as a Director of OCP and GCP, ensuring direct oversight.

Additionally, the Trust has a wholly owned subsidiary, Fosse Way Care Developments Ltd, which was incorporated in 2016 as a vehicle for future new home development. The company has not traded since incorporation.

Trustee Board

Trustees are appointed based on the skills and experience they can bring to overseeing the activities of the Trust. The skills and backgrounds collectively represented on the Board should reflect the environment in which the charity operates as well as uphold its founding Christian values. New appointments are made on merit, taking account of the specific skills and experience, knowledge, personality, and approach needed to ensure a well-rounded Board. In terms of diversity, the objectives are to:

- consider aspects of diversity when reviewing the composition and balance of the Board;
- ensure that candidate lists for Trustee positions are compiled by drawing from as diverse a range of candidates as possible who possess suitable skills and qualities;
- aspire to increase Board diversity without setting specific targets or compromising on the calibre of Trustees.

In 2021/22, a skills audit of Trustees was undertaken in anticipation of retirements from the Trustee Board. The outcome of the audit was that future succession planning should prioritise experience in knowledge of the work of partners (including local authorities and NHS commissioning); and IT / technology; and property/estates management. Alongside these specific skills, other attributes such as an understanding of the role of a trustee, commitment,

work-ethos, an ability to relate to colleagues and sharing the Trust's values were viewed as equally important in prospective Board candidates.

Trustees are normally nominated either by BASMOM or the Venerable Order (although they need not be a member of either Order) and appointed by the Board. The President of BASMOM is entitled to nominate the Chair although the appointment is subject to Board approval. During 2021/22, there were no changes to the composition of the Board.

The Articles permit a maximum of 12 and minimum of 5 Trustees on the Board. At the end of March 2022, the Board comprised 11 Trustees.

Trustee Terms of Appointment

All Trustees (with the exception of the Ex-Officio Trustee) are appointed for terms not exceeding three years and are eligible for re-appointment for a maximum of three terms, save that, in exceptional circumstances, the Trustees may re-appoint for a fourth or subsequent term. Richard Fitzalan Howard's term of office as the Ex-officio Trustee is co-terminous with his term of office as President of BASMOM, which was due to run until June 2022 but was extended one year at the request of the new, incoming President of BASMOM. If it is agreed that a Trustee will serve for more than nine years, this decision is made on the basis of a rigorous review and considers the need for progressive refreshing of the Board. Two Trustees have served longer than nine years: Millie Wentworth-Stanley and Richard Fitzalan Howard. As Deputy Chair, Millie Wentworth-Stanley's term was extended beyond the normal limit to assist with the induction of the new Chair.

Reappointments

Trustees

There were four Board reappointments made during the year. Judy Wright, Jill Manthorpe and Graham Hutton were reappointed for a third term and Tim Church for a second term.

Specialist Trustee Roles

There are four county trustee roles and a specialist medical trustee position. The county trustees have a formal job description which encompasses developing and maintaining a close knowledge of the Trust's operations in their county, playing an ambassadorial role at local events, familiarising themselves with the homes in this county and visiting them regularly. County trustees ensure that the Board is kept informed about relevant matters arising out of their work on behalf of the Trust in their counties. They are also specifically consulted on strategic matters within their counties. The medical trustee has specific responsibilities in terms of advising the Board on the medical aspects of the Trust's care provision and maintaining an open and constructive relationship with the Care Quality Director.

All Trustees normally regularly devote time to visit homes and extra care facilities. These visits are invaluable in understanding the daily work of the Trust, in building relationships, and in gaining a feel for the culture and caring ethos of the Trust on a local level. The pandemic has meant that these visits have been restricted during 2021/22 and so have been supplemented by other modes of ensuring oversight such as garden visits, attendance at virtual Town Hall and regional operational meetings and through calls with Home Managers.

Board composition as at 31 March 2022

Ex-Officio Trustee	BASMOM Trustees	Venerable Order Trustees	Medical Trustee	Co-opted Trustee
Richard Fitzalan Howard President of BASMOM Nominations Committee Member	**Mark Everall** Chair Nominations Committee Member	**Judy Wright** Wiltshire Trustee Nominations Committee Member	**Anne de Bono**	**James Kneller**
	Millie Wentworth-Stanley Deputy Chair Chair of Nominations Committee Trustee of OCP and GCP	**James Macnamara** F,A&RC Member Oxfordshire Trustee		
	Graham Hutton Chair of F,A&RC	**Richard Milligan-Manby** Lincolnshire Trustee		
	Jill Manthorpe F,A&RC Member			
	Tim Church F,A&RC Member			

The Board comprises eleven Trustees across five classes:

1. an Ex-Officio Trustee, being the current BASMOM President or his nominee
2. up to five further BASMOM Trustees who are nominated by BASMOM and appointed by the Trustees (there are currently five BASMOM Trustees)
3. up to three Venerable Order Trustees who are nominated by The Venerable Order and appointed by the Trustees (there are currently three Venerable Order Trustees)
4. one Medical Trustee appointed at the Trustees' discretion (there is currently one Medical Trustee)
5. one or more Co-opted Trustees appointed at the Trustees' discretion, provided there is a full number of BASMOM and Venerable Order Trustees (there is currently one Co-opted Trustee)

Trustee Biographies

Mark Everall

Appointed 7 July 2020
OSJCT Chair, Member of Nominations Committee

Mark was a circuit judge and Deputy High Court Judge at the Central Family Court. He was also a nominated judge of the Court of Protection. Before being appointed a judge, Mark qualified as a barrister and became a Queen's Counsel in 1994. He is a Bencher of the Inner Temple.

Anne de Bono

Appointed 7 November 2017
Medical Trustee

Anne is a consultant in occupational medicine at the University Hospitals of Leicester, in a large NHS Occupational Health Service for healthcare employees and students across Leicestershire and Rutland. She is also currently President of the Faculty of Occupational Medicine and a member of Council and Trustee of the Academy of Medical Royal Colleges. From 2003 to 2016 she was chief medical officer for the BASMOM Lourdes pilgrimage.

Tim Church

Appointed 19 September 2018
Member of the Finance, Audit & Risk Committee

Tim retired in December 2016 as president of MIO Partners, Inc. the investment office of McKinsey & Co. Tim joined McKinsey in 1991, to start and head up the European investment activity for the firm, taking over the running of the global activity in 1997. Tim is Chairman of The HALO Trust, a trustee of Aid to the Church in Need UK and on the board of a number of other not for profit and investment related entities.

Richard Fitzalan Howard

Appointed 26 April 2005 President of BASMOM, Member of Nominations Committee

Richard joined the Board of Trustees in 2005. He is a partner in an investment management company in London and was appointed President of the British Association of the Sovereign Military Order of Malta in 2013. Richard was a member of the Finance, Audit & Risk Committee until September 2019 when he moved to become a member of the Nominations Committee.

Graham Hutton

Appointed 11 November 2015
Chair of the Finance, Audit & Risk Committee

Graham became an OSJCT Trustee in 2015. He has many years of experience in the financial services industry, working for several prestigious investment banking houses before helping to found Hutton Collins in 2002.

Graham is Chairman of Aid to the Church in Need, UK. He was appointed as Chair of the Finance, Audit & Risk Committee in September 2019.

James Kneller

Appointed 23 September 2020

James was appointed as an OSJCT trustee in 2020. He has many years' experience as a Human Resources Director in a number of global organisations both in the UK and abroad including Santander and Commercial Bank of Qatar. James has sat as a non- executive Director in the UK, Middle East, and Turkey. James returned to the UK in 2014, founding his own consulting business. He has also served as a Trustee for a number of large UK Pension Funds.

James Macnamara

Appointed 6 November 2019
Member of the Finance, Audit & Risk Committee
Oxfordshire County Trustee

James is a chartered accountant and was formerly finance director of a series of companies in the service sector. In parallel, he has served as a local councillor and magistrate, on various bodies in the Oxford Diocese and as a trustee of a number of charities in the health, military, housing, and education sectors. His volunteer service in the reserve army led him to join St John Ambulance and then on to a number of roles in the Venerable Order, who nominated him as a trustee of OSJCT in November 2019.

Jill Manthorpe

Appointed 13 May 2015
Member of the Finance, Audit & Risk Committee

Jill has a long-standing interest in the care of older people. Her first graduate post in 1977 was with Age Concern and she has subsequently worked on a wide range of ageing related studies. She is currently Professor of Social Work at King's College London and Director of the Department of Health's Social Care Workforce Research Unit and also leads other research studies funded by a variety of public and charitable sources. Jill publishes widely in leading journals and the professional press.

Richard Milligan-Manby

Appointed 23 September 2020
Lincolnshire County Trustee

Richard worked as a futures broker in London before returning to Lincolnshire in the early 1990s to become involved in the family farming business. In addition to this he became involved in a number of agricultural cooperatives where he served as a non-executive director, executive and non-executive chairman, a member of the finance, risk and audit committee, as well as a pension trustee. In 2007 he attended Cranfield University to study business management and served as a trustee for the Royal Agricultural Society of England Board till 2017.

Millie Wentworth-Stanley

Appointed 27 April 2010
Deputy Chair, Chair of the Nominations Committee
Trustee for the Oxfordshire Care Partnership and the Gloucestershire Care Partnership

Millie has been a Trustee since 2010 and was appointed Deputy Chair in 2015. She is a qualified solicitor and worked for a large City of London law firm before setting up her own niche law practice in 1998. As well as being Deputy Chair, Millie took over as Chair of the Nominations Committee in September 2020 and is a Trustee for the Joint Ventures.

Judy Wright

Appointed 11 November 2015
Wiltshire County Trustee

Judy was appointed Trustee of OSJCT in 2015. She lives in London and has been involved on a voluntary basis with the work of the Venerable Order of St John for nearly 30 years. She has wide experience of marketing and advertising from her work with large multi-national companies and advertising agencies.

Tenure

1–3 Years	3–9 Years	9+ Years
Tenure at 31 March 2022		
Mark Everall James Macnamara Richard Milligran-Manby James Kneller	Graham Hutton Jill Manthorpe Judy Wright Anne de Bono Tim Church	Richard Fitzalan Howard Millie Wentworth-Stanley
Tenure at 31 March 2021		
5	4	2

Trustee Induction and Training

The Trust last reviewed its induction programme for Trustees in 2019 as part of that year's governance review. All new Trustees receive a tailored induction programme to ensure understanding of the role of Trustees under Charity Law and being a Director under Company Law. Induction provides an overview of the history of OSJCT, its structure, vision and strategy. It includes meetings with the Chief Executive, the Chair and members of the Executive team to discuss the Trust's strategic plan and to understand the risks and operating environment of the business. The programme normally involves visits to some of the Trust's homes to meet employees and residents, but this element had to be deferred until COVID-19 restrictions ease.

New Trustees are provided with a mentor to help with induction and are issued with a Board Manual as a comprehensive reference guide to the Trust. Trustees undertake individual appraisal on an annual basis and training requirements form part of these discussions. Sector information and training is also provided on a regular basis, most usually alongside the bi-monthly board meetings, as a themed presentation from senior colleagues or external parties. Topics covered at these presentations include: HR, Operations and Care Quality strategy, Health & Safety as well as an external presentation from the Chief Officer of the Association of Directors of Adult Social Services. The annual strategy conference provides another opportunity to share information and this year the focus was on the development of a 10-year vision and the structure of its underpinning strategy.

Governance Structure

The Trustees, as the directors and charity trustees of the Trust, are collectively responsible for the affairs of the Trust.

The Board is clear that its primary role is strategic, rather than operational: the Board sets the strategic aims of the Trust and provides leadership and guidance to the Executive team to ensure that the necessary structures and resources are in place to achieve the agreed strategy. In determining the long-term strategy and objectives of the Trust, the Board is mindful of its wider duties to residents, employees and other stakeholders. Decisions are made with reference to the Trust's values and founding Christian principles. There is a schedule of matters reserved for the Board and a clear demarcation between executive and non-executive roles. The Trustees delegate day-to-day executive control of the Trust to the Chief Executive and the Executive team, which meets regularly.

The Executive team is responsible for running the charity in accordance with the direction set by the Board and powers delegated to it by Trustees. The Executive team is accountable to the Trustees for its performance. The Board typically meets formally six times per year and reviews operational and financial performances and monitors the delivery of strategy and achievement of business objectives. At the end of each meeting sufficient time is also allowed for the Chair to meet privately with the other Board members. During the year there were six scheduled Board meetings. Due to business requirements, on occasion unscheduled Board meetings are required to be called at short notice. This can result in some Directors being unable to attend due to prior commitments. Directors who are unable to attend still have the opportunity to review the relevant Board papers and provide their feedback. There were three such meetings during the year.

Attendance at Board Meetings in 2021/22

Board Meeting Attendance Record		2021 6 May	8 Jul	28 Sep	1 Nov	10 Dec	2022 27 Jan	3 Mar	23 Mar
Anne de Bono	7/9	✓	✓	✓	✓	✓	✓		
Tim Church	9/9	✓	✓	✓	✓	✓	✓	✓	✓
Mark Everall	9/9	✓	✓	✓	✓	✓	✓	✓	✓
James Kneller	9/9	✓	✓	✓	✓	✓	✓	✓	✓
Richard Fitzalan Howard	8/9	✓	✓	✓	✓		✓	✓	✓
Graham Hutton	8/9	✓	✓	✓	✓		✓	✓	✓
James Macnamara	9/9	✓	✓	✓	✓	✓	✓	✓	✓
Jill Manthorpe	9/9	✓	✓	✓	✓	✓	✓	✓	✓
Richard Milligan-Manby	9/9	✓	✓	✓	✓	✓	✓	✓	✓
Millie Wentworth-Stanley	8/9	✓	✓	✓	✓	✓	✓		✓
Judy Wright	9/9	✓	✓	✓	✓	✓	✓	✓	✓

Nominations Committee

The Nominations Committee meets periodically and comprises between three and five members, all of whom must be OSJCT Trustees. There are currently four members: Millie Wentworth-Stanley, Mark Everall, Richard Fitzalan Howard and Judy Wright. The Chief Executive attends by invitation but is not a member of the Committee. The Chair and members of the Committee are appointed by the Board for terms of three years and include representatives from each sponsoring Order.

The purposes of the Committee are to regularly review the structure, size and composition of the Board (including the skills, knowledge and experience of the Trustees) and make recommendations to the Board. It develops and maintains a succession strategy to anticipate retirements amongst Trustees. A sequential process is undertaken to identify potential new trustees, beginning with an approach to the two Sponsoring Orders. Between them, the two Orders have the right to nominate eight Trustees.

Nominations Committee Meeting Attendance Record

Committee Members and Attendance		21 May 2021	24 Nov 2021
Mark Everall	2/2	✓	✓
Richard Fitzalan Howard	2/2	✓	✓
Millie Wentworth-Stanley	2/2	✓	✓
Judy Wright	2/2	✓	✓

If the appropriate skills are not available through the Orders, the search is then extended more widely and in 2020 the Trust recruited externally for the first time. The Nominations Committee met twice in the year to 31 March 2022 to discuss Committee reappointments and the search for a Gloucestershire County Trustee. The terms of reference for the Committee were reviewed and updated during the course of the year.

Finance, Audit and Risk Committee Meeting Attendance Record

Committee Members and Attendance		9 Jun 2021	2 Jul 2021	6 Sep 2021	13 Oct 2021	3 Mar 2022
Tim Church	5/5	✓	✓	✓	✓	✓
Graham Hutton	5/5	✓	✓	✓	✓	✓
James Macnamara	4/5	✓	✓		✓	✓
Jill Manthorpe	2/5			✓		✓

Finance, Audit & Risk Committee

The Finance, Audit & Risk Committee meets a minimum of three times per year and currently comprises four Trustees, three of whom have recent, relevant financial experience. The Chair, Chief Executive and the Finance Director attend by invitation but are not members of the Committee.

Appointments are decided by the Board and are for terms of three years and Trustees are eligible for re-appointment, subject to satisfactory performance and in line with the needs of the charity. There were no changes to the Committee nor re-appointments in the year.

The Committee is responsible for independently advising and informing the Board about matters of financial reporting, internal control and risk management. The Committee reviews the audited financial statements of the Trust and recommends them for approval to the Board. It reviews reports from external and internal auditors and monitors management actions to implement recommendations made in the audit reports. The Committee is responsible for determining the frequency and process of tendering for external audit services and considers their appointment, fees and independence.

During the year, the Committee reviewed its own terms of reference to determine whether its responsibilities are properly described. The amended terms became effective in March 2022. During the year, the Committee met on five occasions.

Governance Review

A pattern of governance reviews has been established at two to three-year intervals. The last full externally facilitated review of board governance was conducted in early 2019. The review provided assurance over governance arrangements and benchmarked the Trust's corporate governance structures, principles, protocols and current good practice guidelines as outlined in the UK Charity Governance Code. It determined that the Board and its Committees operated effectively. The next review is being undertaken in the first half of 2022 to allow the Trust to resume normal routines following the COVID-19 pandemic and for new Trustees to develop their knowledge of the Trust. A report on the findings will be made in the 2022/23 annual report.

Compliance with Charity Governance Code

The Board notes its support of the Charity Governance Code, including the requirements for larger, more complex charities. As part of the governance review conducted in 2019, an assessment was completed of the Trust's compliance with the code. It was determined that, against the code, the Trust had no areas of non-compliance. There were a small number of recommended practices where the Trust did not fully apply the code and subsequent implementation of the recommendations from the governance review assisted in delivering improved compliance. Examples of this included the updating of the scheme of delegation, inclusion of additional information on the register of gifts and hospitality and its annual review by the Finance, Audit & Risk Committee and stakeholder mapping. The final action from the review which was for the Trust to establish its appetite for specific risks and risk categories was completed in 2021.

Trustees note the update to the Charity Governance Code published at the end of 2020. Compliance with the updated version is being reviewed as part of the 2022 Governance Review and a statement will be included in next year's annual report.

Conflicts of Interest

Trustees are aware of their legal duty to act in the best interests of OSJCT and abide by the Trust's Conflicts of Interest policy. In practice this means that any Trustee who has a conflict of interest in relation to any matter discussed by the Board must declare that interest at the start of the meeting, withdraw from discussions and not participate in voting. There is opportunity at the start of each meeting to declare any interests. In addition, the Trust records Trustees' interests in its register of interests based on the annual written declarations made by Trustees and as updated during the course of the year.

Trustee Remuneration

Only the Chair of the Board is remunerated, and details of the Chair's remuneration are set out in note 7 to the accounts. Trustees are entitled to be reimbursed for reasonable travel and subsistence costs and the Trust arranges indemnity insurance cover on behalf of the Board. Three Trustees claimed a total of £2,000 in expenses during the year.

Statement of Adherence to the Fundraising Regulator Code

The Trust seeks to comply fully with all regulation and relevant codes of practice. Fundraising is not a material income stream for the Trust and therefore it is not required to report under section 162A of the Charities Act 2011. The Trust typically raises funds through local events for the benefit of the local home and via the acceptance of donations and legacies. OSJCT does not engage third party professional fundraisers and is not aware of any complaints being made about the Trust's fundraising activities. All employees strive to protect the rights and promote the interests of our residents. It is the policy of the Trust that under no circumstances should any employee offer advice or act as a witness to the Will of a resident.





Trustees' Responsibilities Statement

The Trustees are responsible for preparing the Strategic report, the Annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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

The Trustees' report, including the Strategic Report, was approved and signed by Trustees on 12 July 2022.



Mark Everall
Chair
12 July 2022

Independent Auditor's Report to the members of The Orders of St John Care Trust

Opinion on the financial statements

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 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.

We have audited the financial statements of The Orders of St John Care Trust ("the Charitable Company") for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remain 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.

Conclusions Related 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 auditor's report 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. 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.

Other Companies Act 2006 reporting

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the Strategic report and the Directors' Report, which are included in the Trustees' Report, have been prepared in accordance with applicable legal requirements.

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 misstatement in the Strategic report or 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 Directors' remuneration specified by law are not made; or

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

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, 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.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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

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:

We made enquiries of management, and the Board of Trustees. This included the following:

- how they have identified, evaluated and complied with laws and regulations and whether they were aware of any instances of non-compliance;
- their process for detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
- which internal controls have been established to mitigate risks related to fraud or non-compliance with laws and regulations.

We obtained an understanding of the legal and regulatory frameworks that are applicable to the Charity. These include, but are not limited to, compliance with Companies Act 2006, UK GAAP, Charities SORP, fundraising regulations and tax legislation.

In addition, the Charity is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, employment law and data protection.

We considered management's incentives and opportunities for fraudulent manipulation of the financial statements (including revenue recognition and the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to manipulate financial results and management bias in accounting estimates.

Audit response to risks identified

- we reviewed the financial statement disclosures and enquired of management and the Board of Trustees to assess compliance with relevant laws and regulations discussed above;
- we reviewed the major incident log submitted to the Board of Trustees which includes instances of fraud and non-compliance with laws and regulations and we read minutes of meetings of those charged with governance;
- we inspected any relevant regulatory and legal correspondence;
- in addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; considered completeness of related party transactions; and



evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business; and

- we challenged assumptions made by management in their significant accounting estimates in particular in relation to the assumptions related to, the defined benefit scheme valuation (FRS 102 Section 28), bad debt provision and impairment.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC'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.

Kyla Bellingall
Senior Statutory Auditor

DocuSigned by:
Kyla Bellingall
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For and on behalf of BDO LLP, Statutory Auditor
Birmingham, UK
27 July 2022

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).




The Orders of
St John
Care Trust

Statement of Financial Activities

(Incorporating an Income and Expenditure Account) For the Year Ended 31 March 2022

	Note	2022 Unrestricted Funds £'000	2022 Restricted Funds £'000	2022 Total Funds £'000	2021 Unrestricted Funds £'000	2021 Restricted Funds £'000	2021 Total Funds £'000
Income from:							
Donations	2	1,844	14	1,858	1,125	100	1,225
Charitable activities	2	134,121	(42)	134,079	131,189	199	131,388
Investments	5	5	-	5	10	-	10
Other incoming resources	2	-	6,873	6,873	-	9,988	9,988
Total income		**135,970**	**6,845**	**142,815**	**132,324**	**10,287**	**142,611**
Expenditure on:							
Charitable activities	3	135,069	6,556	141,625	133,096	10,312	143,408
Total expenditure		**135,069**	**6,556**	**141,625**	**133,096**	**10,312**	**143,408**
Net income /(expenditure) for the year		**901**	**289**	**1,190**	**(772)**	**(25)**	**(797)**
Transfers between funds	17	359	(359)	-	8	(8)	-
Other recognised gains/ (losses) Actuarial gains/(losses) on defined benefit pension schemes	20	2,402	-	2,402	(788)	-	(788)
Net movement in funds for the year		**3,662**	**(70)**	**3,592**	**(1,552)**	**(33)**	**(1,585)**
Reconciliation of funds							
Total funds brought forward		49,651	170	49,821	51,203	203	51,406
Total funds carried forward	17	**53,313**	**100**	**53,413**	**49,651**	**170**	**49,821**

Note: All operations are continuing. All recognised gains and losses are included in this statement.
The notes on pages (78-108) form an integral part of these financial statements.

Balance Sheet

As at March 2022

	Note	2022 £'000	2021 £'000
Fixed assets			
Intangible assets	9	123	425
Tangible assets	9	46,713	45,524
Fixed asset investments	10	-	-
		46,836	**45,949**
Current assets			
Stock	11	77	194
Land held for sale	12	1,297	1,297
Debtors: due within one year	13	12,387	13,227
Cash and cash equivalents	14	14,568	14,527
		28,329	**29,245**
Current liabilities			
Creditors: amounts falling due within one year	15	(20,865)	(22,254)
Net current assets		**7,464**	**6,991**
Total assets less current liabilities		**54,300**	**52,940**
Creditors: amounts falling due after one year	16	(642)	(761)
Net assets excluding pension deficit		**53,658**	**52,179**
Defined benefit pension scheme deficit	20	(245)	(2,358)
Net assets including pension deficit		**53,413**	**49,821**
Funds			
Restricted funds	17	100	170
Unrestricted funds	17	53,558	52,009
Pension reserve	17	(245)	(2,358)
Total funds	17	**53,413**	**49,821**

Note: The notes on pages (78-108) form an integral part of these financial statements.

Approved by the Trustees on 12 July 2022 and signed on their behalf by:



Mark Everall
Trustee
Registered Company number: 3073089
The Orders of St John Care Trust

Cash Flow Statement

For the Year Ended 31 March 2022

a) Statement of cash flows

	Note	2022 £'000	2021 £'000
Net cash provided by operating activities		**6,415**	**7,066**
Cash inflows/(outflows) from investing activities:			
Interest received	5	5	10
Purchase of property plant and equipment		(5,984)	(4,355)
Net cash (used in) investing activities		**(5,979)**	**(4,345)**
Cash flows from financing activities:			
Repayment of borrowing		(160)	(149)
Interest paid		(235)	(242)
Net cash (used in) financing activities		**(395)**	**(391)**
Change in cash and cash equivalents		41	2,330
Cash and cash equivalents at the beginning of the period		14,527	12,197
Cash and cash equivalents at the end of the period	14	**14,568**	**14,527**

As at 31 March 2022, amounts totalling £328,203 were being held on behalf of residents of the charity's care homes (31 March 2021: £312,215). These funds belong to individual residents and are therefore excluded from the cash disclosed within the trust balance sheet. In addition at 31 March 2022 amounts totalling £593,408 were held within the homes' amenity accounts (31 March 2021: £593,931). The homes' amenity funds are excluded from the cash disclosed within the charity's balance sheet.

b) Reconciliation of net income/(expenditure) to net cash provided by operating activities

	2022 £'000	2021 £'000
Net cash provided by operating activities		
Net income/(expenditure)	1,190	(797)
Depreciation and movement in provision for impairment	4,954	6,031
Loss on disposal of fixed assets	93	224
Amortisation of loan issue costs	99	99
Pension costs less contributions	289	159
Decrease/(increase) in stock	117	(194)
Decrease/(increase) in debtors	840	(1,221)
(Decrease)/increase in creditors	(1,397)	2,533
Interest received	(5)	(10)
Interest paid	235	242
Net cash provided by operating activities	**6,415**	**7,066**

c) Analysis of changes in net debt

	At 1 April 2021 £'000	Cash flow £'000	Other non-cash changes £'000	At 31 March 2022 £'000
Cash & cash equivalents				
Cash and deposits	14,527	41	-	14,568
Borrowings				
Debt due within one year	(61)	160	(218)	(119)
Debt due after more than one year	(761)	-	119	(642)
	(822)	160	(99)	(761)
Total	**13,705**	**201**	**(99)**	**13,807**

d) Reconciliation of cash flow from (decrease)/increase in creditors to the movement in current liabilities

	2022 £'000	2021 £'000
(Decrease)/increase in creditors (cash flow statement – note b)	(1,397)	2,533
Movements in non-operating balances in the year:		
Capital creditors	(50)	839
Movement in debt due within one year	58	10
(Decrease)/increase in current liabilities	**(1,389)**	**3,382**

e) Reconciliation of cash flow from purchase of property, plant and equipment to fixed asset additions

	2022 £'000	2021 £'000
Purchase of property, plant and equipment (cash flow statement – note a)	5,984	4,355
Movements in non-operating balances in the year:		
Capital creditors	(50)	839
Fixed asset additions (note 9)	**5,934**	**5,194**


St John
Active Minds

Notes to the Financial Statements

For the year ended 31 March 2022

1. Accounting Policies

Legal Status

The Orders of St John Care Trust is a charitable company limited by guarantee (registered company number 03073089) and is a registered charity (registered charity number 1048355) in England. The registered office is Eyre Court, Whisby Way, Lincoln, LN6 3LQ.

Basis of Preparation of the Financial Statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) (second edition – October 2019) 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, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 January 2022) and the Companies Act 2006. The Financial Statements have been prepared on the historical cost basis. The principal accounting policies adopted in the preparation of the accounts are set out below and remain unchanged from previous year. All amounts are shown in pounds sterling.

Basis of Accounting for Joint Venture

The Trust has a 50% investment in two Joint Venture vehicles, the Oxfordshire Care Partnership (OCP) and the Gloucestershire Care Partnership (GCP). In accordance with FRS 102, the investments have been accounted for at historic cost. The care service and management fee income from OCP and GCP are included in the Trust's total income. Any amounts owing to or from OCP and GCP are shown under the respective balance sheet heading of the Trust.

Basis of Accounting for Subsidiary

The trust wholly owns Fosse Way Care Developments Ltd, which remained dormant throughout the current year. Consolidated financial statements have not been prepared on the basis that inclusion of the Subsidiary is not material for the purposes of giving a true and fair view in the context of the group.

Funds

Unrestricted funds:
General funds are available for use at the discretion of the trustees in furtherance of the objectives of the Trust and which have not been designated for other purposes.

Restricted funds:
Restricted funds are those which are used in accordance with specific restrictions of the donors or which have been raised by the Trust for particular purposes. The purpose for which restricted funds are held is analysed in the notes to the accounts.

Going Concern

The financial statements have been prepared on a going concern basis. The Trustees continue to monitor all aspects of the charity's activities and have implemented operational changes to mitigate the financial impact of COVID-19. Actions have included a full reforecast of the financial position and cash flows for a period of at least 18 months from the balance sheet date.

The current forecast assumes occupancy levels will start to recover during quarter one of the 2022/23 financial year, increasing steadily through 2022 and 2023 to return to pre-pandemic levels at the end of 2023. Recruitment is now considered a bigger risk than the pandemic itself, with occupancy growth constrained by resource availability. Whilst agency costs are forecast to reduce slightly it is anticipated they will remain higher than pre-pandemic levels for the next 18 months.

On this basis, the Trust can operate within covenants and facilities until March 2024 without taking additional action. The cash position has also been stress tested for a 10% reduction in occupancy occurring on a phased basis from the end of March 2022 to March 2023. In this scenario, additional controls would be placed on central costs, agency costs would reduce reflecting lower occupancy and capital expenditure would be limited further. With these additional actions, the Trust forecasts that it can operate within covenants and facilities until March 2024.

Based on the reforecasts and available cash and facilities, the Trustees believe that, while uncertainty exists, it is not material to the extent that would cast doubt on the charity's ability to continue as a going concern for the foreseeable future, being a period of at least 18 months after the date on which the report and Financial Statements are signed. The Trustees, therefore, consider it appropriate for the accounts to be prepared on a going concern basis.

Capitalisation and use of Fixed Assets

Expenditure incurred on assets to be held on a continuing basis in the Trust's activities is capitalised where appropriate and depreciated. Subsequent expenditure to properties is capitalised where it results in increased quality, reduces operating costs or significantly extends the useful economic life of the asset, and is more than £500.

Freehold land is held at cost and is not depreciated. Assets under construction are not depreciated until put into use. An annual review is undertaken to determine any impairment in the net book value of property assets. Impairment losses are recognised in the Statement of Financial Activities as expenditure. Depreciation is provided on all other tangible and intangible assets to write off the cost less estimated residual value on a straight-line basis over the useful economic lives of the assets concerned. The following rates apply:

Intangible Assets:	
Software and licences	25%
Tangible Assets:	
Furniture and equipment	10%, 20% or 25% or remainder of lease, if shorter
Leasehold property	10 to 40 years
Improvements to leasehold property	10% or remainder of lease, if shorter
Freehold properties	7 to 40 years
Improvements to freehold property	10% or over life of building

Income from Charitable Activities

Income is shown within four categories in the Statement of Financial Activities:

- Income from charitable activities
- Income from donations
- Income from investments
- Other operating income

All income is recognised once the Trust has entitlement to the income, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income from donations includes gifts, legacies, operating grants and contributions. Income from investments is recorded in the period in which it is earned.

Income from Charitable Activities

Income from charitable activities is accounted for in accordance with local authority or residents' personal contracts and recognised over the period in which services are provided. It includes direct collections from the local housing contributions including housing benefit collected directly from the local authority, together with personal contributions from residents.

Income received in advance from Local Authorities where the services have not yet been provided is deferred until such services have been provided and entitlement to the income has arisen.

Donations and Legacies

Donations and gifts are recognised when the cash is received. Donations in kind, are recognised at their value to the Trust when received and an equivalent amount is included in the appropriate expenditure line. Where the use of the income has been restricted in accordance with the donor's wishes, gift income is credited to an appropriate fund until it can be spent for the purpose for which it was given.

Legacies are accounted for on a receivable basis. Where there are uncertainties surrounding the measurement of the Trust's entitlement to an estate, no income is recognised.

Grants and Contributions

Grants and contributions, including government COVID-19 grants, are accounted for on a receivable basis when the Trust has probable and measurable entitlement to the income (i.e. the conditions for its award have been satisfied).

Expenditure Recognition

Expenditure is recognised on an accruals basis, once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of obligation can be measured reliably. Irrecoverable VAT is included in the expense item to which it relates.

Financial Instruments

The Trust only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value except for bank loans which are subsequently measured at amortised cost using the effective interest method.

Leasing

Rentals paid under operating leases are charged to income and expenditure on a straight-line basis over the lease term. The Trust does not hold any finance leases, which give rights approximating ownership.

Current Asset Investments

Current asset investments are investments which are disposable without curtailing or disrupting the operations and are either readily convertible into known amounts of cash or at close to their carrying value. Current asset investments comprise short term deposits of less than one year, excluding cash and cash equivalents. Current asset investments are recognised at cost in the accounts.

Property and Land Held for Sale

Property and land held for sale is included in the balance sheet at the lower of cost and net realisable value. Cost consists of direct cost excluding interest.

Pension Costs

The Trust is an admitted member of a sub-fund of a Local Government Pension Scheme (LGPS) operated by Wiltshire County Council and of a sub-fund of a LGPS operated by Gloucestershire County Council, which are all defined benefit schemes.

Defined benefit pension scheme surpluses (to the extent they are recoverable) or deficits are recognised in full on the balance sheet. The movement in the surplus or deficit arising from employees' service in the year is charged to resources expended. The expected return on the schemes' assets and the interest during the year on the present value of the scheme liabilities arising from the passage of time are recognised in other finance costs. Actuarial gains and losses are recognised as a movement in funds. Scheme assets are measured at fair value. Scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted at appropriate high quality corporate bond rates. The current service cost and costs from settlements and curtailments are charged against operating surplus. Past service costs are spread over the remaining service lives of the active members of the schemes.

The Trust also operates several defined contribution pension schemes. The contributions in respect of these schemes are charged to the Statement of Financial Activities in the period to which they relate.

Significant Accounting Estimates and Judgements

In determining the carrying amounts of certain assets and liabilities, the Trust makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The Trust's estimates and assumptions are based on historical experience and expectation of future events and are reviewed periodically.

(i) Pensions
Actuarial assumptions are made in valuing future defined benefit pension obligations as set out in note 20.

(ii) Provisions
A provision for bad debts has been included, calculated based on historic experience and the likelihood of collection of those debts, as set out in note 13.

Taxation

The Trust is a registered charity and income for its charitable activities is therefore exempt from corporation tax under Section 505 of the Taxes Act 1988. Where a tax charge is incurred, a charge is included in other expenditure in the year to which it relates.

Cash and Cash Equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within borrowings in current liabilities. Resident deposits and the homes' amenity funds are held in ring-fenced bank accounts and are excluded from the balance sheet.

Stock

Stock is valued at the lower of cost and net realisable value using an average cost calculation. Stock is held for the Trust's own use in rendering its charitable activities and is not held for resale. The condition and standards of stock are reviewed and an impairment provision is provided for as necessary. Stocks consist of personal protective equipment. Donated personal protective equipment obtained through the government portal is included at fair value.



2. Income

Income from Charitable Activities

	2022 £'000	2021 £'000
Care income	133,390	130,692
Property income	689	696
Total	**134,079**	**131,388**

Care Income

The Trust has both block and spot placement contracts with Local Authorities and direct individual contracts with those residents whose financial resources exceed the level for financial assistance. In Wiltshire and Lincolnshire, day care and other forms of care services are provided under contract from the respective Local Authority or with private individuals. In Oxfordshire and Gloucestershire all Local Authority contracts are through the partnership agreements, The Oxfordshire Care Partnership and The Gloucestershire Care Partnership, and direct individuals' contracts are direct contracts as in all the regions.

Property Income

Property income comprises of rental income.

Donations and grant

	2022 £'000	2021 £'000
Grants received	57	283
Donations and legacies received	1,801	942
Total	**1,858**	**1,225**
Restricted grants		
Ferrers Innovation Award	2	-
Community Circles	-	3
Vivaldi Antibody Study	10	102
Global Fund for Forgotten People	2	17
Barclays Community 100x100 UK COVID-19 Community Relief Fund	-	100
Total restricted grants	**14**	**222**
Unrestricted grants	**43**	**61**
Total grant income	**57**	**283**

Donations to the trust included training income from the charity, Skills for Care, for £10,500 (2021: £3,120) and donated PPE provided through the Government portal to the value of £1,647,719 (2021: £856,518). All donations are included within our unrestricted funds.

The Trust benefits greatly from the involvement and enthusiastic support of its many volunteers. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

Other Incoming Resources

	2022 £'000	2021 £'000
COVID-19 support received	6,873	9,988
Total	**6,873**	**9,988**

During the 21/22 financial year, the Trust received funding as part of the Government's COVID-19 support measures. This amounted to £6,872,671 (2021: £9,988,027) and is included in restricted funds under 'other incoming resources.'

The COVID-19 support funding was Government provided to support the Trust during the pandemic for Sustainability, Infection control, Rapid testing and Vaccination programmes.

As a direct result of the Government restrictions there were additional administrative processes for family visits (testing, allocated entrance/exits/spaces, extra cleaning), extra staffing requirements due to limiting the number of places of work and reduction of staff sharing across cohorts leading to enhanced overtime and agency rates.

There were higher sickness costs following the guidance on isolation, new recruitment campaigns to increase resource following infection control and new testing regimes, increased waste spend due to testing and infection control and a decrease in spend on PPE now provided through Government portal.

3. Charitable Activities

	Note	2022 £'000	2021 £'000
Payroll costs	6	104,835	101,911
Premises costs		15,562	16,957
Office and administration		8,674	9,508
Catering costs		4,670	4,341
Health and hygiene costs		4,311	6,071
Other employees' costs		1,939	2,417
Travel and subsistence		381	345
Care activity		183	184
Interest payable and other finance costs	5	372	374
Impairment of assets		-	793
Governance costs	7	108	108
Exceptional items		590	399
Total charitable expenditure		**141,625**	**143,408**

The total split of unrestricted and restricted expenditure is as follows:		
Unrestricted	135,069	133,096
Restricted	6,556	10,312
Total charitable expenditure	**141,625**	**143,408**

Exceptional items include abortive costs, re-structuring costs and decommissioning and redundancy costs associated with the closure of one home during the year (2021: closure of three homes).


St John
Nurse

4. Net Income/(expenditure) for the Year

Net income/(expenditure) is arrived at after charging the following:

	2022 £'000	2021 £'000
Depreciation, amortisation and movement in provision for impairment	4,954	6,031
Fees payable to the Trust's auditor:		
Audit of the financial statements – current year	88	91
Taxation and other services	190	-
Operating lease payments: Plant & Machinery	140	142
Operating lease payments: Vehicles	30	50
Operating lease payments: Land and buildings	5,056	5,175

5. Investment Income & Finance Costs

	2022 £'000	2021 £'000
Interest from short term bank deposits	5	10
Investment income	**5**	**10**
Interest payable on bank loan	(237)	(242)
Other finance charges	(99)	(99)
Pension finance costs	(36)	(33)
Interest payable	**(372)**	**(374)**
Net interest	**(367)**	**(364)**

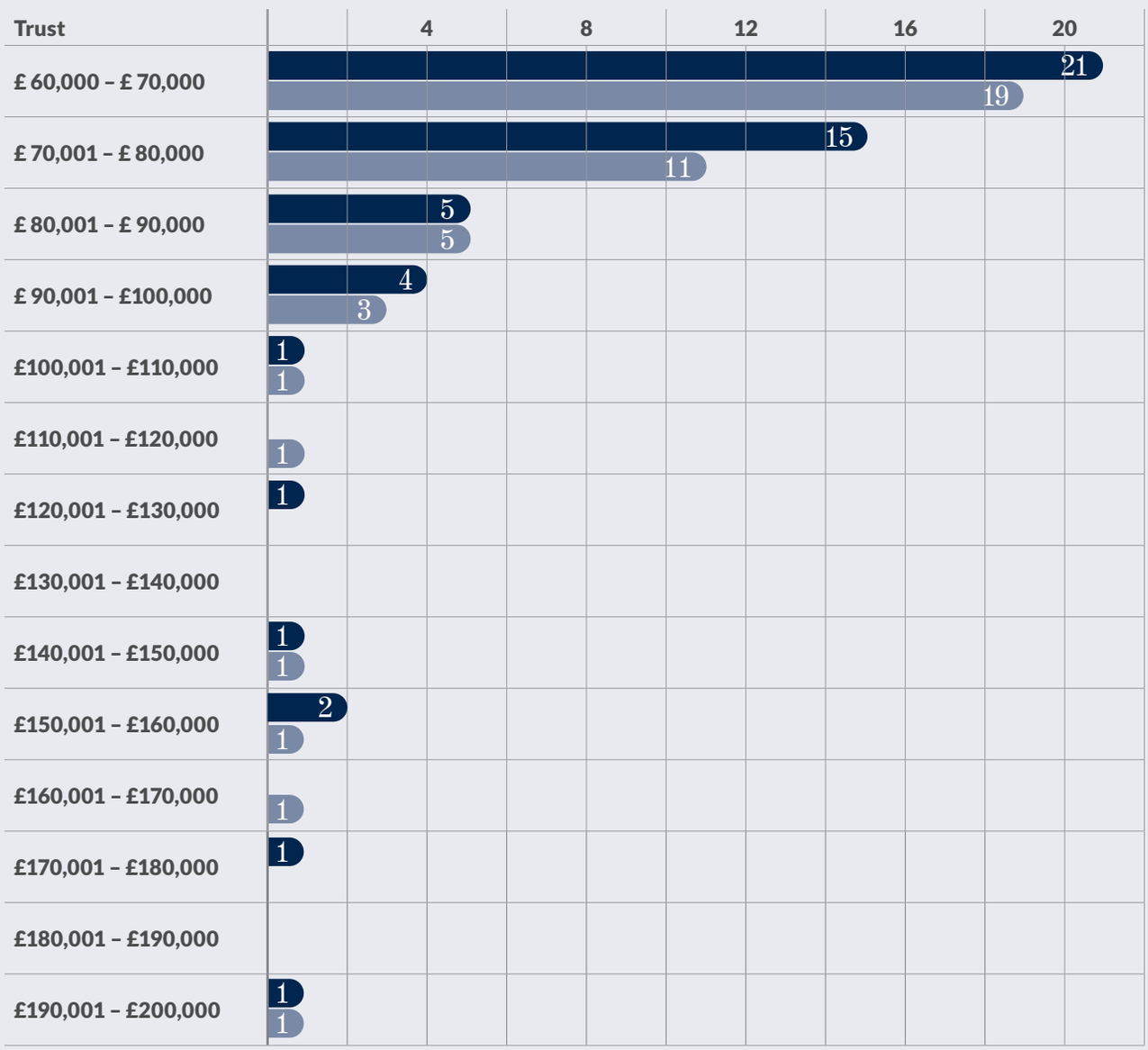
The loan interest payable represents accrued loan interest on a bank loan taken out to purchase the freeholds of seven Lincolnshire homes and on the revolving credit facility taken out during the 2018 year.

6. Payroll Costs

Payroll costs for the period were as follows:

	Note	2022 £'000	2021 £'000
Wages and salaries		95,732	93,275
Social security costs		6,774	6,486
Other pension costs		2,329	2,150
Total employees' costs	3	**104,835**	**101,911**

Remuneration more than £60,000 per annum, was in the following annual equivalent bands:



Emoluments for this purpose include gross salary and benefits in kind but exclude pension contributions. 49 of the employees above are accruing retirement benefits (2020/21: 33). Defined contribution scheme contributions in the period in respect of these employees amounted to £193,947 (2020/21: £152,288)

Key Management Personnel

The key management personnel for the Trust comprise the members of the Chief Executive's Committee listed on page 109.

The aggregated emoluments for the Chief Executive's Committee were £1,004,997 (2020/21: £936,149).

Employees Numbers

The average number of contracted full time equivalent employees employed by the Trust was 3,351, (2020/21 3,543).

The average number of employees headcount (full time and part time) employed by the Trust was 4,236 (2020/21: 4,555).

7. Governance Costs

	2022 £'000	2021 £'000
Trust meetings and expenses	2	-
External audit	88	91
Remuneration of Chair	18	17
Total governance costs	**108**	**108**

Following approval from the Charity Commission on 28 November 2005, the Trust's Articles of Association were amended to provide authorisation for the remuneration of the Chair.

Remuneration of £17,308 has been paid to Mr Mark Everall, as Chair in the 2021/22 year (2020/21: remuneration of £8,869). Remuneration of £nil (2020/21: £8,484) was paid to Mr Donald Wood, during his time as Chair in the 2021/22 financial year. No other Trustees were paid any remuneration.

Trustees' travel expenses of £2,000 have been reimbursed (2020/21: £0). Three Trustees have had expenses reimbursed during the period (2020/21: none).

8. Taxation

The Trust is a registered charity and income for its charitable activities is therefore exempt from corporation tax under Section 505 of the Taxes Act 1988.



9. Fixed Assets

Intangible Assets	Software and Licences £'000	Total £'000
Cost		
At 31 March 2021	3,346	3,346
Additions	18	18
Disposals	(1,346)	(1,346)
At 31 March 2022	**2,018**	**2,018**
Depreciation		
At 31 March 2021	2,921	2,921
Depreciation charge	320	320
Disposals	(1,346)	(1,346)
At 31 March 2022	**1,895**	**1,895**
Net Book Value		
At 31 March 2021	425	425
At 31 March 2022	**123**	**123**

Tangible Assets	Freehold Land & Buildings £'000	Assets in Course of Construction £'000	Leasehold Property £'000	Furniture & Equipment £'000	Vehicles £'000	Total £'000
Cost						
At 31 March 2021	35,134	1,663	28,030	24,610	44	89,481
Additions	1,385	483	2,058	1,990	-	5,916
Disposals	(227)	-	(1,197)	(5,978)	(25)	(7,427)
At 31 March 2022	**36,292**	**2,146**	**28,891**	**20,622**	**19**	**87,970**
Depreciation						
At 31 March 2021	7,392	-	18,710	17,817	38	43,957
Depreciation charge	1,055	-	1,523	2,051	5	4,634
Disposals	(232)	-	(1,156)	(5,921)	(25)	(7,334)
At 31 March 2022	**8,215**	**-**	**19,077**	**13,947**	**18**	**41,257**
Net Book Value						
At 31 March 2021	27,742	1,663	9,320	6,793	6	45,524
At 31 March 2022	**28,077**	**2,146**	**9,814**	**6,675**	**1**	**46,713**

The value of freehold land within freehold land and buildings is £9.4m (2020/21: £9.4m).

An annual review is undertaken to determine any impairment in the market value of property assets. No additional homes were impaired during the year.

Impairment charges and reversal of impairment provisions are recognised in the Statement of Financial Activities and are shown separately in note 3 as impairment of assets.

10. Fixed Asset Investments

	2022 £	2021 £
Shares in subsidiary undertakings	100	100

The Trust owns issued share capital of the following company incorporated and registered in England:

Company	Registered office	Type of share	% held	Principal activity
Fosse Way Care Developments Ltd	Eyre Court, Whisby Way, Lincoln LN6 3LQ	Ordinary £1	100%	Dormant

The Trust's also owns a 50% interest in the joint ventures, Gloucestershire Care Partnership (GCP) and Oxfordshire Care Partnership (OCP). The current cost of investment of £250,000 in GCP was fully impaired in 2014/15. There is no investment in OCP.

Both GCP and OCP were established specifically for the transfer of the running of care homes from Gloucestershire County Council and Oxfordshire County Council respectively. The Trust undertakes the day to day running of the homes and the other joint venture party is responsible for major repairs and new build activities within each contract.

11. Stock

	2022 £'000	2021 £'000
Personal Protective Equipment	77	194
Total	**77**	**194**

12. Land Held for Sale

	2022 £'000	2021 £'000
Freehold land	1,297	1,297
Total	**1,297**	**1,297**

The Trust owns land at Semington in Wiltshire (£1.3m). The asset will not be utilised by the Trust and is expected to be sold.

In accordance with the Trust's accounting policy, no depreciation has been charged on any of this land.


St John
Care Trust
Handyperson

13. Debtors: Amounts Due Within One Year

	2022 £'000	2021 £'000
Resident and services contributions	7,450	8,467
Other debtors and accrued income	2,719	2,784
Prepayments	2,218	1,976
Total	**12,387**	**13,227**

Resident and services contributions includes a provision for bad and doubtful debts of £1.6m (2021: £1.8m).

14. Cash and Cash Equivalents

	As at 31 March 2021 £'000	Cash Flow £'000	As at 31 March 2022 £'000
Cash at bank and in hand	7,999	(5,791)	2,208
Short term deposits	6,528	5,832	12,360
	14,527	**41**	**14,568**

Balances held on short term deposit at the period end were:

	2022 £'000	2021 £'000
Barclays	12,360	6,528
Total	**12,360**	**6,528**

15. Creditors: Amounts Falling Due Within One Year

	2022 £'000	2021 £'000
Bank loans	119	61
Trade creditors	4,521	5,432
Tax and social security costs	2,245	2,972
Accruals	6,567	6,533
Deferred income	1,957	1,407
Other creditors	5,456	5,849
Total	**20,865**	**22,254**

Deferred income as at 31 March 2022 includes amounts received or invoiced where services have not yet been provided. Also included is non-care income received by the trust which relates to the next financial year.

15. Creditors: Amounts Falling Due Within One Year (Continued)

Deferred income is analysed as follows:

	2022 £'000	2021 £'000
Deferred income as at 1 April 2021	1,407	1,174
Amounts released during the year	(1,407)	(1,174)
Amounts deferred during the year	1,957	1,407
Deferred income as at 31 March 2022	**1,957**	**1,407**

16. Creditors: Amounts Falling Due After One Year

	2022 £'000	2021 £'000
Bank Loan	642	761
Total	**642**	**761**
Bank Loan Analysis **Instalments due:**		
1 to 2 years	183	119
2 to 5 years	459	587
After 5 years	-	55
Total	**642**	**761**

Loans are stated after the deduction of £51,868 (2021: £150,492) of loan issue costs which are amortised over the expected life of the loan.

In 2001 a long-term loan of £2.65m was used to acquire the freeholds of seven Lincolnshire homes. The loan is secured on two of the homes and bears a fixed interest rate of 6.84%. Repayments are being made by the Trust in 100 instalments, payable over 25 years, which commenced on 1 July 2001. As at 31 March 2022, the net book value of the properties on which the loan is secured amounted to £0.9m (2021: £0.7m).

In June 2022 a £25m revolving credit facility was renewed to meet the general corporate and working capital purposes of the Trust. The facility is secured on fourteen mature homes and bears a variable interest rate of 2.0% above SONIA. The Trust can repay the facility in minimum amounts of £1m at any time with the final repayment due June 2027. As at 31 March 2022, the net book value of the properties on which the facility was secured amounted to £27.1m (2021: £27.3m).

At 31 March 2022 the Trust had undrawn loan facilities of £25m, (2021: undrawn loan facilities of £25m.)

17. Reconciliation of Funds

Reconciliation of changes and recognised gains and losses for the period.

	At 1 April 2021 £'000	Income £'000	Expenditure £'000	Transfers £'000	Gains £'000	At 31 March 2022 £'000
Restricted funds:						
Refurbishment Fund	170	(42)	(19)	(9)	-	100
COVID-19 Sustainability Fund	-	150	(23)	(127)	-	-
COVID-19 Infection Control Fund 1	-	76	23	(99)	-	-
COVID-19 Infection Control Fund 2	-	43	(4)	(39)	-	-
COVID-19 Infection Control Fund 3	-	850	(850)	-	-	-
COVID-19 Infection Control Fund 4	-	811	(811)	-	-	-
COVID-19 Infection Control Fund 5	-	1,218	(1,218)	-	-	-
COVID-19 Rapid Testing Fund 1	-	(1)	-	1	-	-
COVID-19 Rapid Testing Fund 2	-	720	(720)	-	-	-
COVID-19 Rapid Testing Fund 3	-	634	(634)	-	-	-
COVID-19 Rapid Testing Fund 4	-	701	(701)	-	-	-
COVID-19 Workforce Capacity Fund 1	-	86	-	(86)	-	-
COVID-19 Workforce Capacity Fund 2	-	469	(469)	-	-	-
COVID-19 Workforce Capacity Fund 3	-	1,067	(1,067)	-	-	-
Vivaldi Antibody Study	-	10	(10)	-	-	-
COVID-19 Vaccination 21-22	-	49	(49)	-	-	-
Global fund for Forgotten People COVID-19 Response	-	2	(2)	-	-	-
Ferrers Innovation Award	-	2	(2)	-	-	-
Total restricted funds	**170**	**6,845**	**(6,556)**	**(359)**	**-**	**100**
Unrestricted funds:						
General funds	52,009	135,970	(135,069)	359	289	53,558
Pension reserve	(2,358)	-	-	-	2,113	(245)
Total unrestricted funds	**49,651**	**135,970**	**(135,069)**	**359**	**2,402**	**53,313**
Total funds	**49,821**	**142,815**	**(141,625)**	**-**	**2,402**	**53,413**

	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Transfers £'000	Gains £'000	At 31 March 2021 £'000
Restricted funds:						
Refurbishment Fund	203	77	(102)	(8)	-	170
Community Circles	-	3	(3)	-	-	-
COVID-19 Sustainability Fund	-	2,457	(2,457)	-	-	-
COVID-19 Infection Control Fund 1	-	3,603	(3,603)	-	-	-
COVID-19 Infection Control Fund 2	-	2,812	(2,812)	-	-	-
COVID-19 Loss of Income Fund	-	321	(321)	-	-	-
COVID-19 Rapid Testing Fund	-	795	(795)	-	-	-
Vivaldi Antibody Study	-	102	(102)	-	-	-
Barclays 100x100 UK COVID-19 Community Relief Fund	-	100	(100)	-	-	-
Global fund for Forgotten People COVID-19 Response	-	17	(17)	-	-	-
Total restricted funds	**203**	**10,287**	**(10,312)**	**(8)**	**-**	**170**
Unrestricted funds:						
General funds	52,614	132,324	(133,096)	8	159	52,009
Pension reserve	(1,411)	-	-	-	(947)	(2,358)
Total unrestricted funds	**51,203**	**132,324**	**(133,096)**	**8**	**(788)**	**49,651**
Total funds	**51,406**	**142,611**	**(143,408)**	**-**	**(788)**	**49,821**

Restricted funds are grants and local authority funding given for specific purposes.

1. Local authority funding has been received for minor refurbishments to care homes. The transfer of £9,000 (2021: £8,000) relates to the depreciation of minor refurbishment costs capitalised in previous years.
2. The COVID-19 funds represent funding received from the Government to support the Trust during the COVID-19 pandemic. Each fund is shown separately to match the conditions attached to that fund. The transfer of £350k relates to expenditure in the previous year for which additional funding was received in 2021/22.
3. The Ferrers Innovation Award represents a donation received by the Earl Ferrers in order to reward the Trust's employees for engaging in innovative ideas and solutions to further better the life of the Trust's residents and processes within the Trust.
4. Grant received from UCL for the Vivaldi Antibody Study which has been used to fund the additional costs to the Trust to take part in the study.
5. A grant was received from the Global Fund for Forgotten People to fund video conferencing costs to keep the Trust's residents connected to their loved ones.

Restricted funds in the 2021 year include:

6. A donation was gratefully received in the previous year (£100,000) from Barclays Bank PLC in order to fund the purchase of iPads for the use of the residents in the Trust's homes.
7. A grant received from Community Circles which was used to fund a volunteer co-ordinator.

	2022			2021		
Analysis of assets and liabilities between funds	**Unrestricted Funds £'000**	**Restricted Funds £'000**	**Total Funds £'000**	**Unrestricted Funds £'000**	**Restricted Funds £'000**	**Total Funds £'000**
Intangible fixed assets	123	-	123	425	-	425
Tangible fixed assets – minor refurbishments	-	100	100	-	170	170
Tangible fixed assets – other	46,613	-	46,613	45,354	-	45,354
Fixed assets	46,736	100	46,836	45,779	170	45,949
Current assets	28,329	-	28,329	29,245	-	29,245
Current liabilities	(20,865)	-	(20,865)	(22,254)	-	(22,254)
Long term liabilities	(642)	-	(642)	(761)	-	(761)
Defined benefit pension scheme deficit	(245)	-	(245)	(2,358)	-	(2,358)
Net assets	**53,313**	**100**	**53,413**	**49,651**	**170**	**49,821**

18. Operating Lease Commitments

As at 31 March 2022, the Trust had total rental commitments as follows:

	2022 £'000	2021 £'000
Land and buildings		
Due within 1 year	4,856	4,941
Due within 1–5 years	18,502	18,961
Due in more than 5 years	113,688	116,850
	137,046	**140,752**
Motor vehicles		
Due within 1 year	19	23
Due within 1–5 years	8	27
	27	**50**
Plant and machinery		
Due within 1 year	136	121
Due within 1–5 years	226	315
	362	**436**

19. Capital Commitments

The Trust had capital commitments for assets under construction of £14,940 (2021: £357,000).

20. Pension Schemes

The Trust contributes to several pension schemes.

A number are defined contribution pension schemes on a money purchase basis at fixed rates. Consequently, the Trust has no contingent liability in respect of these schemes.

The Trust is an admitted member of sub-funds of the Local Government Pension Schemes (LGPS) operated by Wiltshire Council and Gloucestershire County Council, both of which are defined benefit schemes. Contributions are set by the independent qualified actuaries appointed by the Councils, based on triennial valuations using the "Projected Unit Method" of valuation. The last triennial valuation for all the schemes was at 31 March 2019.

The Trust holds group life policies for the benefit of employees and their dependants, the cost of which is borne by the Trust alone.

The amounts charged to charitable activities in the Statement of Financial Activities were as follows:

	2022 £'000	2021 £'000
LGPS – current service cost	309	246
Contributions to other schemes	2,020	1,904
Payroll costs	**2,329**	**2,150**
LGPS - other finance cost	36	33
Total costs	**2,365**	**2,183**

Contributions outstanding at the end of the year in respect of the Gloucestershire and Wiltshire LGPS amounted to £4,578 and £2,241 (2021: £5,117 and £2,022) respectively. The contribution outstanding in respect of the other schemes was £323,974 (2021: £319,657).

The Gloucestershire and Wiltshire LGPS

Summary of Changes in Net Liability	2022 £'000	2021 £'000
Pension Fund liability as at 1 April	**(2,358)**	**(1,411)**
Current service cost less contributions	(253)	(126)
Other finance cost	(36)	(33)
Actuarial gain/loss	2,402	(788)
Pension Fund Liability as at 31 March	**(245)**	**(2,358)**

Summary of key actuarial assumptions within the Gloucestershire and Wiltshire LGPS (The Orders of St John Care Trust share of fund).

Full actuarial valuations of the scheme were carried out as at 31 March 2019 and updated to 31 March 2022 by qualified independent Actuaries, appointed by the relevant Gloucestershire or Wiltshire LGPS. The major assumptions used by the Actuaries were as follows:

	Gloucestershire		Wiltshire	
	2022 % p.a	2021 % p.a	2022 % p.a	2021 % p.a
Pension increase rate	3.30%	2.85%	3.30%	2.85%
Salary increase rate	3.60%	3.15%	3.70%	3.25%
Discount rate	2.70%	1.95%	2.70%	1.95%

The pension increase rate is set in line with Consumer Price Index (CPI) assumptions.

The salary increase rate is set relative to the derived CPI assumption at the year end using the same methodology as the Funds' most recent funding valuation.

The discount rate is determined by reference to market yields on high quality corporate bonds at the reporting date.



Mortality

Life expectancy is based on the Funds' VitaCurves with the improvements in line with the CMI 2021 model, with a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a. for both males and females. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

2022	Gloucestershire		Wiltshire	
	Males	Females	Males	Females
Current Pensioners	21.7 years	24.1 years	21.7 years	24.2 years
Future Pensioners*	22.6 years	25.8 years	22.6 years	26.0 years

2021	Gloucestershire		Wiltshire	
	Males	Females	Males	Females
Current Pensioners	21.9 years	24.3 years	21.9 years	24.4 years
Future Pensioners*	22.9 years	26.0 years	22.9 years	26.2 years

Note: *Figures assume members aged 45 as at the last formal valuation date.

Historic mortality

Life expectancy for the prior periods are based on the Funds' VitaCurves. The allowance for future life expectancy is in the following table:

Year End	Prospective Pensioners	Pensioners
31 March 2022	CMI 2020 model, with a 0% weighting of 2020 data, standard smoothing (Sk7), initial adjustment of 0.5% and a long term rate of improvement of 1.5% p.a.	CMI 2020 model, with a 0% weighting of 2020 data, standard smoothing (Sk7), initial adjustment of 0.5% and a long term rate of improvement of 1.5% p.a.
31 March 2021	CMI 2018 model assuming the current rate of improvements has peaked and will converge to a long term rate of 1.25% p.a.	CMI 2018 model assuming the current rate of improvements has peaked and will converge to a long term rate of 1.25% p.a.

Commutation

Gloucestershire:
An allowance is included for future retirements to elect to take 35% of the maximum additional tax-free cash up to HMRC limits for pre-April 2008 service and 68% of the maximum tax-free cash for post April 2008 service.

Wiltshire:
An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits for pre-April 2008 service and 75% of the maximum tax-free cash for post April 2008 service.



Balance Sheet and Statement of Financial Activities disclosure as at 31 March 2022.

Changes in the Fair Value of Plan Assets, Defined Obligation, and Net Liability for the year end 31 March 2022.

Gloucestershire LGPS Scheme	2022			2021		
	Assets £'000	Obligations £'000	Net asset / (liability) £'000	Assets £'000	Obligations £'000	Net asset / (liability) £'000
Fair value of plan assets	10,866	-	10,866	8,848	-	8,848
Present value of funded liabilities	-	10,215	(10,215)	-	8,808	(8,808)
Opening position as at 31 March 2021	**10,866**	**10,215**	**651**	**8,848**	**8,808**	**40**
Service cost						
Current service cost	-	93	(93)	-	79	(79)
Total service cost	**-**	**93**	**(93)**	**-**	**79**	**(79)**
Net interest						
Interest income on plan assets	209	-	209	200	-	200
Interest cost on defined obligation	-	197	(197)	-	199	(199)
Total net interest	**209**	**197**	**12**	**200**	**199**	**1**
Total defined cost recognised in Statement of Financial Activities	**209**	**290**	**(81)**	**200**	**278**	**(78)**
Cashflows						
Plan participants' contributions	12	12	-	13	13	-
Employer contributions	56	-	56	60	-	60
Benefits paid	(358)	(358)	-	(356)	(356)	-
Expected closing position	**10,785**	**10,159**	**626**	**8,765**	**8,743**	**22**
Remeasurement						
Changes in financial assumptions	-	(404)	404	-	1,462	(1,462)
Changes in demographic assumptions	-	(55)	55	-	121	(121)
Other experience	-	23	(23)	-	(111)	111
Return on assets excluding amounts included in net interest	547	-	547	2,101	-	2,101
Total remeasurements recognised in other gains and losses	**547**	**(436)**	**983**	**2,101**	**1,472**	**629**
Fair value of plan assets	11,320	-	11,320	10,866	-	10,866
Present value of funded liabilities	-	9,721	(9,721)	-	10,215	(10,215)
Closing position as at 31 March 2022	**11,320**	**9,721**	**1,599**	**10,866**	**10,215**	**651**

The surplus on the Gloucestershire LGPS scheme of £1,599,000 has not been recognised on the balance sheet as it is not deemed to be recoverable.

Gloucestershire

The actual return on plan assets was a gain of £756,000 (2021: gain of £2,413,000).

An estimate of the employer's contribution for the year ended 31 March 2023 will be approximately £56,000.

Information about the defined benefit obligation

	Liability split £'000 as at 31 March 2022	Liability split % as at 31 March 2022	Weighted Average Duration at Previous Formal Valuation
Active members	2,404	24.7%	15.4
Deferred members	2,774	28.5%	19.6
Pensioners members	4,543	46.8%	11.0
Total	**9,721**	**100%**	**14.3**

Sensitivity Analysis

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

Change in assumptions at year ended 31 Mar 2022	Approximate % increase to Employer Liability	Approximate monetary amount £'000
0.1% decrease in Real Discount Rate	1%	130
1 year increase in member life expectancy	4%	389
0.1% increase in the Salary Increase Rate	0%	1
0.1% increase in the Pension increase Rate (CPI)	1%	128

Major Class of Plan Assets

The plan's assets are split into the following categories as at the 31 March 2022:

Period ended	31 March 2022	31 March 2021
Equities	71%	70%
Bonds	19%	20%
Property	9%	7%
Cash	1%	3%

Balance Sheet and Statement of Financial Activities disclosure as at 31 March 2022.

Changes in the Fair Value of Plan Assets, Defined Obligation, and Net Liability for the year end 31 March 2022.

Wiltshire LGPS Scheme	2022			2021		
	Assets £'000	Obligations £'000	Net asset / (liability) £'000	Assets £'000	Obligations £'000	Net asset / (liability) £'000
Fair value of plan assets	20,975	-	20,975	18,669	-	18,669
Present value of funded liabilities	-	23,333	(23,333)	-	20,080	(20,080)
Opening Position as at 31 March 2021	**20,975**	**23,333**	**(2,358)**	**18,669**	**20,080**	**(1,411)**
Service cost						
Current service cost	-	216	(216)	-	167	(167)
Total service cost	**-**	**216**	**(216)**	**-**	**167**	**(167)**
Net interest						
Interest income on plan assets	401	-	401	419	-	419
Interest cost on defined obligation	-	449	(449)	-	453	(453)
Total net interest	**401**	**449**	**(48)**	**419**	**453**	**(34)**
Total defined cost recognised in Statement of Financial Activities	**401**	**665**	**(264)**	**419**	**620**	**(201)**
Cashflows						
Plan participants' contributions	26	26	-	27	27	-
Employer contributions	-	-	-	60	-	60
Benefits paid	(805)	(805)	-	(959)	(959)	-
Expected closing position	**20,597**	**23,219**	**(2,622)**	**18,216**	**19,768**	**(1,552)**
Remeasurements						
Changes in assumptions	-	(987)	987	-	3,527	(3,527)
Changes in demographic assumptions	-	(129)	129	-	299	(299)
Other experience	-	50	(50)	-	(261)	261
Return on assets excluding amounts included in net interest	1,311	-	1,311	2,759	-	2,759
Total remeasurements recognised in other gains and losses	**1,311**	**(1,066)**	**2,377**	**2,759**	**3,565**	**(806)**
Fair value of plan assets	21,908	-	21,908	20,975	-	20,975
Present value of funded liabilities	-	22,153	**(22,153)**	-	23,333	(23,333)
Closing position as at 31 March 2022	**21,908**	**22,153**	**(245)**	**20,975**	**23,333**	**(2,358)**

Wiltshire

The actual return on plan assets was a gain of £1,712,000 (2021: gain of £3,178,000).

An estimate of the employer's contribution for the year ended 31 March 2023 will be approximately £nil.

Information about the defined benefit obligation

	Liability split £'000 as at 31 March 2022	Liability split % as at 31 March 2022	Weighted Average Duration at Previous Formal Valuation
Active members	4,271	19.3%	15.4
Deferred members	6,210	28.0%	19.6
Pensioners members	11,672	52.7%	11.0
Total	**22,153**	**100%**	**14.3**

Sensitivity Analysis

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

Change in assumptions at year ended 31 Mar 2022	Approximate % increase to Employer Liability	Approximate monetary amount £'000
0.1% decrease in Real Discount Rate	1%	317
1 year increase in member life expectancy	4%	886
0.1% increase in the Salary Increase Rate	0%	13
0.1% increase in the Pension increase Rate (CPI)	1%	301

Major Class of Plan Assets

The plan's assets are split into the following categories as at the 31 March 2022:

Period ended	31 March 2022	31 March 2021
Equities	53%	56%
Bonds	33%	32%
Property	13%	12%
Cash	1%	0%



21. Financial Instruments

	2022 £'000	2021 £'000
Financial assets that are debt instruments measured at amortised cost:		
Trade and other debtors	7,450	8,467
Cash at bank and in hand	2,208	7,999
Short term deposits	12,360	6,528
	22,018	**22,994**
Financial liabilities measured at amortised cost:		
Trade and other creditors	12,222	14,253
Bank loans	761	822
Total	**12,983**	**15,075**

The loan financing is in the form of a secured loan with a fixed interest rate. Refer to the risk management section of the trustees report for information as to how this risk is managed.

22. Related Parties

On 20 December 2001, the Trust entered into a joint venture agreement, the Oxfordshire Care Partnership (OCP), in which the Trust holds a 50% interest. The other party in the joint venture is bpha, which holds the remaining 50% interest. The joint venture is managed through a Board of Management on which both parties are equally represented.

On 1 May 2005, the Trust entered into a joint venture agreement, the Gloucestershire Care Partnership (GCP), in which the Trust holds a 50% interest. The other party in the joint venture is bpha, which holds the remaining 50% interest. The joint venture is managed through a Board of Management on which both parties are equally represented.

The OCP and GCP principal activities are the provision of care to elderly people though the provision of Care Homes and to provide housing, accommodation and assistance to help people who are elderly or disabled and associated facilities and amenities for such people.

A summary of the financial position of both entities is set out below:

	OCP		GCP	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Net (deficit)/income	(47)	(126)	(57)	33
Net assets/(liabilities)	3,533	3,580	(773)	(716)

Related Party Transactions

	2022 £'000	2021 £'000
The income and expenditure account includes the following transactions between the Trust and OCP:		
Income:		
from charitable activities	17,245	17630
Other income	124	123
	17,369	**17,753**
The amounts due to or from OCP at the year end are:		
Receivable:		
Other debtors	137	23
	137	**23**
Payable:		
Accruals	8	-
	8	**0**
The income and expenditure account includes the following transactions between the Trust and GCP:		
Income:		
from charitable activities	15,681	16,035
	15,681	**16,035**
The amounts due to or from GCP at the year end are:		
Receivable:		
Short term loan	250	250
Other debtors	474	464
	724	**714**

As detailed in Note 7, remuneration is being paid to the Chairman of the Trustees. Apart from the Chairman there were no other related party transactions with the Trustees as at 31 March 2022 (2021: £nil). Key management personnel emoluments are disclosed in note 6.

Reference and Administrative Details

Director/Trustees	Mark Everall Richard Fitzalan Howard Timothy Church Anne de Bono Graham Hutton James Macnamara Jill Manthorpe Millie Wentworth-Stanley Judith Wright James Kneller Richard Milligan-Manby
Chief Executive's Team	Dan Hayes – Chief Executive Kerry Dearden – Deputy Chief Executive Mike Stredder – Operations Director Robert Black – Care Quality Director Jacqui Roynon – Director of People Tracey Wardle – Finance and IT Director
Company Secretary	Joanna Downing
Auditor	BDO LLP, Two Snow Hill, Birmingham B4 6GA
Bankers	Barclays Bank PLC, One Snow Hill Birmingham B3 2WN
Registered Office	Eyre Court, Whisby Way, Lincoln, LN6 3LQ



The Orders of St John Care Trust
0800 988 8133 | www.osjct.co.uk

Reg. Charity No: 1048355 Reg. Company No: 03073089
Company limited by Guarantee Registered in England & Wales

The Orders of St John Care Trust

THE ORDERS OF ST JOHN CARE TRUST

England & Wales - Charity number 1048355

Accounts

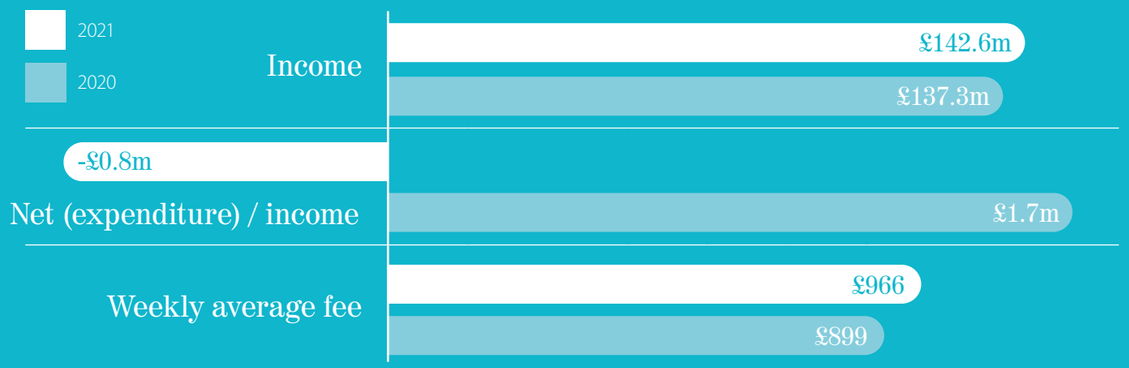


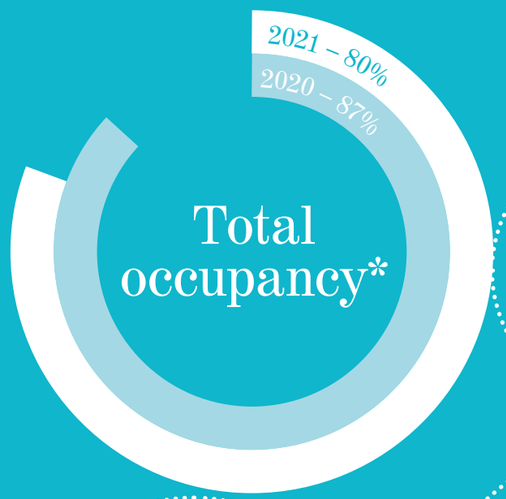
Annual Report & Accounts

for the 12 months ended 31 March 2021

The Orders of St John Care Trust

Key Performance Indicators





£142.6m
income
↑ up 3.8% on 2020

93.7%
CQC compliance
↑ from 90.2% in 2020

7%
Homes agency labour cost as % of total homes payroll

£966
Weekly average fee
↑£67 from 2020



Mature home occupancy
90% in 2020

New home occupancy
59% in 2020

Self funder occupancy
42% in 2020

*New homes include homes opened in the last 5 yrs

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01 Foreword

Thank you

The first case of COVID-19 identified in an OSJCT service was on 15 March 2020 meaning that at the time of writing, the Trust has had a primary focus of managing the illness and its effects for more than a full calendar year.

For more than 365 days, our social care colleagues have attended to their duties every day, they have endured and continue to endure the risk of infection, regular uncomfortable testing, and the discomfort of the constant use of Personal Protective Equipment (PPE). Their days are made longer by the need to be tested and to change clothes at the beginning and end of every shift, and getting to and from work is made harder by being unable to use public transport or share journeys.

Despite this, our colleagues have delivered wonderful, loving care, laced with humour and compassion for every one of those 365 days, and to every one of our precious residents and tenants. Our whole workforce pulled together and they were there for each other regardless of base, role, or function. We would also thank the families of our colleagues who have provided support and motivation at a time when individuals were working extended hours picking up additional shifts to ensure all our services remained safe and compliant. To this end we cannot begin the foreword of this annual report with anything other than a tribute to the social care workforce of our Trust and of our nation.

They stepped up when heroes of earlier generations needed them most and in doing so, they have become the heroes of our generation.

To our residents, tenants, and their loved ones, we commend you for the way in which you have managed your own anxieties, and the ways in which you have demonstrated your support even during the most difficult moments. You have adapted to much different lives with unfortunate restrictions and changes of routine, and you have recognised that every decision taken has had the health and wellbeing of residents and tenants at its heart. We offer our sincerest apologies to all those who have necessarily had to miss regular contact with loved ones during this terrible time, and we pay tribute to our residents and tenants who have shown great fortitude and courage, and to loved ones who have shown tremendous patience and resolve.



February 2020
– The Trust's Major Incident Support Team was in operation



March 2020
– Seamless transition from office to remote working

Management of the Pandemic

By the end of February 2020, the Trust had established a rapid communication system ('red alert) for all COVID-19 cases and updates, we brought together the Trust's Major Incident Support Team (MIST) and we commenced daily coordination of actions from that point forward.

It quickly became apparent that government guidance required review and translation into practical workplace protocol and a subgroup of the COVID-19 MIST team, the COVID-19 Working Group (CWG) was established, with key senior colleagues seconded on a full-time basis. The CWG has been fundamental in providing protocols and guidance that our front-line colleagues have then been able to quickly understand and apply.

With regard to the central functions of the Trust, offices were closed in the third week of March 2020. This was an unproblematic transition as business continuity plans for our offices had been reviewed and updated just prior to the onset of the pandemic meaning we were prepared for the eventuality.

Arrangements were made to support those who required office access, and makeshift PPE stores were located in all four regional main offices, with Trust colleagues volunteering to operate a logistics and distribution process of PPE daily to all services as required.

£0.9m
of **PPE** from the NHS portal



Investment in **enhanced infection control and social distancing measures**

The first wave of the pandemic impacted the first half of 2020 and the second wave started in late 2020 through the first quarter of 2021. It is fair to say that although we prepared for the worst, we did not expect the second wave of the pandemic to be as severe as it was.

Until mid-December, although the Trust had seen increasing infection rates and spread in line with the national situation, infection control measures appeared to be working very well, and the effect on health had been minimal compared to the first wave. Sadly, and seemingly linked to the new variant which surged through the UK in December and January, we quickly experienced a rapidly escalating situation with a very intense period in January. Our conclusion is that the new variant of COVID-19 was transmissible to the extent that it was able to more easily evade the PPE and infection control measures put in place.

Government Funding

During the early part of 2020/21 it quickly became clear that traditional infection control measures would not be sufficient to protect against COVID-19. Over the course of the year the Government provided different funding streams to support a range of actions including, but not limited to enhancing infection control measures, procurement and supply of PPE, additional staffing costs to support social distancing and isolation periods for COVID-19 positive employees. More recently, funding has been provided to support the reintroduction of visiting and management of lateral flow device testing. This funding support was invaluable, with the Trust utilising £10m during 2020/21.

During the latter part of 2020, the Trust began to utilise the NHS PPE portal which provides free PPE to social care providers. This has enabled the Trust to reduce its commitment to procurement and distribution of PPE to our homes. The Trust has utilised £0.9m of PPE from the NHS portal.

Looking forward, we are pleased the Government has recognised the need to continue to support social care with continued provision of PPE via the portal until the end of March 2022. Recent announcements have indicated further funding provision for visiting and testing which will be gratefully received.

Key innovations, decisions and investment

Online training: Key elements of training required for statutory or mandatory reasons were quickly transferred to either e-learning or remote learning platforms. As a result, compliance levels for training in the Trust actually improved slightly during the pandemic.

Pulse oximetry: The Trust introduced pulse oximeters across all services (previously only used in nursing services where required) early in the first wave of the pandemic. This decision was taken some months before government guidance recommended use of oximeters in social care, and it resulted in earlier indications of infection and therefore an earlier opportunity to intervene.

Handwash stations at entrances: Supported by the infection control fund, we designed, commissioned and installed permanent handwash units in the foyers of every single home to reduce infection risk. This design will now be installed as a base specification in every one of our future new developments.

Electrostatic cleaning and luminometers: As a result of the reviews undertaken at the end of the first wave of the pandemic, we invested in mobile electrostatic cleaning equipment which cleans difficult areas to an exceptionally high standard, and luminometer hand held measurement devices which provide an accurate reading of cleaning results. Together these devices have allowed us to clean areas such as visiting rooms quickly and thoroughly between visits, and the luminometers have identified key areas where cleaning results can be less effective such as chair arms and doorways.

Visiting rooms: The Trust pre-empted government guidance on visiting by investing heavily in secure visiting rooms complete with hearing loops (dual speaker Pod system), fresh air ventilation, and floor to ceiling glass screens. Doing so enabled the continuation of visits for an extended period until unfortunately the second full lockdown meant that even they could not be used. However, they have contributed to an early and safe re-opening of services to visits, now supported by the lateral flow rapid testing procedures. We believe that visiting rooms will continue to have a role in the longer term, in particular when dealing with increased local infection rates. Where a resident was unable to use the visitor rooms we utilised portable screens to facilitate the visit.

26

specific **Infection Control Inspections** have taken place – all but two getting 100% positive outcomes

400 tablets and **iPads** rolled-out to residents to support communication

Key Challenges

Over the period, different challenges have been felt at different times. The very first was that of access to services; we took the decision to lock down our homes to all non-essential visitors on 18 March 2020, ahead of the national lockdown on 23 March 2020. At the outset the withdrawal of on-site support from health professionals such as District Nurses and the immediate shortages of PPE were key issues. These were overcome by excellent collaborative working between health colleagues and our own teams to provide learning resources which quickly enabled our colleagues to undertake more specialist tasks, and the provision of many portable devices to allow remote consultations to take place. An incredibly capable procurement team together with a decision by the Trust to place significant orders early on good payment terms meant that our teams were never without PPE. In fact, we were able to pre-empt government guidance by a week when we took the decision on 21 April to place all colleagues in PPE regardless of symptoms displayed by residents.

As we moved into the intense period of the second wave, staffing levels in outbreak services were a key concern, mitigated by good planning, rapid response from colleagues, and fundamentally the willingness of frontline colleagues to work more flexibly and for longer periods than ever before.

The sector has endured something of a silent crisis regarding insurance cover since the outset of the pandemic. Whereas the government took the very early step of providing indemnity to the NHS for COVID-19 related clinical matters, they failed to do so for social care, and have yet to address the problem. For providers it meant that insurance, if offered, escalated massively in price, and with many more restrictions being added, including limited cover or even no cover for public liability claims relating specifically to COVID-19.

Maintenance of Standards and Good Governance

Throughout the pandemic, the Trust Board and all sub-committees have met as planned with no missed sessions. All Executive meetings have also taken place as planned.

Operational support and direction for front line services has continued to be provided with the short periods where operational managers were unable to visit, covered by virtual visits and virtual tours.

Essential Trust colleagues were identified early and have been included in both testing and vaccination processes so that they have been able to continue to visit services in person albeit with increased safety procedures in place.

Over the course of the pandemic the Trust's compliance rating for all services with the Care Quality Commission has actually improved to 93.7% from 90.2% last year with the attainment of a Good rating at our Chestnut Court home in Gloucestershire.

In addition, at the time of writing 26 specific Infection Control Inspections have taken place with all but two having 100% positive outcomes, and only two individual outcomes where assurance was rated as 'somewhat assured' rather than fully assured. The infection control lead for the Trust agreed the actions required to address the two "somewhat assured" outcomes.

Communication

In total approximately 400 tablet devices such as iPads have been purchased and are in regular use across services to support communication between residents and loved ones, and for use by health professionals and central functions. This was made possible by rapid and substantial donations including from one of our sponsoring orders, The British Association of the Sovereign Military Order of Malta, without which we would have at least been delayed in being able to establish a widespread means of virtual communication.

Our first **colleagues were vaccinated** on 9th December 2020



Molly, a resident at Goodson Lodge, was the face of the Trust's 2020 Trust We Care campaign.

We were also fortunate enough to receive donations from other key stakeholders we work with which enabled us to continue to increase the number of tablet devices throughout the year. Barclays Bank selected the Trust as one of the Charities to receive a donation from their "100x100 COVID-19 Community Relief Funding". The Trust purchased 129 iPads with this donation for resident use. We received a further 67 Android tablets donated by Softcat, one of our strategic IT partners. At the end of the year, we were given 57 iPads by NHSX as part of their digital programme.

Our communications team has maintained communication with loved ones through regular website updates and direct communication where required, and we have used social media extensively to show the positive aspects of life within our services and to promote the sector.

For effective communication amongst our colleagues, monthly 'Town Hall' virtual updates have been initiated and led by the Executive team, and our Operations teams have worked in clusters to support each other and the service managers.

As previously mentioned, the Trust's established red alert escalation system, and the use of our protocol updating system has meant that government guidance could be rapidly translated into practical working protocols within services.

Our Trust reassurance campaign, launched in June 2020 and fronted by our resident Molly, was viewed nearly 6 million times in six months.

Influencing the National Agenda

At the beginning of April 2020, the Trust first communicated directly with the Government to raise the issue of hospital admissions, insurance challenges, testing, and to provide direct feedback on what was happening in the sector.

Our approach at all times has been to be objective but clear about what the sector is facing and what national action has been needed. Whilst often working with multiple priorities we found senior individuals within the Department of Health and Social Care, Public Health England, ADASS, and others to be keen to try and assist with individual issues.

We have been pleased that our reputation and objectivity have led to us being involved in influencing the national agenda through providing advice, taking part in task force discussions, and through a number of key pilots over the year. To this end our membership of the National Care Forum (NFC) has been of fundamental importance this year. We pay tribute to Vic Rayner and her team at the NCF for representing our sector superbly and for providing round the clock support and advice to all members.

Matters where we have contributed to the national guidance and decision making include insurance, visiting, testing, limiting of staff movement, financial support, PPE procurement and costs, and the roll out of the vaccination programme.

In addition, we have undertaken pilots for whole home testing, sample pool testing, and Lateral Flow Device testing, and we have recently completed an extensive exercise of providing data to the government's 'VIVALDI' study of the effects of COVID-19 on social care.

Testing and Vaccination

Testing was a first positive milestone in the fight against COVID-19 in social care. From late June 2020, tests were largely readily available adding considerable protection.

Our first colleagues to be vaccinated got their jabs on 09 December 2020, with residents being vaccinated in large numbers by early January.

We believe that the effect of the vaccination in social care has been truly remarkable, and it contributed as much as lockdown in rapidly reducing infection levels from mid-January.

Resident vaccination rates are sitting consistently above 90% and four out of five of our colleagues who are eligible for the vaccination have received it with the expectation that this figure will continue to increase. Vaccination rates are broadly in line with the sector.

Significant **reduction in other seasonal illnesses** such as flu due to enhanced infection controls

The Effects and the Way Forward

As a result of the pandemic the landscape for our Trust and for our sector has changed. The short-term impacts are significant and will require strong focus from the Trust's leadership and continuing financial support from local and central Government.

Key impacts, some of which may have a positive legacy, include:

- The Trust has suffered a drop in occupancy of 7 percentage points as prolonged periods of lockdown, COVID-19 spread amongst care homes, and a reduction in admissions have had an effect.
- The costs of delivering our services has increased dramatically as we vary our infection control measures, change the layout of our buildings, ensure PPE and other protective measures for our colleagues, and provide management of visits and data at unprecedented levels.
- Direct staffing costs in our services have increased due to the testing regime and management of visits.
- Direct staffing costs have also increased due to the restrictions placed on providers in cohorting colleagues within services and restricting movement of colleagues across services.
- Isolation measures in place for new admissions have had a significant effect on the demand for short stay places and reduced self-funder enquiries.
- The restrictions on mobility and freedom for our residents have impacted wellbeing and required different models of care.
- Use of PPE and enhanced infection control measures appear to have contributed to a significant reduction in other seasonal illnesses such as flu and we will look to review ongoing policies as a result.
- Virtual visits and consultations have replaced physical alternatives for much of the pandemic. In future they may become complementary to real visits in particular when loved ones live some distance away or where a virtual consultation may prevent the need for a hospital visit.
- Colleague upskilling has taken place where social care staff had to take on some of the tasks of NHS professionals who could not visit. The opportunity is to build on this work and provide ever greater integration and efficiency.
- Home working/hybrid working has been required from all of our centrally based colleagues and it has worked seamlessly. With wellbeing, flexibility, and cost in mind, we will build on our learning and work differently in future.
- Initiation of the capacity tracker alongside the obvious benefits provided by reliable and speedy data during the pandemic should have the effect of accelerating the digitisation of the sector and the digital integration of health and social care systems.

As well as the above the Trust undertook a specific lessons learned review of the pandemic after the first wave with a multitude of opportunities identified to modify practices, processes and communication and we will embed these into our future ways of working.

Beyond the short term there is room for optimism. Our communities are better aware than ever of the crucial role played by social care, and of the highly skilled and committed professionals that ensure services are delivered.

Our communities now widely agree that the way social care is funded, its inherent inequities, and most of all the absolute lack of appropriate recognition, reward, and development for its workforce, is not just poor, it is something that our society should be deeply ashamed of.

We believe that reform will now come, and we should see that it is substantial in nature. What is more, we expect to be an organisation that is at the centre of the re-shaping of social care, with an emphasis on the right environment and model of care being delivered sustainably by professionals who are appropriately valued and rewarded.

Ultimately the choice to live in one of our homes is not a discretionary one. We deliver specialist services for people who are vulnerable and require an environment designed with their needs in mind and surrounded by constant care and loving support.

Our Trust is robust, it has a long history of delivering care of the highest quality to those who need it, and we have always been an objective and helpful partner to the public sector. We foresee our Trust delivering ever more specialist services with loving care at the centre of all we do.

450+

we remember the more than **450 social care colleagues** who died from COVID-19 in the UK over the last year

In Memoriam

As the only appropriate beginning to the annual report this year can be to say thank you, the only appropriate ending can be one of memorial to those in our care who died from COVID-19.

In a world that does not always value the vulnerable old, we reflect upon the character, the achievements in life, and the unique contribution that all those we lost have made. We celebrate the life before the death and we take comfort in knowing that the moment of passing will have been with people who knew and loved them close by.

Our promise is that we will not allow those that have died to be defined by the cause of their death. They will continue to be defined by who they were and what they achieved in life.

Finally, as social care professionals together, we are deeply thankful that none of our OSJCT colleagues were lost to COVID-19 in the course of their work, and we remember the more than 450 social care colleagues who died from COVID-19 in the UK over the last year.



02

Chair and Chief Executive's Statement



Mark Everall
Chair



Dan Hayes
Chief Executive

The 2020/21 financial year has been singularly focussed on the COVID-19 pandemic which is covered in detail in the foreword to this annual report. This section will focus firmly on the underlying strengths of the Trust, the opportunities taken, and those that are within our grasp in the coming year.

Firstly, all associated with the Trust and its sponsoring orders will join us in thanking Don Wood CBE, for his services to the Trust as Trustee for 13 years and as Chair for 7 years. Don's tenure was marked by a devotion to the highest standards of governance practically applied, the promotion of talent across the Trust, and a confident push by the Trust towards greater self-determination and full use of our resources and reputational covenant.

Don retired as Chair in September of 2020 and has been succeeded by Mark Everall, a member of the British Association of the Sovereign Military Order of Malta.

Mark joined the Board in July 2020 immediately following his retirement. His professional life was spent as a barrister and Queen's Counsel and later as a circuit judge and Deputy High Court Judge at the Central Family Court and as a nominated judge of the Court of Protection.

Further, we extend our thanks to Jill Hughes, who served as County Trustee in Lincolnshire with devotion and distinction.

2020/21 was a challenging year for all and sadly, as with much of the sector, we saw our occupancy reduce by 7 percentage points to a full year average occupancy of 80%. Whilst we have incurred additional staffing and PPE costs to manage through the pandemic, the Government funding provided to support social care has gone some way to offsetting the impact of these costs. The impact of the pandemic on our 2020/21 financial position has been reduced because of the funding and we have generated a deficit of £0.8m. This is a £2.5m deterioration on the previous year.

Despite the impact on performance, we remain confident we can rebuild from the current position. As we come out of the second wave, our occupancy has started to increase again, and we remain optimistic the elderly care sector will recover quickly.

Many of the projects and initiatives that we wanted to start work on last year were put on pause and in some cases, we were not able to restart work until the beginning of 2021. With the loss of nearly a year to the pandemic, we recognise we need to continue our transformation work at pace, so we are prepared for the Trust to operate in a deficit position to accelerate investment. We have recognised this in our financial planning for 2021/22 where we have budgeted to make a deficit of £2.2m.

We entered into the pandemic having successfully strengthened our foundations over a number of years, meaning we have almost no debt but retain access to a significant credit facility. We have improved our average fee rate and mix, and areas such as cash management are managed excellently.

Our quality ratings with CQC were already very strong and our internal business continuity measures meant that we were able to adapt without panic or risk of failure.

Improvements in our IT infrastructure and security meant that the demands that have been placed on it were met without any outage or shortcomings.

In brief, our journey of continual improvement and focus on the fundamentals has meant that we have navigated the crisis as well as any organisation, we remain robust and we are well able to withstand a deficit position with underlying positive trading for the coming year or more, to allow us to continue to invest in the transformation of our services and systems.

We began the last financial year by awarding our front-line colleagues with a 6% increase in basic pay, meaning that all roles sit above the National Living Wage. Worthy of note is that the Trust has followed last year's award with a further 3% award to front-line colleagues effective from 01 April 2021, moving colleagues further away from the National Living Wage and continuing a longer term journey towards the Real Living Wage which is our aspiration for the whole of our workforce.

All colleagues received a £50 voucher during the year in recognition of their devotion, the real value of which was priceless.

In terms of our compliance with the regulator, the Care Quality Commission, we commenced the year with 90.2% of our services rated as either Good or Outstanding, placing us in third position nationally in the Laing and Buisson table of compliance for large providers. We ended the year with 93.7% of our services rated as either Good or Outstanding with the table of compliance placing the Trust in second position in England. Needless to say we are delighted by this outcome but we expect that through a return to more 'normal' inspection routines and more importantly the forthcoming change in approach by the CQC, that compliance levels nationally may move more than normal in the coming year. It is testament to our wonderful teams that we end the worst year for social care on record in a higher position, and it reinforces our confidence in our strength and covenant going forward.

Our excellent quality standards and the strength of our central clinical expertise enabled us to rapidly establish a number of responsive services for COVID-19 affected individuals in the last year. These were initially known as High Dependency Support Units but in the second wave they were known nationally as 'Designated Services'.

We commissioned and opened two such services in the second wave against a backdrop of national challenges with insurance and regulatory scrutiny. Very few services were able to open across the country and so OSJCT being able to successfully operate a number of units over the year is an achievement that speaks volumes about our responsiveness and capability.

The experience of being able to establish such services quickly has reinforced the unique partnership we have with public sector partners and it further enables our joint aspirations of re-modelling our long term contractual arrangements to continue to provide specialist services in appropriate environments within a financial envelope that provides value to the public purse but which adequately and equitably funds high quality care provision.

With regard to our workforce, we saw our training and development compliance scores improve during the year and not fall back with many learners enjoying the flexibility that more virtual learning has provided.

Even with the restrictions placed on our services, we have been able to commence a major Wi-Fi renewal and improvement programme for our care homes, which will cross two financial years. Our services are already connected to NHS mail and the improvements we are making will support our Trust strategy of digital transformation but will also enable us to play our part in the wider digital transformation and integration strategies for health and social care, emerging from government. Great advances in digital care require increases in investment, and we should note that Government ought to recognise this cost in its reform plans if we are all to enjoy its full potential in the years to come.

Three homes were targeted for closure ahead of COVID-19 as demand for beds in them had reduced, their age and layout meant that the buildings were no longer fully able to deliver to the standards we require and therefore we closed them during the year. We are sincerely grateful to all those who have lived and worked in Fives Court and Bartlett House in Wiltshire, and Glebe House in Oxfordshire, for over 100 years of wonderful care collectively, delivered in those sites.

93.7%
of homes and ECH schemes rated as either **Good or Outstanding**



We are committed to taking the learnings from our year spent working very differently for our office-based colleagues, into a more cost efficient, flexible, and wellbeing focussed approach to central support. A number of our office leases either were coming to an end or had the option to break in 2021 and we therefore took the decision to close our small Wiltshire and London hub offices which will happen in July and September and also to close our main head office in Witney. The latter will happen in November 2021 and we will move further east to an office closer to Oxford with good public transport links and which is designed with a new hybrid way of working in mind and with good collaboration space for colleagues to come together.

Whilst a number of strategic objectives for the year were understandably put on hold, on balance we believe we are in as strong a place as could be imagined to take on the challenges and opportunities of the coming years in social care.

A number of the opportunities we expect to take hold of in the coming year include:

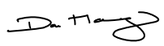
- Pursue a 'Recovery to Good Health' agenda, driving consistency in rostering and staffing levels, and better matching resource to occupancy and complexity. We will do this with a reduced dependency on agency staffing. We will take every opportunity to rebuild occupancy quickly, building on our already successful reassurance campaign and our excellent reputation.
- The introduction of electronic care management and electronic medication management across our estate.
- The start on site of new developments in Oxfordshire and Lincolnshire.
- A record high capital expenditure to improve our existing estate.
- Evaluation and selection of a new financial management system across the Trust.
- Investment in a Customer Relationship Management System to better support enquiries and to help potential customers navigate the process easily with all information to hand.
- We will focus on wellbeing for our colleagues and will take steps to improve inclusion in our future direction, the on-boarding cycle and the quality of training, all of which should start to take our retention levels to a position which stands out in the sector.
- We will initiate discussions with long-term commissioning partners to accelerate the renewal of services within the existing contractual arrangements, resulting in the most relevant services provided at an income level which is fairer to the Trust and more sustainable.
- We will look to be active at a time where we believe there may be acquisition opportunities in the sector which could bolster our new development programme and allow us to modernise our estate.

We have never believed more in a bright future for our sector. A healthy social care sector is the least a confident and developed nation should enjoy. It is a mark of our nation's compassion and fairness, and it is as important as a vibrant health sector to the wellbeing of the nation.

After the experience of the last year, the Orders of St John Care Trust is committed to be part of the process of change. Most importantly, it is committed to continuing to improve outcomes for those in our care and to seeking to reward the extraordinary commitment of those in our employment with a much fairer system of recognition for the sector in future.



Mark Everall
Chair
8 July 2021



Dan Hayes
Chief Executive
8 July 2021

"After the experience of the last year, the Orders of St John Care Trust is committed to be part of the process of change."

03

This section includes the following requirements of the Strategic Report:

- Section 172 statement
- Principal activities
- Business model
- Review of the year's operating and financial performance
- Key performance indicators
- Key risk disclosures and future developments

3,300+ residents & tenants

Over 4,500 **employees**

14 Extra Care Housing Schemes

65 care homes mainly in Lincolnshire, Oxfordshire, Gloucestershire and Wiltshire

03 Trustees Report, including Section 172 Statement

3,300+ **residents** and tenants across all our homes and services

OSJCT is one of the largest not for profit provider of care for older people, providing residential, nursing and dementia care.

Our vision is to be the leading care provider, trusted to create places where people love to live and work. We provide care in 65 care homes mainly in Lincolnshire, Oxfordshire, Gloucestershire, and Wiltshire. We also offer a domiciliary care service in 14 extra care housing schemes (ECH) principally in Oxfordshire and Wiltshire. We support over 3,300 residents and tenants and employ more than 4,500 people.

Everything we do as a charity is underpinned by the Christian principles and ethos of our two sponsoring Orders, on the same basis that those Orders operate – caring for people of any background, irrespective of race or religion.

We continually strive to provide high quality person-centred care and services with dignity, respect and compassion whilst expanding a sustainable range of services for older people and adapting to changes in the regulatory environment and the wider economy.

Our principal sources of funding are care fees from the Local Authorities we partner with through long-term block contracts or spot placements and from individuals who fund their own care. Most of our expenditure is either for the direct provision of care (payroll costs) followed by the provision of suitable caring environments (such as repairs and maintenance costs) plus funding of the relevant support services (for example, recruitment and training).

Our five-year strategy focuses on providing high quality care to the elderly. We review the strategy and our objectives each year to ensure we are achieving our aims and our activities stay aligned to our charitable purpose. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.



92.4%

CQC Compliance for care homes – well ahead of the national average of 82.5%



3 of our regions are 100% compliant, achieving **Good** or **Outstanding** ratings

Care Quality

Since the last annual report, we have experienced unprecedented circumstances due to the COVID-19 pandemic. However, Care Quality and the positive experience of our residents remains our highest priority. We had a strong foundation to build upon, but we had to adapt the way we work this year as did the Care Quality Commission and other professional bodies.

Our employee teams in homes, ECH schemes and support functions are entirely dedicated and working extremely hard to keep our residents and employees safe. However, this poses challenges in ensuring Care Quality standards are maintained as our usual practices and support processes have had to change. The Trust has robust frameworks and staff structures in place which have enabled us to adapt quickly to the situation and do our utmost to continue to monitor and support our services through a mixture of remote and face to face contact, as well as virtual tours.

Care Quality and Compliance

Despite these challenges we have continued to monitor and improve our services. At the end of March 2021, our Care Quality Commission compliance rating for our care homes had increased to 92.4% (2020: 88.4%) which continues to be well ahead of the national average of 82.5%. This moves our national position in the Laing & Buisson Care League Table from third to second place. We continue to aspire to 100% of services as Good or Outstanding.

Compliance in all areas is tracking above the CQC national average. Residential Homes are at 90.5% (national average: 84.4%); Nursing Homes are at 95.8% (national average: 77.9%) and ECH continues to be 100% compliant (national average: 87.2%). Three of our regions are 100% compliant, achieving Good or Outstanding ratings.

We have delivered an improvement in CQC ratings despite the pandemic. We paused our "Requires Improvement (RI) to Good" programme during the first wave of the pandemic but restarted it with virtual collaboration in September and this continues to support a decrease in the number of RI homes (2021: 6 homes; 2020: 8 homes). The programme involves the allocation of Quality Improvement Leads for ongoing support and expert clinical advice. The Leads support homes in developing comprehensive Service Improvement Plans which have been embedded in all homes.

As part of our objective to achieve 100% compliance and strive to attain more Outstanding ratings, we had begun to pilot our "Good to Outstanding" programme in Wiltshire during the early part of 2020. This programme was paused when the pandemic struck and is due to be restarted in June 2021.

As we have adapted the way we work, we have also enhanced our data monitoring and analysis systems, which is informing future practice, helping us to refine policy and monitor and improve compliance in care quality, training and development across the Trust.

The Early Warning Tool has been reviewed and revised to further enhance oversight of our services. The four Regional Directors now report on actions taken to improve their respective region's Early Warning Tool scores on a monthly basis, and Service Improvement Plans are used within the homes to capture any actions that arise as a result of declining Early Warning Tool scores.

The Operations and Care Quality teams are conducting monthly deep dives into individual Key Performance Indicators with the data presented monthly to the Executive team.

Staff Learning and Development

We provide a range of training and development options that include face to face, e-Learning and virtual delivery to maintain our standards. We plan to continue with this approach as there are many benefits, including ease of delivery and the consistency of training across our homes and schemes. Training compliance increased in the year as a result of online provision but for some courses practical decisions had to be made about the method of delivery and the regularity of update/refresher training.

Strong relationships exist between our Learning & Development, Care Quality and Operations teams which have enabled us to review and refresh training in the light of changes and improvements in practice.

Four Trainee Nursing Associates have successfully qualified as Registered Nursing Associates during the year. Two of them have taken up posts within the Trust and the two most recently qualified are awaiting placement. Qualified nurse resource is scarce, so we will continue to evaluate whether we sponsor more Trainee Nurse Associates in the coming year.

Digitalisation

As part of our Electronic Care Strategy we had intended to roll out Depensys, a dependency and capability tool, during 2020/21. This project was put on hold during the pandemic. It became clear during the first wave that Electronic Care Records (ECR) would significantly benefit centralised management of quality indicators, health contra-indications and other key data. As a consequence, we decided to pause the Depensys roll out and accelerate the ECR programme. We are planning on introducing ECR during the last quarter of 2021. Electronic Medication Management will follow shortly after.

Dementia Care Framework (DCF)

In October 2020, the Trust launched a new three-year Dementia Care Framework (DCF) with endorsement from Dementia UK. The DCF outlines the Trust's training, support, and partnership approach to providing some of the best dementia residential care available. Our dementia related training has been updated to incorporate changes from the DCF and Dementia Leads meetings will continue to explore the DCF as an agenda point.

The Activities Working Group, which was put on hold during the pandemic, will reform with new members, all with the aim of improving the activity programmes across the Trust.

The National Dementia Strategy sets out best practice guidance for the prescribing of anti-psychotic medications due to the risks associated with these medications such as stroke and heart attack. The percentage of residents across our services prescribed anti-psychotic medications for behavioural and psychological symptoms of dementia (BPSD) was 3.7% in January 2021. This remains well below the benchmark of the National Dementia strategy 2009, which recommended that no more than 6% of those diagnosed with a dementia should be prescribed anti-psychotics for BPSD. Additionally, we continue to see residents prescribed anti-psychotic medications for long term mental health conditions: currently we have 3.8% of residents prescribed anti-psychotic medications with these conditions. This led to the development of an awareness of mental health conditions workshop facilitated by the Admiral Nurses.

The Admiral Nurses, supported by the Marketing team, have facilitated virtual Living Well with Dementia webinars for carers of people affected by dementia. The webinars have been well attended and positive feedback received. The Admiral Nurses also facilitate monthly virtual relatives support sessions for families of residents living in our care services.

Management of Stakeholder Feedback

Our Complaints Officer has reviewed the Complaints, Comments/Suggestions and Accolades Policy and processes in line with published guidance from the Care Quality Commission (CQC), Local Government Social Care Ombudsman (LGSCO) and the Competition & Markets Authority (CMA). As a result of this review, several areas of focus have been identified to enhance our information and advice for residents, families, and others to improve our processes further.

We usually participate in the "Your Care Rating" survey which seeks feedback from residents and relatives on all aspects of the Trust's service delivery and care provision. The survey was not conducted in 2020 but we intend to participate when the survey is reinitiated once we are through the pandemic.

We are an open and transparent charity and will continually review our services to ensure that individuals have accessible information and advice, and we promote all feedback to ensure that we continually improve our services for people who live and work with us.

"We are an open and transparent charity and will continually review our services to ensure that individuals have accessible information and advice."

People Strategy

To be the stand-out employer in the sector so that we attract and recruit outstanding candidates to meet our workforce needs

To retain our employees through **training, developing careers, regular communication, and feedback**

Our Colleagues

There is no bigger people business than social care. Residents and colleagues share their lives together in the intimate space that is a resident's home. The way these relationships are nurtured and compassionate care is delivered are the key factors in the outcomes we achieve.

To that end we value our colleagues immensely and it is a key strategic ambition of the Trust to continue to work for stronger recognition and reward for our colleagues.

Social care workers are highly skilled but poorly valued in society and in the last year they have shown themselves to be the heroes of today's generation in their determination to maintain care and dignity for the heroes of earlier generations.

At the core of our People Strategy is the attraction, recruitment and retention of a compassionate, diverse workforce devoted to care. The strategic goals are:

1. to be the stand-out employer in the sector so that we attract and recruit outstanding candidates to meet our workforce needs
2. to retain our employees through training, developing careers, regular communication, and feedback, recognising our employees' achievements and offering competitive reward

Further to the above we see the coming year where proposals on sector reform have been promised, as an opportunity to lobby for a better deal for the social care workforce.

In the last year we have seen fluctuating levels of interest in social care careers with many new starters changing careers after their prospects have been affected by COVID-19 or where they have been motivated to join a profession that is making a difference in the pandemic.

It is also fair to say that a job which was already challenging has been made harder by the need for constant use of PPE, testing, and a 'lockdown' environment at times. We find ourselves at the end of the year with similar staff turnover rates to last year, which, whilst slightly better than the sector, leave us with much to achieve, particularly in supporting those in their first few months.

In response to the pandemic we have invested in a number of wellbeing initiatives including special external trauma support for those most affected. Our Admiral Nurses have also been trained in the provision of wellbeing support and have facilitated sessions with our homes during the last year. We will continue to build on this in the coming year by seeking to provide many more opportunities for colleagues to re-energise and take care of themselves.

We are enormously grateful to all our volunteers who give their time and skills to support the Trust. Volunteers play a vital role at OSJCT: they bring the community into our homes, befriending residents and helping them to continue with the hobbies and interests which they enjoy. The pandemic had a significant impact on the ability of our volunteers to continue their regular visits, either due to access restrictions or because of personal circumstances. Recruitment of new volunteers was also affected but of our 272 new volunteers, over a third were recruited as Urgent Support Volunteers. This role covered many different activities within our homes from spending time with residents through to helping our laundry or admin teams with the increased work created by the additional measures put in place because of Covid-19. As restrictions ease, we look forward to welcoming back more volunteers and building back up our volunteering base.

Working in partnership with colleagues in the Health & Safety team, HR produced a health and wellbeing position paper to further develop and promote wellbeing support and services for all employees, which was vital during the COVID-19 pandemic. Going forward health and wellbeing will be a standard agenda item at all regional and Trust level Health & Safety board meetings.

We have been able to deliver an aggregate pay award of 3% to our front line colleagues and 2% to our salaried colleagues this year which increases the gap between our pay rates and the National Living Wage and we will continue to strive toward our strategic aspiration of reaching the Real Living Wage. This will be achieved through a mixture of Trust performance and funding reform.

We have introduced the 'Town Hall' concept this year with regular Trust wide updates, and we have received excellent feedback on the format, and we are in the process of engaging colleagues on the long term lessons learned from the pandemic.





Kerry, previously a shop manager, joined OSJCT as a carer at Digby Court during 2020.



Whitefriars Home Manager **Shelly Perry** is presented with the **Nigel Stourton Award 2020** by Area Operations Manager Louise Kirk.

Recognition of our colleagues' achievements is essential, and the Trust has held annual employee awards ceremonies for more than a decade with 2020 being an exception due to the national restrictions. This year we will be making an even bigger effort than ever to recognise the work that colleagues do with regional events in September and a multitude of award categories including COVID-19 related efforts.

In addition to the regional awards we will be holding a Chair's Award Ceremony and we are delighted that a record 16 colleagues are to be recognised in the annual St John's Day awards from the British Association of the Sovereign Military Order of Malta, which will be presented at the Brompton Oratory.

Our gender pay gap report for the year to April 2020, showed that there had been a slight increase in our mean gender pay gap from 8.9% (2019) to 9.1% (2020). Even though 2020 saw a minor increase compared to 2019, the Trust's Gender Pay Gap (GPG) continues to be significantly narrower than the mean national average of 16.2%. The mean national average has broadened by 2% since 2019 compared to 0.2% for the Trust. The national median gender pay gap is 17.3% (2020) (ONS Annual Survey of Hours and Earnings) whilst at the Trust it is substantially lower at 0.4%. The Trust employs significantly more female employees (86.8%) than male employees (13.2%), which is typical of the sector. We continue to have good representation of females within senior roles, but there is a higher proportion of females within the upper middle and lower middle quartiles. When comparing to the distribution of our male population, whilst there is a high proportion of male employees in the lower quartile, working in lower paid roles, there is also a high proportion in the upper quartile. As a result, the overall distribution is skewed, which is broadening our GPG.

Although our mean gender pay gap compares favourably with that of organisations across the UK economy, and we are confident there are no equal pay concerns, we recognise there is room for improvement. The continued improvements we are making in pay rates over and above the National Living Wage plus the intention to move to the Real Living Wage should have a positive impact on our gender pay gap going forward.

Equality and Diversity

The Trust is committed to an active equal opportunities policy from recruitment and selection, through training and development, performance reviews and promotion to retirement. We promote an environment free from discrimination, harassment, and victimisation where everyone will receive equal treatment regardless of gender, colour, ethnic or national origin, disability, age, marital status, sexual orientation or religion.

We give full and fair consideration to applications for employment from disabled persons for all vacancies in accordance with their particular aptitudes and abilities. In the event of employees becoming disabled, we make every effort to retrain them and/or make reasonable adjustments in order that their employment within the Trust may continue. It is Trust policy to make training, career development and promotion opportunities available to all employees.



Rapidly introduced a **face fitting service** for **specialist FFP masks**

Health and Safety

The Trust continues to be committed to ensuring the safety, health and wellbeing of its employees, residents, tenants and other stakeholders and it is central to everything we do. This has particularly been the case over the last financial year whilst the Trust has been dealing with COVID-19. We are committed to the ongoing development of a positive Health & Safety (H&S) culture where safety is simply built into what we do on a day to day basis and where everyone seeks to look after one another. We believe that this will help us to achieve our vision to be the leading care provider, trusted to create places where people love to live and work.

Over the past year the Trust has continued to implement a comprehensive H&S Management System and the Health and Safety Plan 2019–2022 as part of our focus on continuous improvement. In particular:

- The H&S team has played a key role in the Trust's response to COVID-19 as part of the COVID-19 Working Group, which included:
  - Supporting the production of high quality, practical protocols and risk assessments for care homes, schemes, and office environments in order to keep our residents, tenants, colleagues and others safe allowing our homes/ schemes to continue to provide excellent standards of care.
  - Introducing and organising the training and face fitting service for specialist FFP masks for all care employees who need to take part in Aerosol Generating Procedures at certain homes/ schemes where residents have clinical requirements. Face fitting is required for this type of specialist mask by law. This work also included the development of high-quality protocols and forms, developed with other members of the COVID-19 Working Group.
  - Working with both the Trust's Training and Development department and external providers to rapidly move key statutory H&S training courses to online interactive webinar sessions whilst retaining national accreditations such as with The Institution of Occupational Safety and Health (IOSH).
  - The frequency of fire drills in homes was relaxed slightly to recognise the pressures that homes/ schemes were under during the height of the pandemic, whilst remaining above minimum legal standards and retaining high levels of compliance for Statutory Training and monitoring these on a weekly basis. Compliance for key H&S training such as in Fire, First Aid and Moving and Handling was at 90.2% at the year end.
- In order to further enhance our existing H&S audit capability and depth, we have developed, tested and implemented a new comprehensive H&S Audit System for both homes and schemes. This is now in use and helping to further drive up standards within our homes as part of a continuous improvement cycle. It will give the Trust greater oversight and governance of H&S within homes and schemes and help support registered managers and colleagues in homes and schemes towards reaching Outstanding.
- To further enhance our well established home and scheme H&S committees, we introduced a separate Trust H&S Board chaired by the CEO supported by new Regional H&S Committees to further enhance the Trust's governance and H&S consultative structure. The main objective of the Board, supported by the Regional Committees, is to set the strategic direction for the Trust and provide oversight in order to drive a positive Health and Safety culture through continuous improvement. In the coming year we will be looking to increase our culture of safety at an individual and organisational level to ensure that we are continually improving and operate in a safety-first environment.
- Compliance reporting has been significantly enhanced with the introduction of the Property Compliance Dashboard which gives detailed property compliance information for every home. This allows managers as well as the H&S Board and the Regional Committees to have a greater oversight of compliance.
- Building on the success in reducing the number of resident reportable incidents under The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) since 2015/16, there has been a further significant decrease during 2020/21 of 10 RIDDOR incidents compared with the previous year of 17 RIDDOR incidents which is a 41% drop.



Resident RIDDOR reportable **incidents fell from 17 to 10**

Remuneration

The remuneration of Executive Directors and colleagues is reviewed annually. In view of the nature of the Trust, the Executive Directors benchmark against pay levels within the health and care sector and organisations of a similar size run on a not-for-profit basis, from time to time to ensure we retain our talent and remain competitive. The Trustees give their time freely with only the Chair paid a nominal salary. Trustees are entitled to claim out of pocket expenses.

Procurement

During 2020/21 the first priority was to support the Trust in ensuring the safe operation of our homes and schemes through the pandemic. At the heart of this effort was the sourcing and provision of PPE to ensure that our services were fully compliant with Government guidance and all individuals are kept safe at all times. We set up central stores in our four main county offices, each with its own order processing and distribution capability. We have also used these regional hubs to ensure an emergency reserve of key items. Allied to the same objective, we have, together with our colleagues across the organisation, evaluated numerous opportunities to further aid infection control including cleaning equipment and medical products but also as diverse as visitor pods, portable wash basins and even hairdressing supplies to support restricted movement of employees.

Despite the significant workload brought about by the pandemic, we have continued to deliver business as usual objectives including implementing new contracts covering many key areas of spend including for food, agency staffing, grounds maintenance, utilities, and mechanical and electrical maintenance services. In each case we have identified improvements to service, value, or contractual terms.

Looking to the future and in particular the Trust's digital transformation strategy which was in progress pre COVID-19, we are presently supporting the upgrade to our Wi-Fi infrastructure and are engaged with the major digital projects aimed at delivering new processes and systems around electronic care records, electronic medication records, customer relationship management and the replacement of our legacy finance system.

The Trust invested in the procurement function and grew the team at the beginning of 2020, but resources were diverted to support the Trust's response to the pandemic as set out above. For the forthcoming year we will be focusing on the way in which Procurement goes about its business, which will be subject to an updated policy and supporting governance and oversight procedures.



Energy Consumption and Emissions (SECR Disclosure)

For the second year in succession the Trust has demonstrated a reduction in energy consumption in each of the key fuels. Whilst some reduction in absolute volume of megawatt hours (MWh) can be attributed to the closure of 3 of our older homes and consequent reduction in employee numbers, we have also reduced resultant emissions per employee when measured across each fuel.

The data in the below table is based on meter readings pooled by our utilities broker and broken down per utility, per month and per metering point. The percentages are the split between utilities for each year measured in MGCO2e. This measure is used in preference to MWH as it more accurately reflects the carbon impact given the different ratios between KWH and MGCO2e for each main utility.

One impact of the pandemic and related home-working is that transport mileage, whether related to employee business travel or resident transportation, has reduced to negligible levels by comparison (previously 1124MWh, 284 MGCO2e, equivalent to around 2% of total energy consumption). For this reason, we have not included vehicle emissions data in the below table. However, we expect transport mileage to increase during 2021/22 as we begin to transition to hybrid working. We retain 22 operational minibuses although these have lain dormant for most of the period under review. Future strategy will consider vehicle sharing and smaller vehicles for greater fuel efficiency, where appropriate to resident needs and wellbeing.

Natural gas consumption continues to account for most of the total energy consumption, with homes using this fuel for heating and hot water, laundry (gas fired dryers) and cooking.

Electricity is used in all homes and offices and accounts for the smaller element of total energy consumption. Use is predominantly for lighting and small domestic appliances, with major users varying from home to home, but include kitchen appliances, hot cupboards (for food transfer to satellite restaurants), laundry and hair salons.

For 2021/22 we will broaden the energy consumption heading to consider other positive sustainability initiatives, as follows:

- Following deregulation of the water supply market, we are looking at an alternative supplier who is able to add data loggers to our existing metering solutions, enabling the early detection and hence correction of leaks or excess usage.
- We have enabled an increased recycling capability and capacity (via the introduction of a new contract partner in 2020, an increased frequency of collections and the addition of food recycling to our range of segregated waste receptacles) and expect to publish results in future reports.
- Investment in new equipment, whether white goods, infrastructure installations or new builds, will in every case improve energy efficiency and consider end of life obligations of the suppliers involved.

The Trust continues to meet its obligations to commission both ESOS and SECR reports and is committed to reinvesting as a reflection of the findings.

Over the coming year as part of our ambition to move toward a carbon neutral future we will be looking at what our aspirations are to reduce carbon and energy reduction and how we achieve it. The Trust will commence the work in 2021 to better understand the initiatives needed to reduce our carbon footprint and to define what carbon neutral means to the Trust. This will ultimately translate into a range of measurable initiatives, marking OSJCT out as a leader within our sector.

Energy Consumption Table

Energy Category	MWH	MGCO2e*	Fuel %	YoY Change	Employees	MGCO2e/ employee
2018/19						
Gas	36641	6737	73.3%	-		
Electricity	13327	3107	26.7%	-		
Total	**49968**	**9844**	**100%**	**-**	**4602**	**10.86**
2019/20						
Gas	35513	6530	73.8%	-3.1%		
Electricity	12637	2946	26.2%	-5.2%		
Total	**48150**	**9476**	**100.0%**	**-3.7%**	**4530**	**10.63**
2020/21						
Gas	35420	6492	75%	-0.6%		
Electricity	11812	2691	25%	-8.7%		
Total	**47233**	**9183**	**100%**	**-3.1%**	**4502**	**10.49**

*MGCO2 calculations from BEIS' greenhouse gas conversion factors for company reporting, published in June 2020.



Five Year Strategy

The overarching strategy of the Trust is to continue to provide high quality care services to both state funded people and to private payers. As a not for profit charity, we want to be at the heart of our communities, acting as a strategic partner to Local Authorities and the NHS. Going forward, the Trust needs to remain both relevant and financially sustainable. We will retain the essence of the Trust's culture whilst modernising employment conditions, processes, and environments.

In the coming year we will complete our strategic vision for the next 10 years but with clear strategies for the next 5 years. Our vision and strategy will ensure that all decisions taken in the shorter term are aligned and contribute to our longer-term aspirations. We will review our core strategic aims with areas such as digital transformation, sustainability, and a place in the national debate on social care, taking a more significant place in our plans in the next 5 years. We aim to engage with all key stakeholders both internal and external ensuring that the services we provide meet the needs of those who live and work with us and the wider communities we serve.

Our current strategy for the five years to 2022 reflects the following aims:

To deliver outstanding care quality

The Trust is driven by its values and Christian principles. We will proudly deliver care with love, compassion, and individuality. Our aspiration is to have all of our services rated Good or Outstanding with CQC. We have already achieved a sustained 100% level of achievement in Extra Care Housing, and compliance has improved substantially once more in our care homes with 94% of homes and ECH schemes rated Good or Outstanding and three out of four core regions reaching 100%.

To be the stand-out employer in the sector

We are committed to truly engaging our colleagues and recognise the special contribution they make to the lives of vulnerable older people. We continue to focus on improving the induction and training experience we provide our colleagues and ensuring they have regular and supportive conversations with their manager especially in the formative months of their career to ensure they are regularly thanked for their contributions so they know they make a positive difference to all those they care for every day.

We recognise that reward is one of the key elements of an individual choosing to work for us. For the second year running, all our colleagues are paid above the National Living Wage and we aspire to being a Real Living Wage employer within the next 5 years, subject to social care reform.

Recognising the changing world in which we work, we believe that our investment in electronic care management and electronic medication management in the coming year will have the effect of reducing repetition and introducing more stimulating opportunities for colleagues.

Together with a number of other initiatives, the biggest difference we wish to make is on our retention levels, in particular for those that are in their first year of employment.

To be at the heart of communities

Our services are the heart of many of our communities. Our volunteer base of 602 wonderful individuals bring the community into the lives of our residents every day. We will continue to grow this number through increasing the range of volunteering opportunities in our homes whilst endeavouring to provide support to maintain other vital community services through our homes. Practical examples include space for community groups to meet, use of our minibuses, space and services for other health professionals and, events that engage the community.

To continue to develop and maintain appropriate and comfortable homes and be a responsive partner to the public sector

In the last five years the Trust has invested significant levels of its own reserves to build new homes. These homes form the backbone of a strategy to increase the Trust's ownership of homes, increase our self-funded resident base to 50% of all residents, and in doing so, create sustainability across the whole of our estate.

We are committed to continuing to develop new services and are planning new schemes now to bring on line at the end of 2022 and beyond. We are equally committed to maintaining and improving our existing estate to the highest levels possible and are doing this with a significant refurbishment programme which has already started.

We will work with commissioners to ensure that older homes are adequately funded and where either the environment is no longer fit for purpose, or where demand has dropped to a non-viable level, we will plan together to either replace or close that home. We see our overall scale in terms of beds remaining stable but with possible reductions in the number of homes in the next decade to reflect the replacement of the ageing estate.

To generate financial resources that ensure sustainability and future investment

As a not for profit charity we need to ensure we are financially sustainable for the future, alongside our continuing strategy to support a significant number of publicly funded individuals. In normal times, for sustainability we would aim to deliver a 4% surplus. However, in recognition of the need to increase investment in our services, our employees and our IT infrastructure, we will not pursue a strategy of delivering a 4% surplus whilst we invest in our IT transformation programme. We will balance our financial results against ensuring we remain compliant with our banking covenants and other financial key performance indicators. This will allow us to accelerate our investment in services and employees to ensure we provide the highest quality of care for those who live with us in the best possible environments.

We continue to have access to a £25m rolling credit facility provided by Barclays Bank. The facility will be used to help us deliver our strategic aims.

To have market leading oversight and governance

We have robust governance processes in place with our Trustee Board and Finance, Audit and Risk Committee along with Executive-led Boards which include our Information and Governance Board, Clinical, Governance and Quality Committee and a Change Management Board which oversees all new projects.

This year we have successfully introduced a dedicated Health and Safety Board, chaired by the CEO, regional Health and Safety Committees as well as an Investment Board, chaired by the Finance and IT Director.

We are committed to providing excellent governance and oversight in all we do. We aim to ensure that individuals who come into contact with social care services should be able to trust providers, understand the arrangements they are making through simple and transparent information, and they should have their concerns addressed quickly.

As a charitable provider of care, we have an opportunity to share best practice, and on occasion, share the lessons learned with others in our sector. We will continue to do this openly and in the interests of care for all.

As a Trustee body, we wish to ensure that the Trust meets all relevant governance standards. Through regular review of Board performance, we will implement improvements to our governance processes to ensure that decision-making is of the highest quality and promotes the Trust's values and Christian principles.

The Operating Environment in Context

The sector has endured perhaps the most difficult year in its history leaving it even more fragile than before. The sector survives not only because it has to but because those who provide services for the most vulnerable are committed to ensuring that those in our care receive highly quality person-centred support despite decades of being overlooked. We will find a way to continue to be there for those that need us, but survival of the sector cannot now be taken for granted.

Occupancy losses across the sector are in the region of 15% to 20% and it has been the Government funding provided to combat the pandemic that has been the difference between failure and survival for many providers. This support simply makes up a very small part of the underfunding of successive governments, and even then, only for a limited period of time.

The complex and essential care we provide is as important as any acute healthcare intervention to our society. Social care is not a discretionary product, and its good health and sustainability should be taken as a given in a nation with the strength of our economy.

We had done much to make our organisation more robust prior to the pandemic, and we entered it with strong cash reserves, positive trading, and almost no debt. These measures combined mean that we have weathered the storm and we will continue to grow, perhaps even accelerating the renewal of our estate and the digital transformation agenda so that we can be even better prepared for the future needs of our residents, tenants and workforce. We remain firmly committed to providing care for those who are funded by the state and in providing specialist services that are demanding to deliver but much needed – of which nursing care is a good example. It is essential that commissioners have the platform of fair funding settlements recognising the reform that is required, and we are committed to modernising the way social care is delivered right from those who can live almost entirely independently, to those who require highly complex interventions in specialist environments.

The legacy of the COVID-19 pandemic should be a reform agenda which introduces greater fairness in funding and equity around who should pay, much greater recognition of the workforce, and investment in care models and technology that take us quickly to the position of global leadership in what can be achieved.

The Orders of St John Care Trust intends to be at the forefront of the exciting times our sector has ahead of it.

Section 172 Statement

All companies qualifying as large under the Companies Act 2006 are now required to disclose in their strategic report a "Section 172(1) Statement" describing how directors have had regard to the matters set out in sections 172(1)(a)-(f) of the Companies Act 2006 when performing their duty under the section.

A director of a company must act in the way he or she considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

(a) the likely consequences of any decision in the long term;

(b) the interests of the company's employees;

(c) the need to foster the company's business relationships with suppliers, customers and others;

(d) the impact of the company's operations on the community and the environment;

(e) the desirability of the company maintaining a reputation for high standards of business conduct; and

(f) the need to act fairly between members of the company.

The following is a statement by the Trustees in performance of their statutory duties in accordance with s172(1) of the Companies Act 2006.

The Board of Trustees of The Orders of St John Care Trust consider, both individually and together, that they have acted in the way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole (having regard to the stakeholders and matters set out in s172(1)(a-f) of the Act) in the decisions taken during the year ended 31 March 2021. We have set out a review of our key stakeholders and how we have engaged with them on pages 30 to 33. The principal decisions taken by the Board during the year were:

Principal decision 1 – New developments

The COVID-19 foreword of this annual report details some of the key decisions we made to ensure we put resident, tenant, and employee safety at the forefront of our decision making. The key change we made of existing plans was to postpone the progress of planning on two new freehold developments, one in Oxfordshire and another in Lincolnshire by one year so that the organisation could focus all efforts on the pandemic.

Trustees did approve entering into an agreement for a lease for a new development in Oxfordshire and it is hoped that this new home will open in or around January 2023.

Trustees consulted with the Executive on these decisions and considered management capacity of the organisation and given uncertainty at the time on government financial support, the financial recovery of the organisation.

Principal decision 2 – Home closures

OSJCT had been in discussions with Wiltshire County Council prior to COVID-19 on the commercial viability of two homes owned by the Council namely Bartlett House and Fives Court where we were under contract to run them until 2025. Together we agreed that the two homes were no longer commercially viable given their occupancy levels and loss-making status.

Our Joint Venture, the Oxfordshire Care Partnership (OCP) has a long-term block contract with Oxfordshire County Council (OCC) until 2032. The Joint Venture is owned 50:50 by OSJCT and bpha a social housing provider. OSJCT provides the care into all the homes within the contract. Glebe House had occupancy levels below that which made the home commercially viable and the parties had been in discussions for some time before COVID-19 as to the future of the home. OCC, OCP, bpha and OSJCT together agreed to the closure of Glebe House during the financial year.

In making the decisions to close the three homes Trustees took account of the reduction in financial risk to the Trust as the homes would make insufficient future surplus to fund the required level of capital expenditure to run the homes to the end of the contract. Agreements reached ensured that all existing residents were offered places at other homes within the Trust.

Trustees also considered the impacts and risks to the wellbeing of residents and employees having to move home but also the benefits in being able to move to new services. Several consultation opportunities were scheduled including that of Public Health England in Oxfordshire. OSJCT worked together with Councils engaging with our residents and their family members in terms of choice of onward care home and we supported employees and volunteers in their choice of onward employment.

Principal decision 3 – Office closures

The Trust was reviewing its position on the requirement of office space before COVID-19 due to the end of the lease in our Wiltshire office and break options in our London office and head office in Witney in 2021. During the year it was agreed that a permanent office was not required in Wiltshire due to the small number of employees who are based at the office but who predominantly spend their time out in the homes and ECH schemes.

Our London office was underutilised before the pandemic and renting meeting space as required was deemed a more efficient use of Trust funds and therefore notice was served.



Whilst discussions on the Trust's head office in Witney were underway prior to the pandemic it did serve as one of the deciding factors. The Trust finds recruitment at times challenging given its location is not near to a major city and nor does it have strong public transport links e.g. rail. The Trust also considered new ways of working post the pandemic with significantly increased hybrid and flexible working.

We will be putting new hybrid working policies in place during 2021/22 providing employees with greater agile working opportunities. Our vision for an office environment for the next ten years is one with greater collaboration space and where individuals want to come together for meetings, problem solving etc. We want to have a creative collaboration space and the layout of our existing office does not lend itself to the vision we have for our workspaces in the future. As such we gave notice on our Witney head office and will aim to move into a new smaller office in 2022 but with much improved collaboration space to meet the needs of our employees going forward.

Our employees have shared with us that over the past year working from home they have welcomed a better work–life balance; a greater ability to focus with fewer distractions; more time for family and friends; have saved commuting time and costs; and they have increased their IT skills. They have shared that they have missed interactions with colleagues and do wish to be able to meet individuals face to face for one to ones, team meetings and other situations which better lend themselves to a collaboration space.

Principal decision 4 – Pay

The National Living Wage (NLW) increase of 2.2% for April 2021 moved the hourly rate to £8.91 an hour. The Trust already paid all roles above the 2020 NLW rate and as part of our aspiration to be a Real Living Wage employer, is committed to widening the gap to the base NLW rate where possible. The Executive and Trustees recognised the commitment and challenges our workforce faced during 2020 and agreed to uplift the pay rates for frontline workers, including nurses, by 3%.

In making this decision, Trustees considered the financial impact on the Trust, ensuring our fee uplifts for the year would cover this increase noting that we continue discussions with our Local Authorities around ensuring fee increases appropriately reflect the financial impact on the Trust of the NLW regulations.

"Frontline workers received a 3% pay increase and office colleagues will move to hybrid working"

Our Residents

Our Team

Our Communities

Public Sector Partners

Other Partners

OSJCT has shown its ability to adapt in various ways throughout the COVID-19 pandemic in the past year. One of these crucial adaptations has been the way we engage with our key stakeholders.

The relationships, understanding and communication OSJCT has with key stakeholders has always been imperative to our success. We have also recognised the importance of these evolving over time to ensure we continue to develop with our stakeholders moving forward. Never has this evolution and adaptivity been more essential than in the past year.

The below diagram shows the understanding we have of our key stakeholder groups. This includes our awareness of the things they find important, the ways we communicate with them and the projects we have involved them in.

Our Residents



How do we engage and support them?

- CQC rated COVID-19 safe homes
- Regularly updated designated COVID-19 webpage
- Communications through phone calls, letters, and emails
- COVID-19 safe visitor spaces and iPads for virtual calls
- Adaptive activity programme

Which key projects have we involved them in?

- Virtual support events run by Admiral Nurse team
- Latest developments throughout COVID-19 pandemic
- Visitor rooms and pods
- Resident-led marketing campaigns
- Increased roll-out of iPads to enable video calls

What is important to them?

- High quality of care
- Safe living environment
- Clear communication
- Time spent with loved ones
- Varied activity programme tailored to the individual

Our Team



Which key projects have we involved them in?

- Brexit
- Visiting, testing and Vivaldi study
- PPE and new cleaning equipment
- OSJCT commemorative event
- Pay reviews

What is important to them?

- Making a difference
- Being valued, thanked and supported
- Career progression
- Clear communication
- Safety and wellbeing

How do we engage and support them?

- Serious learning alerts
- Monthly Town Halls with executive team
- Internal 'Trust Times' magazine
- Wellbeing newsletters
- 1:1 conversations with line managers

Stakeholder Engagement Profile

Our Communities



What is important to them?

- To support and give back to their local care home
- Clear communication
- Access to our homes and ECH schemes
- Mutually beneficial relationships
- Sense of 'community'

Which key projects have we involved them in?

- Local volunteering opportunities
- COVID-19
- Virtual events
- Provision of new care homes

How do we engage and support them?

- Local advertising
- Targeted outreach to key stakeholders
- Virtual events
- Gifts from local business for our care homes
- Volunteer recruitment

Public Sector Partners



What is important to them?

- Delivery of services to serve the needs of their community
- Quality and consistency of care provision
- Value for money
- Flexible and sustainable partners

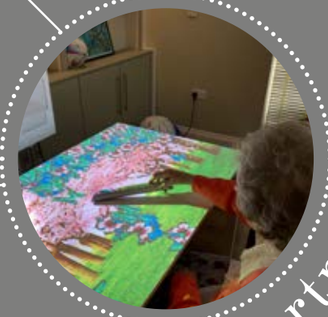
How do we engage and support them?

- Deputy CEO as lead contact for commissioners
- Strategic meetings on service provision and the estate
- Regular meetings with operational colleagues
- Responding to consultations and surveys

Which key projects have we involved them in?

- Changing of services in Gloucestershire and Lincolnshire to meet the needs of the pandemic i.e. designated setting and short stay units
- Short stay strategies in Oxfordshire
- Trusted assessors from hospitals in Wiltshire and Oxfordshire
- Pressure from the National Living Wage
- Our response to COVID-19

Other Partners



What is important to them?

- Clear and consistent requirements
- Strong communication
- Fair and transparent contracting processes
- Willing partner for innovative opportunities
- Reliable payment performance

How do we engage them?

- Supplier relationship meetings
- Known, professional and responsive points of contact
- Clear tendering and contracting processes
- Attendance at virtual conferences and seminars
- KPI reporting and cost reviews

Which key projects have we involved them in?

- Brexit, to ensure continuity of supply
- COVID-19, focussing on working safely together
- Future technology roadmap
- Tendering and contracting

80%

Occupancy across all our homes – down by 7 percentage points from 2020

Operating Performance

The pandemic has had a significant impact on the performance of our care homes, with a much smaller impact on our extra care housing schemes. Despite the additional Government funding we received to support us during the financial year, we generated a deficit of £0.8m (2020: £1.7m surplus).

During the year we closed three homes, two in Wiltshire and one in Oxfordshire, which has reduced our estate to 65 care homes with a capacity of 3,405 beds, plus 14 ECH schemes with 620 beds.

Home/scheme capacity and number of employees
Data as at 31 March 2021

	No. Homes/Schemes	Capacity	No. FTE employees
Gloucestershire	17	957	1,024
Lincolnshire	14	597	523
Oxfordshire	16	878	823
Wiltshire	18	973	878
Extra Care Homes	14	620	157
Total	79	4,025	3,405

Occupancy across all our homes decreased by 7 percentage point to 80% (2020: 87%). During the year, and during both waves of the pandemic our homes were closed to admissions for a significant period which has contributed to the occupancy decline. We saw a marked decline in the number of individuals seeking short-term respite placements. The placements typically last less than 6 weeks, so the need to isolate for 14 days on admission makes this type of stay less appealing.

Our mature estate was impacted the most by the pandemic and operated at 82% occupancy (2019: 90%). Similarly, due to pandemic we saw a slowdown in the fill of our four newest homes during the year with occupancy at 58% (2020: 59%).

We remain committed to achieving a 50:50 split of local authority and self-funding residents in line with our strategic plan and our new homes will help us to move closer to achieving this. Our progress has stalled slightly due to the pandemic with self-funder occupancy 40% (2020: 42%) but we are confident we will rebuild occupancy as we progress through the coming months and confidence returns to the market.

During the pandemic we have worked proactively with our strategic local authority partners to deliver different services which support the demands of the local health and social care markets we operate in. This has proven to be beneficial to all involved and we will continue to build on this in the coming year.

"We remain committed to achieving a 50:50 split of public sector and self-funding residents."



Capital and Revenue Expenditure on Major Property and IT Works

The Government guidance put in place during the first wave of the pandemic meant that any refurbishment works had to be stopped once they were made safe and could not be restarted until the guidance changed at the end of the first wave. Social distancing and infection control protocols still needed to be followed at the end of the first wave which meant it was not possible to deliver the full investment in our estate that we had planned for 2020/21. Whilst we have been unable to deliver all the refurbishment projects we had planned for 2020/21, we have set aside £9m of capital investment in our estate for 2021/22. This excludes the £0.8m investment in lifecycle maintenance into our Oxfordshire homes funded by the Oxfordshire Care Partnership) and held by bpha which reflects our continued commitment to ensuring our homes are well maintained and offer a safe and comfortable environment to our residents. This is in addition to the £6m committed by Gloucestershire County Council for the nine older homes. We have identified the investment that is required across all our homes over the next 5 years and we will be working to ensure that it is delivered together with our Local Authority partners.

We paused our IT investment programme during the first half of the financial year due to the pandemic. The pandemic highlighted the need to be able to access resident information in a timely manner and as a result, we re-prioritised our focus to Electronic Care Records systems during the latter part of the year. Work continues on this project alongside Electronic Medication Management with the intention to roll out a pilot during 2021/22. Whilst we needed to pause the updating of our Wi-Fi infrastructure, this has now restarted, and we hope to complete the modernisation work by the end of March 2022.

	2020/21 £'000s	2019/20 £'000s
Existing estate	3,542	4,575
New homes	417	331
IT	1,235	708
I&E Maintenance Charges	6.534	5,884
Total	11,728	11,498

£143m

income for the year
– an increase of 3.9% on 2020

Financial Results for the Year

Income for the year was £143m (2020: £137m). £10m relates to additional Government funding to support safe operation of our homes during the pandemic which included but was not limited to funding additional infection control equipment, visitor rooms and staffing costs. This means underlying trading income has reduced to £133m, a reduction of £4m compared to 2020. This is a direct consequence of the pandemic and associated occupancy reduction.

Our net income for the year was a deficit of £0.8m (2020: surplus of £1.7m). The reduction in occupancy for the year, coupled with the additional costs required to operate our homes safely meant that our trading performance declined to an operating surplus of £0.9m before interest, loss on disposal of fixed assets, impairment provision and exceptional items (2020: £2.6m). This is after accounting for £10m of COVID-19 support from the Government.

The pandemic impacted the mature homes significantly, with a £1.2m reduction in surplus compared to 2019/20. Our four newer homes continued to perform well, alongside our Extra Care Housing schemes where we have increased the number of care hours we deliver during the year.

Our central overheads have increased by £1m compared to 2019/20. Part of the increase is due to the full year effect of the investment we made in 2019/20 in our procurement team and we continued our brand exploration work. We also expanded our recruitment team during the first wave of the pandemic, to manage the increased job applications we received during this time.

	2020/21 £'000s	2019/20 £'000s
Mature homes	10,451	11,789
New homes	2,230	1,968
Extra Care Housing	765	558
Central overheads	(12,700)	(11,739)
Operating surplus	746	2,576

Financial Position at the End of the Year

Land held for sale remains at £1.3m (2020: £1.3m) where we continue to hold one parcel of land for sale. The land continues to be marketed. Six care homes were financially impaired during the year and three homes previously impaired were reversed with a net impairment of £0.8m (2020: net release of £0.4m).

Cashflow

The net movement in operating cash was an inflow of £6.1m (2020: £9.8m inflow).

The movement is analysed on pages 64 and 65 of the accounts. The inflow was generated by net expenditure of (£0.8m) (2020: net income of £1.7m) which, after allowing for depreciation and other non-cash expenditure was increased by a reduction in working capital of £1.1m (2020: reduction of £2.3m).

Investment in New Developments

The pandemic delayed works on our new development programme during 2020/21 as we focussed attention on the management of our care homes, ensuring we safely navigated our way through the pandemic. The pause in the programme has given us the opportunity to reflect and we will continue with plans to develop the land site in Lincolnshire where we used to operate a home. We are moving ahead with a leasehold site development in Oxfordshire which we expect will begin construction during the summer of 2021. We are currently exploring two further leasehold developments in Oxfordshire and Lincolnshire and because of these opportunities have put our plans to develop a further freehold site in Oxfordshire on hold.

The pause in the programme means that the first site will open towards the end of 2022/ January 2023 by which time we expect the elderly care market to have recovered from the impact of the pandemic.

2 further leasehold developments are currently being explored in Oxfordshire and Lincolnshire





"We started 2021/22 with strong cash reserves which have proved to be invaluable in the management of additional COVID-19 -related costs..."

£25m

The Trust has **access** to **£25m** of **undrawn revolving credit facilities**

Pension

The Trust is an admitted member of a sub fund of a Local Government Pensions Scheme (LGPS) operated by Wiltshire County Council (WCC) and of a sub-fund of a LGPS operated by Gloucestershire Country Council (GCC), which are both defined benefit schemes.

The service costs were £0.2m (2020: £0.4m). The actuarial loss was £0.8m (2020: £0.5m gain). At the year end the Wiltshire scheme had an increased deficit of £2.4m which has been recognised in full on the balance sheet. The Gloucestershire scheme had a surplus of £0.7m which has not been recognised as it is not deemed to be recoverable. Payments for the next financial year will be 0% for WCC (2020: 0%) and 27.9% for GCC (2020: 27.9%).

Viability

OSJCT uses a ten-year financial plan which, in conjunction with a 3-year forecast has formed the basis of review for trading performance. Consideration has been given to external market forces and the impact they have on OSJCT's turnover, operating costs and cashflow. As part of the review process, the Board has reviewed sensitivity analysis that considers care fee inflation, occupancy, pay rates and recruitment challenges. This model has been rigorously stress tested for occupancy changes because of the pandemic and is updated monthly so the Board is able to understand the impact of the pandemic on future performance.

Based on the assessment of the forecast and the sensitivity analysis the Board remains confident that OSJCT will be able to meet its liabilities at least until the end of the review period in November 2022.

Treasury

The Trust's treasury management ensures there is enough cash available to manage operations. The debt financing facility from Barclays will facilitate future investment and growth in the Trust's portfolio. This aligns with the corporate plan and the development of a ten-year strategic model which runs alongside the plan.

We operate short term (annual) and longer term (ten-year) cash flow models to ensure we are managing our liquidity, working capital and investments in line with our financing facility and operating cash inflows. We started 2020/21 with strong cash reserves which have proved to be invaluable in the management of additional COVID-19-related costs that we have incurred during the year. Early in the pandemic, in the first quarter of 2020/21 we took the decision to defer 3 months of our PAYE tax liability with HMRC to enable us to manage our COVID-19 operational requirements. We subsequently agreed a 12-month repayment plan with HMRC which will be fully repaid in July 2021. Continued focus on our cash reserves has meant we finish the year in a strong position as we continue to hold little debt and have maintained a solid cash balance during the latter part of the year.

Long-term debt at the end of 31 March 2021 was £0.8m, which is a long-term loan used to acquire the freeholds of seven of our Lincolnshire properties. The Trust has met its banking covenants which are primarily based on fixed charge cover and leverage. These were met with considerable headroom.

The Trust has access to £25m of undrawn debt facilities. This puts the Trust in a strong position for future investment opportunities and business growth.

Our Trustees review our reserves policy bi-annually.

Reserves Policy and Investment Powers

Under the Articles of Association, the Trust has the power to make any investments which the Trustees see fit. The Board is responsible for the regular review of investments.

At the end of 2020/21 total unrestricted reserves were £49.7m (2020: £51.2m). Free reserves excluding fixed assets, capital commitments and land held for sale were £2.2m (2020: £1.9m). This is below the agreed policy of £3m but is supported by the additional cash reserves of £14.5m. The cash reserves will decrease during 2021/22 as the Trust increases investment in the estate.

The Trustee Board reviewed the reserves policy in May 2020 considering the coronavirus pandemic. Given a slowing down in development, it was agreed that the core objectives defined in the 2018 reserves policy review were still applicable and would be maintained for 2020/21. Given there is still uncertainty around how recovery from the pandemic will play out the reserves policy will remain at £3m and will be reviewed later in 2021/22 once there is a clearer view of recovery, trading performance and ongoing investment.

Risk Management

The Board retains overall responsibility for risk management and decides the level of risk it is prepared to tolerate. The Board promotes a culture of prudence with resources and in its activities.

The key risks to which the Trust is exposed have been identified and, for each of these, an assessment has been made as to their impact, severity, and probability. The Board regularly reviews the Trust's individual significant risks and the cumulative effect of these risks. Internal controls have been reviewed for effectiveness in mitigating these risks and further controls have been put in place where appropriate as set out in the Trust's procedures and policies. Systems established to manage the level of risk include the following:

- The issue and regular review of a comprehensive risk register.
- The issue and regular review of a major incident log (and steps taken to address these).
- The internal control system is monitored and supported by internal and external audit functions that can provide an independent perspective on the management of risk within the Trust.
- The Finance, Audit & Risk Committee meets with the auditors and internal auditor, in the absence of management, at least once a year.

The management and control of risk is an ongoing process in the Trust and the procedures established to manage risk are set out in the risk register. The risk register and risk control procedures are subject to frequent review and amendments are issued as new information and situations arise. Updates happen both organically as issues arise and through regular structured conversations held between the Executive team as well as at Board level.

Responsibility for ensuring that there are appropriate risk management and audit structures in place, and for reviewing those structures, resides with the Board. The Finance, Audit & Risk Committee and the Board review the full risk register on an annual basis. Additionally, the Committee receives updates at each of its meetings and the Board a mid-year update.

The update report highlights the top risks facing the Trust, changes to the existing risks and any new risks identified together with actions to manage these risks. In addition to the risk register, the Trust maintains a major incident log which includes all types of major incident. Incidents that are included on the major incident log are routinely reported to the Charity Commission, in line with the requirements of its serious incident reporting regime.

> "The update report highlights the top risks facing the Trust..."



Principal Risks and Controls

The Executive team identifies the major strategic risks to which the Trust could be exposed and establishes controls and action plans to mitigate them. The principal areas of risk to which the Trust may be subject are reflected in five broad headings contained within the risk register. During the year, a new section was added to the risk register to reflect the specific risks and uncertainties relating to COVID-19. The various effects of the pandemic on pre-existing risks were also reflected in updates to the register.

COVID-19 Pandemic

The care sector has been overwhelmingly affected by the COVID-19 pandemic which has had a pervasive impact on all aspects of the Trust's operations.

At a headline level, the direct risks of the pandemic range from outbreaks in homes and offices, to our ability to maintain continuity of PPE supply (particularly before the Government PPE portal came into existence) and safe staffing levels, financial risks associated with increased costs and reduced occupancy levels, risks to the mental wellbeing and morale levels of our staff and residents, challenges to maintaining normal communications with residents and families, reputational risk and risks associated with restricted access to the homes and therefore delivery of certain services and support. The Trust remains financially exposed to public liability claims in connection with COVID-19 as only limited cover was available at the time of our insurance renewal in May 2020. Should public liability claims be brought against the Trust in excess of the cover available, the Trust will have to fund any successful claims itself.

In terms of mitigating actions, our pandemic policy and business continuity plans were triggered at an early stage and in February 2020, we stood up the Trust's Major Incident Support Team (MIST) and created a COVID-19 Working Group to coordinate our response to the pandemic. This crisis leadership has provided a governance structure within which decisions are taken with the operational and strategic input of colleagues from across all departments. A timeline record has been maintained of key decisions taken together with copies of the prevailing Government guidance to provide context. There has been regular reporting to Trustees and oversight throughout the period.

Looking forward, there remains a great deal of uncertainty and risk particularly in relation to new variants and the potential for further waves. It is unclear whether Government COVID-19 funding will continue in any meaningful way. The longer-term impact on the reputation of the sector and on recruitment, retention and staff wellbeing remains uncertain. However, the success of the vaccine roll-out to residents and colleagues, together with the testing regime and stringent infection control measures, mean that the Trust is much better placed to cope with further outbreaks.

Strategic, Governance and Management Risks

The strategic objectives of the Trust are reviewed annually, to set clear goals for the current year aligned with our long-term aspirations. These aspirations are in line with the overarching aims of the Trust and with Charity Commission guidelines. Trustees retain oversight of the management team, which is subject to robust recruitment and selection processes, and a heavy focus on training and development of them and throughout the Trust to ensure efficient and effective management and quality provision of care services. The skill set of the Trustee Board is regularly reviewed to identify any gaps and highlight future needs for succession planning purposes. Conflicts of interests are regularly declared and recorded and there is policy in place for the management of conflicts of interests for both Trustees and employees. Oversight by Trustees has continued throughout the pandemic, with all Board and Committee meetings taking place as scheduled, albeit remotely. There has been a programme of additional COVID-19 reporting to Trustees during both the first and second waves of the pandemic.

Operational Risks

There are established systems to monitor the care provision in our homes, supported by a comprehensive Care Manual, which is subject to regular review. This is supported by the Trust's own internal care audit and inspection team as well as regulatory inspections by the CQC and Local Authorities. The Trust's disaster and recovery plans are periodically updated with the latest review taking place in 2019/20. The Covid Working Group was fundamental in reviewing rapidly developing Government guidance in relation to COVID-19 and providing protocols and policies to front-line colleagues who were then able to quickly understand and apply them. Whilst access to homes was restricted during the pandemic, virtual tours of the homes took place to ensure the maintenance of fundamental standards and adherence to new processes, protocols, and policies in relation to COVID-19. Our CQC compliance ratings improved over the year and following successful audits of our Infection Control measures, we were requested by local authorities to rapidly set up Designated Settings to receive Covid-positive hospital discharges.

Financial Risks

Management of the Trust is overseen by a Board of Trustees with relevant expertise, further supported by the Finance, Audit & Risk Committee. There are established systems for financial reporting, planning, and monitoring of financial performance with clearly defined delegated authorities for financial commitments for each management role. The Trust is subject to the legal requirements as any other legal entity of external audit. There is an internal audit function which is delivered in-house and therefore benefits from a greater knowledge of the Trust's business, strategic objectives and the risks it faces than an external supplier of this service and which delivers timely, relevant management actions arising from internal audit reviews. COVID-19 has had a financial impact on the Trust due to the effect on occupancy levels as well as increased costs that were not met by Government funding. Looking forward, there remains much uncertainty about future waves and continuation of funding. However, mitigations have been identified to help address financial risk going into 2021/22.

External Factors

The Trust is a member of various Care Forums representing operators in the industry with the objective of ensuring a voice for the Trust in commercial, legal, and other regulatory environments. The pandemic has provided the Trust with an opportunity to communicate directly with Government on a range of issues affecting the sector's ability to cope and respond to COVID-19. Our reputation and objectivity led to our involvement in influencing the national agenda through the provision of advice, data, participation in key pilots and taskforce discussions.

Legal and Other Compliance Risks

Comprehensive policies and procedures are in place to cover legal and other statutory compliance, including Health & Safety, audit, data protection and insurance requirements of the Trust.

Within the broader areas outlined, there are several specific risks which, when assessed for impact and probability, are those that carry the highest risk score or are central to the Trust's operations. These principal risks are set out below, along with their movement in the year and examples of key controls and mitigating factors.

Risk	Description and potential impact	Key controls and mitigating factors	Change in 2020/21
COVID-19	Significant external event beyond the control of management which affects all aspects of normal business provision, including the delivery of care services, safe staffing levels, wellbeing & morale, occupancy levels, income, expenditure, reputation, communications, exposure to insurance claims, investment and the value of the Trust's pension assets and liabilities.	Building on our pandemic policy and business continuity plans, our Major Incident Support Team has managed our response to the pandemic. We have mitigated the impact on services through strict adherence to all Government guidance, sourcing of sufficient PPE supplies, stringent infection control procedures, increased recruitment activity, daily monitoring of data, testing, vaccination, proactive engagement with Public Health England, Local Authorities and Central Government, regular communication with residents, staff and families and via the accessing of grant funding.	↑
CQC compliance	Failure of homes to achieve good or outstanding compliance with CQC standards could cause financial loss and reputational damage. The suspension of full CQC inspections during the coronavirus outbreak will create an extended backlog period meaning services will go longer than usual between normal inspections.	CQC compliance figures for the Trust have improved during the year. Although the Trust has no inadequate rated homes and the percentage of requires improvement homes has fallen and remains below the national average, a small number of the homes within the OSJCT estate are not achieving desired levels of performance. These homes have comprehensive action plans in place and additional dedicated resource to assist in achieving improvements. Infection Control inspections by the CQC provide reassurance around adherence to infection control standards.	↓
Government policy	Funding for social care is the responsibility of local authorities within a policy framework set by central government, and therefore political, government, or regulatory changes may adversely impact on the delivery of OSJCT's strategy. Specific risks include the National Living Wage, Brexit, and the continued uncertainty around Government's future approach to social care funding and the continuation of financial support to pay for measures mandated to respond to the pandemic (e.g. restrictions on workforce movement and staff self-isolation payments).	The Trust attempts to mitigate these risks through the regular review of strategy and processes to ensure they are flexible enough to take into account changing external conditions. Within our local authority contracts, there is some element of protection through the provision for amendments in response to legislative change. Our membership of various Care Forums representing operators in the industry also assists in ensuring a voice for the Trust in commercial, legal, and other regulatory environments. The coronavirus has raised the profile of the care sector as a critical provider alongside the NHS. We are hopeful that this will translate in due course to a new Government approach to social care funding and integration.	↔
Local Authority contract risk	The Trust has significant contracts and framework agreements in place with local authorities which account for more than 55% of the residents within the Trust. The failure of local authority fee increases to keep pace with costs is a material risk. The level of void payments being made by Local Authorities because of lower occupancy may drive demand for changes in service provision.	The Trust takes a strategic partnership approach in its relationships with local authorities, jointly discussing future re-provisioning and commissioning needs. The transition to a 50% self-funded client base will mitigate any future risk, however it is likely that COVID-19 will have a medium-term impact on self-funder numbers. We have worked creatively and rapidly to respond to local authority requests for differentiated services (e.g. by providing Designated Settings) during the pandemic, strengthening the Trust's reputation as a key partner for Local Authorities.	↔
Joint ventures	The Trust's two joint ventures, the Oxfordshire Care Partnership and the Gloucestershire Care Partnership, were established in 2001 and 2005 respectively and under contractual arrangements ending correspondingly in 2032 (2027 break option for older homes) and 2025 (2040 for reprovided homes). With any contract of this duration, there is an inherent risk that over time its purpose becomes less relevant in the context of changing market conditions and increasing resident expectations.	To mitigate joint venture risk, regular management meetings and board meetings are held to ensure there is a detailed understanding of performance and an agreed approach to future strategy. Productive dialogue is ongoing between Local Authority and joint venture partners to ensure that the joint ventures' provision is tailored to developing commissioning needs.	↔
Compliance with legislation & regulation	Failure by the Trust to comply with legislation and regulation could lead variously to financial loss, reputational damage, claims against the Trust, prosecution, enforcement action, loss of registration and even striking off.	We ensure compliance through a suite of comprehensive, fully documented policies and procedures, risk assessments, internal care quality and health & safety audits, insurance, as well as thorough induction and ongoing training. These are regularly updated to reflect new guidance. The Covid Working Group was established at the outset of the pandemic to provide and maintain (in response to continually evolving Government guidance) a comprehensive set of protocols and guidance that front-line colleagues were able to quickly understand and apply.	↔
Estate/ property	Material risks include the need for continued investment and maintenance/remedial work to older homes within the estate. Failure to deliver the investment programme risks the homes becoming unattractive and a consequent reduction in demand. The pandemic has caused delays to the capital expenditure programme, creating an extensive programme of work to be completed in the next financial year.	The Trust has prioritised investment in its existing estate to mitigate reduction in occupancy from an ageing estate. GCC have committed to invest £6m across the nine older homes. A significant refurbishment programme will continue in the coming years.	↔
Recruitment & retention	Staff turnover rates are higher within the adult social care sector than the UK average. Although the Trust's turnover rate is below the sector benchmark, failure to retain staff translates into increased recruitment and training costs, higher levels of agency use and a risk to maintenance of care standards. COVID-19 has increased the risk due to the restriction on staff movement across homes, the attractiveness of the sector to potential new recruits and general resilience levels of staff affected by COVID-19.	There is a continued focus on reward and employment benefits to ensure a competitive employee benefits package. The Trust pays above National Living Wage for all roles. We regularly monitor key employee statistics and review reasons for leaving the Trust. During the pandemic, Government funding has been used to meet the increased cost of recruitment advertising to deliver additional staff capacity and respond to the impact on restrictions on staff movement across homes. Enhanced overtime rates were paid and additional temporary recruitment resources allocated to reduce our time to hire.	↑

04

New Chair
appointed in
September 2020

3

New Trustees
recruited in 2020

Board comprised
11 Trustees

2

Sponsoring
orders



04 Structure, Governance and Management

sponsored by
two historic Orders

Legal Structure

The Trust is a charitable company limited by guarantee (registered company number 03073089) and is a registered charity (registered charity number 1048355) in England. The charitable objective of the Trust is 'the relief of the aged, the infirm and the sick'. In furtherance of this objective, the Trust provides care to older people through care homes (including residential, nursing, intermediate, and day care services) as well as extra care housing. The Trust is sponsored by two historic Orders which have a long tradition of offering care. These are the British Association of the Sovereign Military Order of St John of Jerusalem and of Malta (BASMOM) and The Priory of England and the Islands of the Most Venerable Order of the Hospital of St John of Jerusalem ('The Venerable Order').

A significant proportion of the Trust's operational activities is currently conducted through two joint ventures, the Oxfordshire Care Partnership (OCP) and the Gloucestershire Care Partnership (GCP), which were established in 2001 and 2005 respectively following the outsourcing of the two local authorities' care homes. OSJCT has a 50% holding in both charitable companies, alongside its joint venture partner, bpha, a social housing association. The Boards of Trustees for both OCP and GCP comprise an equal number of Trustees from each OSJCT and bpha, ensuring total transparency.

There is regular reporting on both joint ventures to the Board of OSJCT, enabling it to ensure the arrangements continue to best serve the Trust's charitable purposes. A member of the Trust's Board serves as a Director of OCP and GCP, ensuring direct oversight.

Additionally, the Trust has a wholly owned subsidiary, Fosse Way Care Developments Ltd, which was incorporated in 2016 as a vehicle for future new home development. The company has not traded since incorporation.



Trustees are appointed based on their **skills** and **experience**

The board is comprised of **11 Trustees**

Trustee Board

Trustees are appointed based on the skills and experience they can bring to overseeing the activities of the Trust. The skills and backgrounds collectively represented on the Board should reflect the environment in which the charity operates as well as uphold its founding Christian values. New appointments are made on merit, taking account of the specific skills and experience, knowledge, personality, and approach needed to ensure a well-rounded Board. In terms of diversity, the objectives are to:

- consider aspects of diversity when reviewing the composition and balance of the Board;
- ensure that candidate lists for Trustee positions are compiled by drawing from as diverse a range of candidates as possible who possess suitable skills and qualities;
- aspire to increase Board diversity without setting specific targets or compromising on the calibre of Trustees.

In early 2019, a skills audit of Trustees was undertaken in anticipation of retirements from the Trustee Board. The outcome of the audit was that future succession planning should prioritise experience in property/estates management; knowledge of the work of partners (including local authorities and NHS commissioning); HR/people management; and IT. Alongside these specific skills, other attributes such as an understanding of the role of a trustee, commitment, work-ethos, an ability to relate to colleagues and sharing the Trust's values were viewed as equally important in prospective Board candidates.

Trustees are normally nominated either by BASMOM or the Venerable Order (although they need not be a member of either Order) and appointed by the Board. The President of BASMOM is entitled to nominate the Chair although the appointment is subject to Board approval. During 2020, the Trust successfully advertised externally to recruit to its Trustee vacancies for the first time.

The Articles permit a maximum of 12 and minimum of 5 Trustees on the Board. At the end of March 2021, the Board comprised 11 Trustees.

Trustee Terms of Appointment

All Trustees (with the exception of the Ex-Officio Trustee) are appointed for terms not exceeding three years and are eligible for re-appointment for a maximum of three terms, save that, in exceptional circumstances, the Trustees may re-appoint for a fourth or subsequent term. Richard Fitzalan Howard's term of office as the Ex-officio Trustee is co-terminous with his term of office as President of BASMOM, which is due to run until June 2022. If it is agreed that a Trustee will serve for more than nine years, this decision is made on the basis of a rigorous review and considers the need for progressive refreshing of the Board. Two Trustees have served longer than nine years: Millie Wentworth-Stanley and Richard Fitzalan Howard. As Deputy Chair, Millie Wentworth-Stanley's term was extended beyond the normal limit to assist with the induction of the new Chair and provide support during his first year in post.

Appointments and Reappointments

Chair

Following 13 years of dedicated service to the Trust, Don Wood retired in September 2020 as the Chair of the Trust. He was succeeded by Mark Everall who was initially appointed Chair for a six-year term (the Articles allow for the Chair to be appointed for such term as the Trustees see fit).

Deputy Chair

The Articles establish that the Deputy Chair is whichever of the Trustees is appointed to that role by the Trustees. The term of office is at the discretion of the Board. In March 2019, the Board ratified the reappointment of Millie Wentworth-Stanley for a further term until November 2022 to provide continuity regarding the succession plan and to support the newly appointed Chair.

4

County Trustee and **one Medical** Trustee positions

Trustees

There were three new Board appointments made during the year. Mark Everall was co-opted to the Board in July 2020 and subsequently was appointed as BASMOM Trustee in September 2020. In addition, Richard Milligan-Manby was appointed as a Venerable Order Trustee and James Kneller was co-opted onto the Board in September 2020. These appointments bring further legal, financial, property, IT and HR expertise to the Board. There were two Trustee retirements: Don Wood and Jill Hughes stepped down in September 2020.

Specialist Trustee Roles

There are four county trustee roles and a specialist medical trustee position. The county trustees have a formal job description which encompasses developing and maintaining a close knowledge of the Trust's operations in their county, playing an ambassadorial role at local events, familiarising themselves with the homes in this county and visiting them regularly. County trustees ensure that the Board is kept informed about relevant matters arising out of their work on behalf of the Trust in their counties. They are also specifically consulted on strategic matters within their counties. The medical trustee has specific responsibilities in terms of advising the Board on the medical aspects of the Trust's care provision and maintaining an open and constructive relationship with the Care Quality Director.

All Trustees normally regularly devote time to visit homes and extra care facilities. These visits are invaluable in understanding the daily work of the Trust, in building relationships, and in gaining a feel for the culture and caring ethos of the Trust on a local level. The pandemic has meant that these visits have not been possible during 2020/21 and instead other modes of ensuring oversight have been enabled such as attendance at virtual Town Hall and regional operational meetings and through calls with Home Managers.

Board composition as at 31 March 2021

Ex-Officio Trustee	BASMOM Trustees	Venerable Order Trustees	Medical Trustee	Co-opted Trustee
Richard Fitzalan Howard President of BASMOM Nominations Committee Member	**Mark Everall** Chair Member of Nominations Committee	**Judy Wright** Wiltshire Trustee Nominations Committee Member	**Anne de Bono**	**James Kneller**
	Millie Wentworth-Stanley Deputy Chair Chair of Nominations Committee Trustee of OCP and GCP	**James Macnamara** F,A&RC Member Oxfordshire Trustee		
	Graham Hutton Chair of F,A&RC	**Richard Milligan-Manby** Lincolnshire Trustee		
	Jill Manthorpe F,A&RC Member			
	Tim Church F,A&RC Member			

The Board comprises eleven Trustees across five classes:

1. an Ex-Officio Trustee, being the current BASMOM President or his nominee
2. up to five further BASMOM Trustees who are nominated by BASMOM and appointed by the Trustees (there are currently five BASMOM Trustees)
3. up to three Venerable Order Trustees who are nominated by The Venerable Order and appointed by the Trustees (there are currently three Venerable Order Trustees)
4. one Medical Trustee appointed at the Trustees' discretion (there is currently one Medical Trustee)
5. one or more Co-opted Trustees appointed at the Trustees' discretion, provided there is a full number of BASMOM and Venerable Order Trustees (there is currently one Co-opted Trustee)

47

collective years of **experience** on the OSJCT Board

Board renewal:

3

new Trustee appointments in 2020

Trustee Biographies

Mark Everall

Appointed 7 July 2020
OSJCT Chair, Member of Nominations Committee

Mark was a circuit judge and Deputy High Court Judge at the Central Family Court. He was also a nominated judge of the Court of Protection. Before being appointed a judge, Mark qualified as a barrister and became a Queen's Counsel in 1994. He is a Bencher of the Inner Temple.

Dr Anne de Bono

Appointed 7 November 2017
Medical Trustee

Anne is a consultant in occupational medicine at the University Hospitals of Leicester, in a large NHS Occupational Health Service for healthcare employees and students across Leicestershire and Rutland. She is also currently President of the Faculty of Occupational Medicine and a member of Council and Trustee of the Academy of Medical Royal Colleges. From 2003-2016 she was chief medical officer for the BASMOM Lourdes pilgrimage.

Tim Church

Appointed 19 September 2018
Member of the Finance, Audit & Risk Committee

Tim retired in December 2016 as president of MIO Partners, Inc. the investment office of McKinsey & Co's. Tim joined McKinsey in 1991, to start and head up the European investment activity for the firm, taking over the running of the global activity in 1997. Tim is Chairman of The HALO Trust, a trustee of Aid to the Church in Need UK and on the board of a number of other not for profit and investment related entities.

Richard Fitzalan Howard

Appointed 26 April 2005
President of BASMOM,
Member of Nominations Committee

Richard joined the Board of Trustees in 2005. He is a partner in an investment management company in London and was appointed President of the British Association of the Sovereign Order of Malta in 2013. Richard was a member of the Finance, Audit & Risk Committee until September 2019 when he moved to become a member of the Nominations Committee.

Graham Hutton

Appointed 11 November 2015
Chair of the Finance, Audit & Risk Committee

Graham became an OSJCT Trustee in 2015. He has many years of experience in the financial services industry, working for several prestigious investment banking houses before helping to found Hutton Collins in 2002. Graham is Chairman of Aid to the Church in Need, UK. He was appointed as Chair of the Finance, Audit & Risk Committee in September 2019.

James Kneller

Appointed 23 September 2020

James was appointed as an OSJCT trustee in 2020. He has many years' experience as a Human Resources Director in a number of global organisations both in the UK and abroad including Santander and Commercial Bank of Qatar. James has sat as a non-executive Director in the UK, Middle East, and Turkey. James returned to the UK in 2014 founding his own consulting business. He has also served as a Trustee for a number of large UK Pension Funds.

James Macnamara

Appointed 6 November 2019
Member of the Finance, Audit & Risk Committee
Oxfordshire County Trustee

James is a chartered accountant and was formerly finance director of a series of companies in the service sector. In parallel, he has served as a local councillor and magistrate, on various bodies in the Oxford Diocese and as a trustee of a number of charities in the health, military, housing, and education sectors. His volunteer service in the reserve army led him to join St John Ambulance and then on to a number of roles in the Venerable Order, who nominated him as a trustee of OSJCT in November 2019.

Professor Jill Manthorpe

Appointed 13 May 2015
Member of the Finance, Audit & Risk Committee

Jill has a long-standing interest in the care of older people. Her first graduate post in 1977 was with Age Concern and she has subsequently worked on a wide range of ageing related studies. She is currently Professor of Social Work at King's College London and Director of the Department of Health's Social Care Workforce Research Unit and also leads other research studies funded by a variety of public and charitable sources. Jill publishes widely in leading journals and the professional press.

Richard Milligan-Manby

Appointed 23 September 2020
Lincolnshire County Trustee

Richard worked as a futures broker in London before returning to Lincolnshire in the early 1990s to become involved in the family farming business. In addition to this he became involved in a number of agricultural cooperatives where he served as a non-executive director, executive and non-executive chairman, a member of the finance, risk and audit committee, as well as a pension trustee. In 2007 he attended Cranfield University to study business management and served as a trustee for the Royal Agricultural Society of England Board till 2017.

Millie Wentworth-Stanley

Appointed 27 April 2010
Deputy Chair, Chair of the Nominations Committee
Trustee for the Oxfordshire Care Partnership and the Gloucestershire Care Partnership

Millie has been a Trustee since 2010 and was appointed Deputy Chair in 2015. She is a qualified solicitor and worked for a large City of London law firm before setting up her own niche law practice in 1998. As well as being Deputy Chair, Millie took over as Chair of the Nominations Committee in September 2020 and is a Trustee for the Joint Ventures.

Judy Wright

Appointed 11 November 2015
Wiltshire County Trustee

Judy was appointed Trustee of OSJCT in 2015. She lives in London and has been involved on a voluntary basis with the work of the Venerable Order of St John for nearly 30 years. She has wide experience of marketing and advertising from her work with large multi-national companies and advertising agencies.

Tenure

1–3 Years	3 – 9 Years	9+ Years
Tenure at 31 March 2021		
Mark Everall	Anne de Bono	Richard Fitzalan Howard
Tim Church	Graham Hutton	Millie Wentworth-Stanley
James Kneller	Jill Manthorpe	
James Macnamara	Judy Wright	
Richard Milligan-Manby		
Tenure in 2019/20		
3	4	2

This year's focus was on the **development of a 10-year vision**

Typically **6 board meetings** per year

Trustee Induction and Training

The Trust last reviewed its induction programme for Trustees in 2019 as part of the governance review. All new Trustees receive a tailored induction programme to ensure understanding of the role of Trustees under Charity Law and being a Director under Company Law. Induction provides an overview of the history of OSJCT, its structure, vision and strategy. It includes meetings with the Chief Executive, the Chair and members of the Executive team to discuss the Trust's strategic plan and to understand the risks and operating environment of the business. The programme normally involves visits to some of the Trust's homes to meet employees and residents, but this element has had to be deferred until COVID-19 restrictions ease.

New Trustees are provided with a mentor to help with induction and are issued with a Board Manual (last updated during 2019) as a comprehensive reference guide to the Trust. Trustees undertake individual appraisal on an annual basis and training requirements form part of these discussions. Sector information and training is also provided on a regular basis, most usually alongside the bi-monthly board meetings, as a themed presentation from senior colleagues or external parties. Topics covered at these presentations included: marketing & communications; volunteering strategy, Extra Care Housing estate and service model, Care Quality early warning tool and an external presentation on corporate brand identity. The annual strategy conference provides another opportunity to share information and this year, the focus was on the development of a 10-year vision and the structure of its underpinning strategy.

Governance Structure

The Trustees, as the directors and charity trustees of the Trust, are collectively responsible for the affairs of the Trust.

The Board is clear that its primary role is strategic, rather than operational: the Board sets the strategic aims of the Trust and provides leadership and guidance to the Executive team to ensure that the necessary structures and resources are in place to achieve the agreed strategy. In determining the long-term strategy and objectives of the Trust, the Board is mindful of its wider duties to residents, employees and other stakeholders. Decisions are made with reference to the Trust's values and founding Christian principles. There is a schedule of matters reserved for the Board which was last updated in May 2019 and a clear demarcation between executive and non-executive roles. The Trustees delegate day-to-day executive control of the Trust to the Chief Executive and the Executive team, which meets regularly.

The Executive team is responsible for running the charity in accordance with the direction set by the Board and powers delegated to it by Trustees. The Executive team is accountable to the Trustees for its performance. The Board typically meets formally six times per year and reviews management and financial performances and monitors the delivery of strategy and achievement of business objectives. At the end of each meeting sufficient time is also allowed for the Chair to meet privately with the other Board members. During the year there were six scheduled Board meetings. Due to business requirements, on occasion unscheduled Board meetings are required to be called at short notice. This can result in some Directors being unable to attend due to prior commitments. Directors who are unable to attend still have the opportunity to review the relevant Board papers and provide their feedback.

Attendance at Board meetings in 2020/21 is set out in the following table. Attendance is expressed as the number of meetings attended out of the number eligible to be attended.

[1] appointed following the Board meeting on 23 September

[2] retired following the Board meeting on 23 September

[3] in attendance in observer capacity

		2020				2021	
		13 May	7 Jul	23 Sep	7 Dec	19 Jan	24 Mar
Anne de Bono	5/6	✓		✓	✓	✓	✓
Tim Church	6/6	✓	✓	✓	✓	✓	✓
Mark Everall	4/5	Obs[3]	✓		✓	✓	✓
James Kneller[1]	3/3	n.a.	n.a.	Obs[3]	✓	✓	✓
Richard Fitzalan Howard	6/6	✓	✓	✓	✓	✓	✓
Jill Hughes[2]	3/3	✓	✓	✓	n.a.	n.a.	n.a.
Graham Hutton	6/6	✓	✓	✓	✓	✓	✓
James Macnamara	6/6	✓	✓	✓	✓	✓	✓
Jill Manthorpe	6/6	✓	✓	✓	✓	✓	✓
Richard Milligan-Manby[1]	3/3	n.a.	n.a.	Obs[3]	✓	✓	✓
Millie Wentworth-Stanley	6/6	✓	✓	✓	✓	✓	✓
Don Wood[2]	3/3	✓	✓	✓	n.a.	n.a.	n.a.
Judy Wright	6/6	✓	✓	✓	✓	✓	✓

Nominations Committee

The Nominations Committee meets periodically and comprises between three and five members, all of whom must be OSJCT Trustees. There are currently four members: Millie Wentworth-Stanley, Mark Everall, Richard Fitzalan Howard and Judy Wright. The Chief Executive attends by invitation but is not a member of the Committee. The Chair and members of the Committee are appointed by the Board for terms of three years and include representatives from each sponsoring Order. The Committee met once during the year.

Committee members and attendance

Member		Attendance
Don Wood	Chair (appointed July 2014, retired September 2020)	✓
Millie Wentworth-Stanley	Chair (appointed July 2014 and Chair from September 2020)	✓
Jill Hughes	Member (appointed November 2015, retired September 2020)	✓
Richard Fitzalan Howard	Member (appointed September 2019)	✓
Judy Wright	Member (appointed May 2020)	✓
Mark Everall[1]	Member (appointed September 2020)	Obs[3]

[1] appointed following the Board meeting on 23 September

The purposes of the Committee are to regularly review the structure, size and composition of the Board (including the skills, knowledge and experience of the Trustees) and make recommendations to the Board.

It develops and maintains a succession strategy to anticipate retirements amongst Trustees. A sequential process is undertaken to identify potential new trustees, beginning with an approach to the two sponsoring Orders, who between them can nominate eight Trustees. If the appropriate skills are not available through the Orders, the search is then extended more widely and in 2020 the Trust advertised externally for the first time. The Nominations Committee met formally once in the year to 31 March 2021 to discuss Committee reappointments, the search for candidates to replace Trustees retiring in 2020/21, succession planning for the Chair and for County Trustee positions.

The terms of reference for the Committee were reviewed and updated during the year.



3

Finance, Audit & Risk Committee meetings per year

Finance, Audit & Risk Committee

The Finance, Audit & Risk Committee meets a minimum of three times per year and currently comprises four Trustees, three of whom have recent, relevant financial experience. The Chair, Chief Executive and the Finance Director attend by invitation but are not members of the Committee.

Committee members and attendance

Member		Attendance
Graham Hutton	Chair (first appointed May 2016)	3/3
Jill Manthorpe	Member (first appointed October 2017)	3/3
Tim Church	Member (first appointed September 2019)	3/3
James Macnamara	Member (first appointed November 2019)	3/3

Appointments are decided by the Board and are for terms of three years and Trustees are eligible for re-appointment, subject to satisfactory performance and in line with the needs of the charity. Jill Manthorpe was reappointed for a further three-year term in September 2020.

The Committee is responsible for independently advising and informing the Board about matters of financial reporting, internal control and risk management. The Committee reviews the audited financial statements of the Trust and recommends them for approval to the Board. It reviews reports from external and internal auditors and monitors management actions to implement recommendations made in the audit reports. The Committee is responsible for determining the frequency and process of tendering for external audit services and considers their appointment, fees and independence.

During the year, the Committee reviewed its own terms of reference to determine whether its responsibilities are properly described. The amended terms became effective in December 2020. During the year, the Committee met on three occasions.

Improved compliance with The Charity Governance Code

Governance Review

A pattern of governance reviews has been established at two to three-year intervals. The last full externally facilitated review of board governance was conducted in early 2019. The review provided assurance over governance arrangements and benchmarked the Trust's corporate governance structures, principles, protocols and, current good practice guidelines as outlined in the UK Charity Governance Code. It determined that the Board and its Committees operated effectively. The next review is now planned for early 2022 to allow the Trust to resume normal routines during 2021 following the COVID-19 pandemic and for new Trustees to develop their knowledge of the Trust.

Compliance with Charity Governance Code

The Board notes its support of the Charity Governance Code, including the requirements for larger, more complex charities. As part of the governance review conducted in 2019, an assessment was completed of the Trust's compliance with the code. It was determined that, against the code, the Trust had no areas of non-compliance. There were a small number of recommended practices where the Trust did not fully apply the code and subsequent implementation of the recommendations from the governance review assisted in delivering improved compliance. Examples of this include the updating of the scheme of delegation, inclusion of additional information on the register of gifts and hospitality and its annual review by the Finance, Audit & Risk Committee, and stakeholder mapping. There is still one outstanding action from the review which was for the Trust to establish its appetite for specific risks and risk categories. This work was delayed by the pandemic but has now been commenced. Once complete, the resulting risk appetite statement will be applied to the Risk Register to assess whether residual risk after mitigating actions are taken is in line with the appetite for risk determined by the Board.. With reference to the Diversity section of the Code, the Board has reflected on its diversity responsibilities and set out its diversity objectives in terms of Trustee recruitment. The constitution of the Trust has previously limited compliance in areas such as widely advertising Trustee vacancies and attracting a diverse pool of candidates (Trustee nominations are typically made by the Trust's two Sponsoring Orders which naturally limits the pool of potential candidates). However, in 2020 with the support of its Sponsoring Orders, the Trust successfully advertised externally to recruit to Trustee vacancies.

The update to the Charity Governance Code published at the end of 2020 is being reviewed and a statement on compliance with the updated version will be included in next year's annual report.



OSJCT does not engage **third party fundraisers**

Conflicts of Interest

Trustees are aware of their legal duty to act in the best interests of OSJCT and abide by the Trust's Conflicts of Interest policy. In practice this means that any Trustee who has a conflict of interest in relation to any matter discussed by the Board must declare that interest at the start of the meeting, withdraw from discussions and not participate in voting. There is opportunity at the start of each meeting to declare any interests. In addition, the Trust records Trustees' interests in its register of interests, gifts and hospitality, based on the annual written declarations made by Trustees and as updated during the course of the year.

Trustee Remuneration

Only the Chair of the Board is remunerated, and details of the Chair's remuneration are set out in note 7 to the accounts. Trustees are entitled to be reimbursed for reasonable travel and subsistence costs and the Trust arranges indemnity insurance cover on behalf of the Board. There were no expenses claimed during the year.

Statement of Adherence to the Fundraising Regulator Code

The Trust seeks to comply fully with all regulation and relevant codes of practice. Fundraising is not a material income stream for the Trust and therefore it is not required to report under section 162A of the Charities Act 2011. The Trust typically raises funds through local events for the benefit of the local home and via the acceptance of donations and legacies. OSJCT does not engage third party professional fundraisers and is not aware of any complaints being made about the Trust's fundraising activities. All employees strive to protect the rights and promote the interests of our residents. It is the policy of the Trust that under no circumstances should any employee offer advice or act as a witness to the Will of a resident.



05

Trustees' Responsibilities Statement

The Trustees are responsible for preparing the Strategic report, the Annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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

The Trustees' report, including the Strategic Report, was approved and signed by Trustees on 8 July 2021.

Mark Everall
Chair
8 July 2021

06

Independent Auditor's Report to members of The Orders of St John Care Trust

Opinion on the financial statements

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 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.

We have audited the financial statements of The Orders of St John Care Trust ("the Charitable Company") for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 Charitable Company in accordance with the ethical requirements 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 Related 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 auditor's report thereon. The other information comprises: Chair and Chief Executives Statement, Trustees Report and Structure Governance and Management. 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.

Other Companies Act 2006 reporting

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

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

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 misstatement in the Strategic report or 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 Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, 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 determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the 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.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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

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:

We made enquiries of management, and the Board of Trustees. This included the following:

- how they have identified, evaluated and complied with laws and regulations and whether they were aware of any instances of non-compliance;
- their process for detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
- which internal controls have been established to mitigate risks related to fraud or non-compliance with laws and regulations.

We obtained an understanding of the legal and regulatory frameworks that are applicable to the Charity. These include, but are not limited to, compliance with Companies Act 2006, UK GAAP, Charities SORP, fundraising regulations and tax legislation.

In addition, the Charity is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, employment law and data protection. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Those Charged with Governance and other management and inspection of regulatory and legal correspondence if any.

We considered management's incentives and opportunities for fraudulent manipulation of the financial statements (including revenue recognition and the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to manipulate financial results and management bias in accounting estimates.

Audit response to risks identified

- We reviewed the financial statement disclosures and tested to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- We made enquiries of the Board of Trustees and management;
- We reviewed the major incident log submitted to the Board of Trustees which includes instances of fraud and non-compliance with laws and regulations and we read minutes of meetings of those charged with governance;
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; considered completeness of related party transactions; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business; and
- We challenged assumptions made by management in their significant accounting estimates in particular in relation to the assumptions related to, the defined benefit scheme valuation (FRS 102 Section 28), bad debt provision and impairment.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: **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.

DocuSigned by:
Kyla Bellingall
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Kyla Bellingall
Senior Statutory Auditor

For and on behalf of BDO LLP,
Statutory Auditor
Birmingham, UK

29 July 2021

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

07 Statement of Financial Activities

(Incorporating an Income and Expenditure Account)
For the Year Ended 31 March 2021

	Note	2021 Unrestricted Funds £'000	2021 Restricted Funds £'000	2021 Total Funds £'000	2020 Unrestricted Funds £'000	2020 Restricted Funds £'000	2020 Total Funds £'000
Income from:							
Donations	2	1,125	100	1,225	187	13	200
Charitable activities	2	131,189	199	131,388	135,271	178	135,449
Investments	5	10	-	10	45	-	45
Other incoming resources	2	-	9,988	9,988	1,573	-	1,573
Total income		**132,324**	**10,287**	**142,611**	**137,076**	**191**	**137,267**
Expenditure on:							
Charitable activities	3	133,096	10,312	143,408	135,547	19	135,566
Total expenditure		**133,096**	**10,312**	**143,408**	**135,547**	**19**	**135,566**
Net (expenditure)/income for the year		**(772)**	**(25)**	**(797)**	**1,529**	**172**	**1,701**
Transfers between funds		8	(8)	-	6	(6)	-
Other recognised gains/ (losses)							
Actuarial (losses)/gains on defined benefit pension schemes	20	(788)	-	(788)	494	-	494
Net movement in funds for the year		**(1,552)**	**(33)**	**(1,585)**	**2,029**	**166**	**2,195**
Reconciliation of funds							
Total funds brought forward		51,203	203	51,406	49,174	37	49,211
Total funds carried forward	17	**49,651**	**170**	**49,821**	**51,203**	**203**	**51,406**

Note: All operations are continuing. All recognised gains and losses are included in this statement.
The notes on pages 66 to 94 form an integral part of these financial statements.

08 Balance Sheet

As at 31 March 2021

	Note	2021 £'000	2020 £'000
Fixed assets			
Intangible assets	9	425	783
Tangible assets	9	45,524	46,229
Fixed asset investments	10	-	-
		45,949	**47,012**
Current assets			
Stock	11	194	-
Land held for sale	12	1,297	1,297
Debtors: due within one year	13	13,227	12,006
Cash and cash equivalents	14	14,527	12,197
		29,245	**25,500**
Current liabilities			
Creditors: amounts falling due within one year	15	(22,254)	(18,872)
Net current assets		**6,991**	**6,628**
Total assets less current liabilities		**52,940**	**53,640**
Creditors: amounts falling due after one year	16	(761)	(823)
Net assets excluding pension deficit		**52,179**	**52,817**
Defined benefit scheme deficit	20	(2,358)	(1,411)
Net assets including pension deficit		**49,821**	**51,406**
Funds			
Restricted funds	17	170	203
Unrestricted funds	17	52,009	52,614
Pension reserve	17	(2,358)	(1,411)
Total funds	17	**49,821**	**51,406**

Note: The notes on pages 66 to 94 form an integral part of these financial statements.

Approved by the Trustees on 8 July 2021 and signed on their behalf by:
Mark Everall
Chair
Registered Company number: 3073089

09

Cash Flow Statement

For the Year Ended 31 March 2021

a) Reconciliation of net (expenditure)/income to net cash provided by operating activities

	2021 £'000	2020 £'000
Net cash provided by operating activities		
Net (expenditure)/income	(797)	1,701
Depreciation charges	6,031	5,325
Surplus on disposal of fixed assets	224	501
Amortisation of loan issue costs	99	112
Pension (income)	159	(382)
Increase in stock	(194)	-
(Increase)/decrease in debtors	(1,221)	1,371
Increase in creditors	2,533	905
Interest received	(10)	(45)
Interest paid	242	304
Net cash provided by operating activities	**7,066**	**9,792**

b) Analysis of changes in net debt

	At 1 April 2020 £'000	Cashflow £'000	Other non-cash changes £'000	At 31 March 2021 £'000
Cash & cash equivalents				
Cash	12,197	2,330	-	14,527
Borrowings				
Debt due within one year	(50)	391	(402)	(61)
Debt due after more than one year	(823)	-	62	(761)
	(873)	391	(340)	(822)
Total	**11,324**	**2,721**	**(340)**	**13,705**

c) Statement of cashflows

	Note	2021 £'000	2020 £'000
Net cash provided by operating activities		**7,066**	**9,792**
Cash inflows/(outflows) from investing activities:			
Interest received	5	10	45
Purchase of property plant and equipment		(4,355)	(5,211)
Net cash (used in) / provided by investing activities		**(4,345)**	**(5,166)**
Cash flows from financing activities:			
Repayment of borrowing		(149)	(140)
Interest paid		(242)	(304)
Net cash used in financing activities		**(391)**	**(444)**
Change in cash and cash equivalents		2,330	4,182
Cash and cash equivalents at the beginning of the period		12,197	8,015
Cash and cash equivalents at the end of the period	14	**14,527**	**12,197**

As at 31 March 2021, amounts totalling £312,215 were being held on behalf of residents of the charity's care homes (31 March 2020: £412,088). These funds belong to individual residents and are therefore excluded from the cash disclosed within the charity's balance sheet. In addition at 31 March 2021 amounts totalling £593,931 were held within the homes' amenity accounts (31 March 2020: £496,589).

d) Reconciliation of cashflow from increase in creditors to the movement in current liabilities

	2021 £'000	2020 £'000
Increase in creditors (cash flow statement - note a)	2,533	905
Accruals at 31 March:		
Capital	839	403
Loan interest	10	10
Increase in current liabilities	**3,382**	**1,318**

e) Reconciliation of cashflow from purchase of property, plant and equipment to fixed asset additions

	2021 £'000	2020 £'000
Purchase of property, plant and equipment (cash flow statement - note c)	4,355	5,211
Accruals at 31 March:		
Capital	839	403
Fixed asset additions (note 9)	**5,194**	**5,614**

10

Notes to the Financial Statements

For the year ended 31 March 2021

1. Accounting Policies

Basis of preparation of the financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) (second edition – October 2019) 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, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 March 2018) and the Companies Act 2006. The Financial Statements have been prepared on the historical cost basis except for modification to a fair value basis for certain financial instruments. The principal accounting policies adopted in the preparation of the accounts are set out below and remain unchanged from the previous year. All amounts are shown in pounds sterling.

Basis of accounting for Joint Ventures

The Trust has a 50% investment in two Joint Venture vehicles, the Oxfordshire Care Partnership (OCP) and the Gloucestershire Care Partnership (GCP). In accordance with FRS 102, the investments have been accounted for at historic cost. The care service and management fee income from OCP and GCP are included in the Trust's total income. Any amounts owing to or from OCP and GCP are shown under the respective balance sheet heading of the Trust.

Basis of accounting for Subsidiary

The Trust wholly owns Fosse Way Care Developments Ltd, which remained dormant throughout the current year. Consolidated financial statements have not been prepared on the basis that inclusion of the Subsidiary is not material for the purposes of giving a true and fair view in the context of the group.

Funds

Unrestricted funds:
Unrestricted funds are available for use at the discretion of the trustees in furtherance of the objectives of the Trust and which have not been designated for other purposes.

Restricted funds:
Restricted funds are those which are used in accordance with specific restrictions of the donors or which have been raised by the Trust for particular purposes. The purpose for which restricted funds are held is analysed in the notes to the accounts.



Going concern

The financial statements have been prepared on a going concern basis. In this current business climate, the Board acknowledge the ongoing COVID-19 pandemic.

In response to the pandemic, the Trustees continue to monitor all aspects of the charity's activities and have implemented operational changes to mitigate the financial impact of COVID-19. Financial performance continues to be monitored on a monthly basis using a 12-month rolling forecast.

The current forecast, covering the years 2021/22 and 2022/23, assumes occupancy levels will continue to recover, increasing steadily through both years to return to pre-pandemic levels by 31 March 2023. Costs remain well controlled, with agency use already below pre-pandemic levels. Trustees have agreed to invest in transformation during 2021/22 and recognise that the increased investment will mean that the Trust operates in a deficit for the financial year. However, this still allows the Trust to operate within covenants and facilities until November 2022 without taking any additional action. The Trust's revolving credit facility is due to expire in November 2022 and negotiations to renew the facility will commence in 2021.

The cash position has also been stress tested for a further 13% reduction in occupancy occurring on a phased basis from the end of May 2021 to March 2023. In this scenario, additional controls would be placed on discretionary expenditure and investment could be slowed down if necessary. With these additional actions, the Trust forecasts that it can operate within covenants and facilities until November 2022.

Based on the re-forecasts and available cash and facilities, the Trustees believe that, while uncertainty exists this does not pose a material uncertainty that would cast doubt on the charity's ability to continue as a going concern for the foreseeable future, being a period of at least 12 months after the date on which the report and Financial Statements are signed. The Trustees, therefore, consider it appropriate for the accounts to be prepared on a going concern basis.

Capitalisation and use of fixed assets

Expenditure incurred on assets to be held on a continuing basis for use in the Trust's activities is capitalised where appropriate and depreciated. Subsequent expenditure to properties is capitalised where it results in increased quality, reduces operating costs or significantly extends the useful economic life of the asset and is more than £500.

Freehold land is held at cost and is not depreciated. Assets under construction are not depreciated until put into use. An annual review is undertaken to determine any impairment in the net book value of property assets. Impairment losses are recognised in the SoFA as expenditure. Depreciation is provided on all other tangible and intangible assets to write off the cost less estimated residual value on a straight-line basis over the useful economic lives of the assets concerned. The following rates apply:

Intangible Assets:	
Software and licences	25%
Tangible Assets:	
Furniture and equipment	10%, 20% or 25% or remainder of lease, if shorter
Leasehold property	10 to 40 years
Improvements to leasehold property	10% or remainder of lease, if shorter
Freehold properties	7 to 40 years
Improvements to freehold property	10% or over life of building

Income from charitable activities

Income is shown within four categories in the Statement of Financial Activities:

- Income from charitable activities
- Income from donations
- Income from investments
- Other operating income

All income is recognised once the Trust has entitlement to the income, any performance conditions attached to the item(s) of income have been met, it is probably that the income will be received and the amount of income receivable can be measured reliably.

Income from donations includes gifts, legacies, operating grants, contributions and gift aid. Income from investments is recorded in the period in which it is earned.

Income from charitable activities

Income from charitable activities is accounted for based on invoiced charges for residential and related care services, raised in accordance with local authority or residents' personal contracts and recognised over the period in which services are provided. It includes direct collections from the local housing contributions including housing benefit collected directly from the local authority, together with personal contributions from residents.

Donations and legacies

Donations and gifts are recognised when the cash is received. Donations in kind, are recognised at their value to the Trust when received and an equivalent amount is included in the appropriate expenditure line. Where the use of the income has been restricted in accordance with the donor's wishes, gift income is credited to an appropriate fund until it can be spent for the purpose for which it was given.

Legacies are accounted for on a receivable basis. Where there are uncertainties surrounding the measurement of the Trust's entitlement to an estate, no income is recognised.

Grants and contributions

Grants and contributions, including government Covid-19 grants, are accounted for on a receivable basis when the Trust has probable and measurable entitlement to the income (i.e. the conditions for its award have been satisfied).

Deferred income

Income received in advance from Local Authorities for care services where the funding period is not co-terminous with the year end is deferred until entitlement to the income has arisen as services are provided.

Expenditure recognition

Expenditure is recognised on an accruals basis, once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Irrecoverable VAT is included in the expense item to which it relates.

Financial instruments

The Trust only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value except for bank loans which are subsequently measured at amortised cost using the effective interest method.

Leasing

Where assets are financed by leasing agreements that give rights approximating to ownership (finance leases), the assets are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable over the term of the lease. The corresponding leasing commitments are shown as amounts payable to the lessor. Depreciation on the relevant assets is charged to income and expenditure over the shorter of estimated useful economic life and the term of the lease.

Finance leases are analysed between capital and interest components so that the interest element of the payment is charged to income and expenditure over the term of the lease and is calculated so that it represents a constant proportion of the balance of capital repayments outstanding. The capital part reduces the amounts payable to the lessor.

All other leases are treated as operating leases. Their annual rents are charged to income and expenditure on a straight-line basis over the period of the lease.

The Trust does not hold any finance leases.

Current asset investments

Current asset investments are investments which are disposable without curtailing or disrupting the operations and are either readily convertible into known amounts of cash or at close to their carrying value. Current asset investments comprise short term deposits of less than one year, excluding cash. Current asset investments are recognised at cost in the accounts.

Property and land held for sale

Property and land held for sale is included in the balance sheet at the lower of cost and net realisable value. Cost consists of direct cost excluding interest.

Pension costs

The Trust is an admitted member of a sub-fund of a Local Government Pension Scheme (LGPS) operated by Wiltshire County Council and of a sub-fund of a LGPS operated by Gloucestershire County Council, which are both defined benefit schemes.

Defined benefit pension scheme surpluses (to the extent they are recoverable) or deficits are recognised in full on the balance sheet. The movement in the surplus or deficit arising from employees service in the year is charged to resources expended. The expected return on the schemes' assets and the interest during the year on the present value of the scheme liabilities arising from the passage of time are recognised in other finance costs. Actuarial gains and losses are recognised as a movement in funds. Scheme assets are measured at fair value. Scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted at appropriate high quality corporate bond rates. The current service cost and costs from settlements and curtailments are charged against operating surplus. Past service costs are spread over the remaining service lives of the active members of the schemes.

The Trust also operates several defined contribution pension schemes. The contributions in respect of these schemes are charged to the Statement of Financial Activities in the period to which they relate.

Significant accounting estimate and judgements

In determining the carrying amounts of certain assets and liabilities, the Trust makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The Trust's estimates and assumptions are based on historical experience and expectation of future events and are reviewed periodically.

1. Pensions
   Actuarial assumptions are made in valuing future defined benefit pension obligations as set out in note 20.
2. Provisions
   A provision for bad debt has been included, calculated based on historic experience and the likelihood of collection of those debts.

Taxation

The Trust is a registered charity and income for its charitable activities is therefore exempt from corporation tax under Section 505 of the Taxes Act 1988. Where a tax charge is incurred, a charge is included in other expenditure in the year to which it relates.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term, highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within borrowings in current liabilities. Resident deposits and the homes' amenity funds are held in ring-fenced bank accounts.

Stock

Stock is valued at the lower of cost and net realisable value using an average cost calculation. Stock is held for the Trust's own use in rendering its charitable activities and is not held for resale. The condition and standards of stock are reviewed and an impairment provision is provided for as necessary. Stocks consist of personal protective equipment. Donated personal protective equipment obtained through the government portal is included at fair value.



2. Income

Income from charitable activities – care contracts

	2021 £'000	2020 £'000
Care income	130,692	135,021
Property income	696	428
Total	**131,388**	**135,449**

Care income

The Trust has both block and spot placement contracts with Local Authorities and direct individual contracts with those residents whose financial resources exceed the level for financial assistance. In Wiltshire and Lincolnshire, day care and other forms of care services are provided under contract from the respective Local Authority or with private individuals. In Oxfordshire and Gloucestershire all Local Authority contracts are through the partnership agreements, Oxfordshire Care Partnership and Gloucestershire Care Partnership and direct individuals' contracts are direct contracts as in all the regions.

Property income

Property income comprises of rental income.

Donations and grant

	2021 £'000	2020 £'000
Grants received	283	44
Donations and legacies received	942	156
Total	**1,225**	**200**
Restricted grants		
Comic Relief - Keep the Music Going Project	-	7
Community Circles	3	7
Vivaldi Antibody Study	102	-
Global Fund for Forgotten People	17	-
Barclays Community 100x100 UK COVID-19 Community Relief Fund	100	-
Total restricted grants	**222**	**14**
Unrestricted grants	**61**	**30**
Total grant income	**283**	**44**

Donations to the Trust included training income from the charity, Skills for Care, for £3,120 (2020: £27,960). All donations are included within our unrestricted funds.

The Trust benefits greatly from the involvement and enthusiastic support of its many volunteers. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

Other incoming resources

	2021 £'000	2020 £'000
Financial support received	-	1,573
COVID-19 support received	9,988	-
Total	**9,988**	**1,573**

During the year, the Trust received funding as part of the Government's COVID-19 support measures. This amounted to £9,988,027 (2020: £-) and is included in restricted funds under 'other incoming resources'. Funding was used for personal protective equipment, £2,138,861, additional staff costs to manage all COVID-19 related activities, £6,801,424 and equipment, visitor room modifications and cleaning, £1,047,742.

Our joint venture GCP has concluded negotiations with Gloucestershire County Council around financial support of the older homes to 2025 and we have been reimbursed a total of £- (2020: £1,573,000) for additional care costs relating to the estate strategy.

These monies are included within 'other incoming resources.'

3. Charitable Activities

	Note	2021 £'000	2020 £'000
Payroll costs	6	101,911	97,921
Premises costs		16,957	15,854
Office and administration		9,508	10,672
Catering costs		4,341	4,967
Health and hygiene costs		6,071	2,612
Other employees costs		2,417	1,712
Travel and subsistence		345	713
Care activity		184	408
Interest payable and other finance costs	5	374	416
Impairment of assets		793	(432)
Governance costs	7	108	94
Exceptional items		399	629
Total charitable expenditure		**143,408**	**135,566**

Exceptional items include re-structuring costs and decommissioning and redundancy ccosts associated with the closure of three homes during the year (2020: closure of two homes).

The total split of unrestricted and restricted expenditure is as follows:

Unrestricted	133,096	135,547
Restricted	10,312	19
Total charitable expenditure	**143,408**	**135,566**





4. Net (Expenditure)/Income for the Year

Net income is arrived at after charging the following:

	2021 £'000	2020 £'000
Depreciation and amortisation	6,031	5,325
Fees payable to the Trust's auditor:		
Audit of the financial statements – current year	91	74
Taxation and other services	-	12
Operating lease payments: Plant & Machinery	142	181
Operating lease payments: Vehicles	50	58
Operating lease payments: Land and buildings	5,175	5,126

5. Investment Income & Other Finance Costs

	2021 £'000	2020 £'000
Interest from short term bank deposits	10	45
Investment income	**10**	**45**
Interest payable on bank loan	(242)	(254)
Other finance charges	(99)	(112)
Pension finance costs	(33)	(50)
Interest payable	**(374)**	**(416)**
Net interest	**(364)**	**(371)**

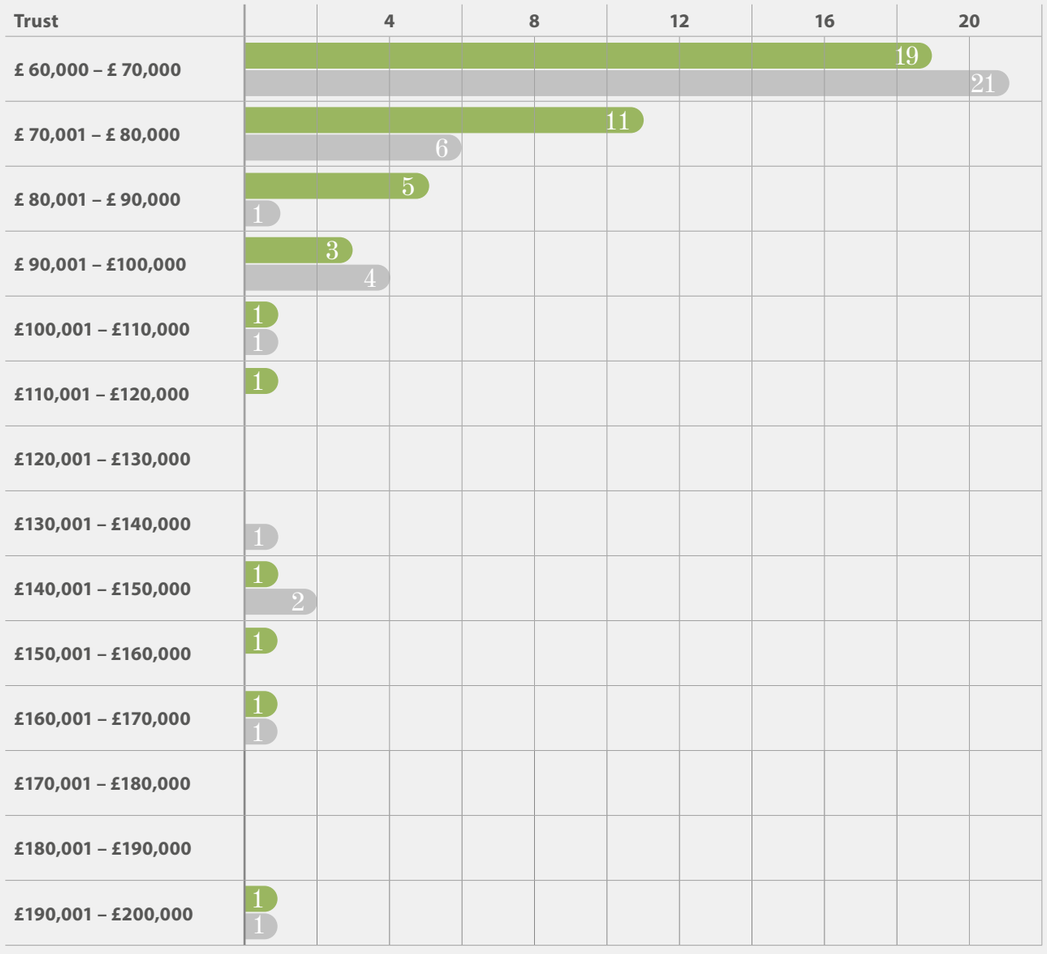
The loan interest payable represents accrued loan interest on a bank loan taken out to purchase the freeholds of seven Lincolnshire homes and on the revolving credit facility taken out during the 2018 year.

6. Employees' Costs

Employees' costs for the period were as follows:

	Note	2021 £'000	2020 £'000
Wages and salaries		93,275	89,863
Social security costs		6,486	5,865
Other pension costs		2,150	2,193
Total employees costs	3	**101,911**	**97,921**

Remuneration more than £60,000 per annum, was in the following annual equivalent bands:



Emoluments for this purpose include gross salary and benefits in kind but exclude pension contributions. 33 of the employees above are accruing retirement benefits (2019/20: 37). Money purchase pension contributions in the period in respect of these employees amounted to £152,288 (2019/20: £153,558)

Key management personnel

The key management personnel for the Trust comprise the members of the Chief Executive's Committee listed on page 95.

The aggregated emoluments for the Chief Executive's Committee were £936,149 (2019/20: £972,440).

Employees numbers

The average number of contracted full time equivalent employees employed by the Trust was 3,543, (2019/20 3,528).

The average number of employees headcount (full time and part time) employed by the Trust was 4,555 (2019/20: 4,582).

7. Governance Costs

	2021 £'000	2020 £'000
Trust meetings and expenses	-	3
External audit	91	74
Remuneration of Chair	17	17
Total governance costs	**108**	**94**

Following approval from the Charity Commission on 28 November 2005, the Trust's Articles of Association were amended to provide authorisation for the remuneration of the Chair.

Remuneration of £8,484 has been paid to Mr Donald Wood, during his time as Chair in the 20/21 year (2019/20: remuneration of £16,844). Remuneration of £8,869 has been paid to Mr Mark Everall, as Chair in the 20/21 year (2019/20: remuneration of £0). No other Trustees were paid any remuneration.

Trustees' travel expenses of £0 have been reimbursed (2019/20: £3,313). No Trustees have had expenses reimbursed during the period (2019/20: nine).

8. Taxation

The Trust is a registered charity and income for its charitable activities is therefore exempt from corporation tax under Section 505 of the Taxes Act 1988.

9. Fixed Assets

Intangible Assets	Software and Licences £'000	Total £'000
Cost		
At 31 March 2020	3,359	3,359
Disposals	(13)	(13)
At 31 March 2021	**3,346**	**3,346**
Depreciation		
At 31 March 2020	2,576	2,576
Depreciation Charge	358	358
Disposals	(13)	(13)
At 31 March 2021	**2,921**	**2,921**
Net Book Value		
At 31 March 2020	783	783
At 31 March 2021	**425**	**425**

Tangible Assets	Freehold Land & Buildings £'000	Assets in Course of Construction £'000	Leasehold Property £'000	Furniture & Equipment £'000	Vehicles £'000	Total £'000
Cost						
At 31 March 2020	34,462	1,246	28,503	22,867	44	87,122
Additions	781	417	859	3,137	-	5,194
Disposals	(109)	-	(1,332)	(1,394)	-	(2,835)
At 31 March 2021	**35,134**	**1,663**	**28,030**	**24,610**	**44**	**89,481**
Depreciation						
At 31 March 2020	6,368	-	17,880	16,612	33	40,893
Depreciation charge	1,017	-	1,729	2,129	5	4,880
Impairment charge	112	-	547	532	-	1,191
Reversal of impairment provision	(2)	-	(253)	(143)	-	(398)
Disposals	(103)	-	(1,193)	(1,313)	-	(2,609)
At 31 March 2021	**7,392**	**-**	**18,710**	**17,817**	**38**	**43,957**
Net Book Value						
At 31 March 2020	28,094	1,246	10,623	6,255	11	46,229
At 31 March 2021	**27,742**	**1,663**	**9,320**	**6,793**	**6**	**45,524**

The value of freehold land within freehold land and buildings is £9.4m (2019/20: £9.4m).

An annual review is undertaken to determine any impairment in the market value of property assets. The impairment charge relates to seven care homes with deteriorating trading performances in the year and two offices. One care home previously impaired was reversed due to improvements in trading performance. Impairment charges and reversal of impairment provisions are recognised in the Statement of Financial Activities and are shown separtely in note 3 as impairment of assets.

10. Fixed Asset Investments

	2021 £	2020 £
Shares in subsidiary undertakings	100	100

The Trust owns issued share capital of the following company incorporated and registered in England:

Company	Registered office	Type of share	% held	Principal activity
Fosse Way Care Developments Ltd	1 Des Roches Square, Witney, OX28 4BE	Ordinary £1	100%	Dormant

The Trust's also owns a 50% interest in the joint ventures, Gloucestershire Care Partnership (GCP) and Oxfordshire Care Partnership (OCP). The current cost of investment of £250,000 in GCP was fully impaired in 2014/15. There is no investment in OCP.

Both GCP and OCP were established specifically for the transfer of the running of care homes from Gloucestershire County Council and Oxfordshire County Council respectively. The Trust undertakes the day to day running of the homes and the other joint venture party is responsible for major repairs and new build activities within each contract.

11. Stock

	2021 £	2020 £
Personal Protective Equipment	194	-
Total	**194**	**-**

12. Land Held for Sale

	2021 £'000	2020 £'000
Freehold land	1,297	1,297
Total	**1,297**	**1,297**

The Trust owns land at Semington in Wiltshire (£1.3m). The asset will not be utilised by the Trust and is expected to be sold.

In accordance with the Trust's accounting policy, no depreciation has been charged on any of this land.

13. Debtors: Amounts Due Within One Year

	2021 £'000	2020 £'000
Resident & services contributions	8,467	6,602
Other debtors and accrued income	2,784	3,337
Prepayments	1,976	2,067
Total	**13,227**	**12,006**

Resident & services contributions includes a provision for bad and doubtful debts of £1.8m (2020: £1.1m)

14. Cash and Equivalents

	As at 31 March 2020 £'000	Cash Flow £'000	As at 31 March 2021 £'000
Cash at bank and in hand	2,634	5,365	7,999
Short term deposits	9,563	(3,035)	6,528
	12,197	**2,330**	**14,527**

Balances held on short term deposit at the period end were:

	2021 £'000	2020 £'000
Barclays	6,528	9,563
Total	**6,528**	**9,563**

15. Creditors: Amounts Falling Due Within One Year

	2021 £'000	2020 £'000
Bank loans	61	50
Trade creditors	5,432	4,061
Tax and social security costs	2,972	1,597
Accruals	6,533	6,165
Deferred income	1,407	1,174
Other creditors	5,849	5,825
Total	**(22,254)**	**(18,872)**

Deferred income as at 31 March 2021 comprises income received from Local Authorities for care services in which an invoice has not yet been raised or where the invoice period is not co-terminous with the year end. Also included is non-care income received by the Trust which relates to the next financial year.

15. Creditors: Amounts Falling Due Within One Year (Continued)

Deferred income is analysed as follows:

	2021 £'000	2020 £'000
Deferred income as at 1 April 2020	1,174	1,085
Amounts released during the year	(1,174)	(1,085)
Amounts deferred during the year	1,407	1,174
Deferred income as at 31 March 2021	**1,407**	**1,174**

16. Creditors: Amounts Falling Due After One Year

	2021 £'000	2020 £'000
Bank Loan	761	823
Total	**761**	**823**
Bank Loan Analysis Instalments due:		
1 to 2 years	119	61
2 to 5 years	587	497
After 5 years	55	265
Total	**761**	**823**

Loans are stated after the deduction of £150,492 (2020: £249,116) of loan issue costs which are amortised over the expected life of the loan.

In 2001 a long-term loan of £2.65m was used to acquire the freeholds of seven Lincolnshire homes. The loan is secured on two of the homes and bears a fixed interest rate of 6.84%. Repayments are being made by the Trust in 100 instalments, payable over 25 years, which commenced on 1 July 2001. As at 31 March 2021, the net book value of the properties on which the loan is secured amounted to £0.7m (2020: £0.7m).

In November 2017 a £25m revolving credit facility was agreed to meet the general corporate and working capital purposes of the Trust. The facility is secured on twelve mature homes, two newly opened homes and one plot of land and bears a variable interest rate of 2.15% above LIBOR. The Trust can repay the facility in minimum amounts of £1m at any time with the final repayment due November 2022. As at 31 March 2021, the net book value of the properties on which the facility was secured amounted to £27.3m (2020: £27.8m). The facility has not been drawn upon during the year.

At 31 March 2021 the Trust had undrawn loan facilities of £25m, (2020: undrawn loan facilities of £25m.)

17. Reconciliation of Funds

Reconciliation of changes and recognised gains and losses for the period.

	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Transfers £'000	Gains £'000	At 31 March 2021 £'000
Restricted funds:						
Refurbishment Fund	203	77	(102)	(8)	-	170
Community Circles	-	3	(3)	-	-	-
COVID-19 Sustainability Fund	-	2,457	(2,457)	-	-	-
COVID-19 Infection Control Fund 1	-	3,603	(3,603)	-	-	-
COVID-19 Infection Control Fund 2	-	2,812	(2,812)	-	-	-
COVID-19 Loss of Income Fund	-	321	(321)	-	-	-
COVID-19 Rapid Testing Fund	-	795	(795)	-	-	-
Vivaldi Antibody Study	-	102	(102)	-	-	-
Barclays 100x100 UK COVID-19 Community Relief Fund	-	100	(100)	-	-	-
Global fund for Forgotten People COVID-19 Response	-	17	(17)	-	-	-
Total restricted funds	**203**	**10,287**	**(10,312)**	**(8)**	**-**	**170**
Unrestricted funds:						
General funds	52,614	132,324	(133,096)	8	159	52,009
Pension reserve	(1,411)	-	-	-	(947)	(2,358)
Total unrestricted funds	**51,203**	**132,324**	**(133,096)**	**8**	**(788)**	**49,651**
Total funds	**51,406**	**142,611**	**(143,408)**	**-**	**(788)**	**49,821**

	At 1 April 2019 £'000	Income £'000	Expenditure £'000	Transfers £'000	Gains £'000	At 31 March 2020 £'000
Restricted funds:						
Refurbishment Fund	37	178	(6)	(6)	-	203
Keep the music going	-	7	(7)	-	-	-
Community Circles	-	6	(6)	-		-
Total restricted funds	**37**	**191**	**(19)**	**(6)**	**-**	**203**
Unrestricted funds:						
General funds	51,461	137,076	(135,547)	6	(382)	52,614
Pension reserve	(2,287)	-	-	-	876	(1,411)
Total unrestricted funds	**49,174**	**137,076**	**(135,547)**	**6**	**494**	**51,203**
Total funds	**49,211**	**137,267**	**(135,566)**	**-**	**494**	**51,406**

Restricted funds are grants and local authority funding given for specific purposes.

1. Local authority funding has been received for minor refurbishments to care homes. The transfer of £8,000 (2020: £6,000) relates to the depreciation of minor refurbishment costs capitalised in previous years.
2. Grant received from Community Circles, which has been used to fund a volunteer co-ordinator.
3. The five COVID-19 funds represent funding received from the Government to support the Trust during the COVID-19 pandemic. Each fund is shown separately to match the conditions attached to that fund.
4. Grant received from UCL for the Vivaldi Antibody Study, has been used to fund the additional costs to the Trust to take part in the study.
5. The Trust gratefully received a £100,000 grant from Barclays Bank PLC in order to fund the purchase of iPads for the use of the residents in the Trust's homes.
6. An additional grant was received from the Global Fund for Forgotten People, which was used to fund video conferencing costs to keep the Trust's residents connected to their loved ones.
7. Grant received in the previous year from Comic Relief, has been used to fund the 'Keep the Music Going' project.

			2021			2020
Analysis of assets and liabilities between funds	**Unrestricted Funds £'000**	**Restricted Funds £'000**	**Total Funds £'000**	**Unrestricted Funds £'000**	**Restricted Funds £'000**	**Total Funds £'000**
Intangible fixed assets	425	-	425	783	-	783
Tangible fixed assets – minor refurbishments	-	170	170	-	203	203
Tangible fixed assets – other	45,354	-	45,354	46,026	-	46,026
Investments	-	-	-	-	-	-
Fixed assets	45,779	170	45,949	46,809	203	47,012
Current assets	29,245	-	29,245	25,500	-	25,500
Current liabilities	(22,254)	-	(22,254)	(18,872)	-	(18,872)
Long term liabilities	(761)	-	(761)	(823)	-	(823)
Defined benefit pension scheme deficit	(2,358)	-	(2,358)	(1,411)	-	(1,411)
Net assets	**49,651**	**170**	**49,821**	**51,203**	**203**	**51,406**

18. Operating Lease Commitments

As at 31 March 2021, the Trust had total rental commitments as follows:

	2021 £'000	2020 £'000
Land and buildings		
Due within 1 year	4,941	5,102
Due within 1–5 years	18,961	20,218
Due in more than 5 years	116,850	121,144
	140,752	**146,464**
Motor vehicles		
Due within 1 year	23	28
Due within 1–5 years	27	18
	50	**46**
Plant and machinery		
Due within 1 year	121	143
Due within 1–5 years	315	436
	436	**579**

Note: Land and buildings under non-cancellable operating leases



19. Capital Commitments

The Trust had capital commitments for assets under construction of £357,000 (2020: £0).

20. Pension Schemes

The Trust contributes to several pension schemes.

A number are defined contribution pension schemes on a money purchase basis at fixed rates. Consequently, the Trust has no contingent liability in respect of these schemes.

The Trust is an admitted member of sub-funds of the Local Government Pension Schemes (LGPS operated by Wiltshire Council, and Gloucestershire County Council, both of which are defined benefit schemes. Contributions are set by the independent qualified Actuary appointed by the Councils, based on triennial valuations using the "Projected Unit Method" of valuation. The last valuation for all the schemes was dated 31 March 2021.

The Trust holds group life policies for the benefit of employees and their dependants, the cost of which is borne by the Trust alone.

	2021 £'000	2020 £'000
LGPS – Gloucestershire and Wiltshire	246	293
Contributions to other schemes	1,904	1,900
Total costs	**2,150**	**2,193**

These amounts are charged to charitable activities in the Statement of Financial Activities.

Amounts outstanding at the end of the year in respect of the Gloucestershire and Wiltshire LGPS pension schemes amounted to £72,434 and £25,696 respectively. The amount outstanding in respect of the other schemes was £4,044,491.

Balance Sheet Summary:

	2021 £'000	2020 £'000
Pension Fund liability as at 1 April 2020	**(1,411)**	**(2,287)**
Current service cost less contributions	(126)	453
Past service cost	-	(21)
Other finance cost	(33)	(50)
Actuarial gain	(788)	494
Pension Fund liability as at 31 March 2021	**(2,358)**	**(1,411)**

The Gloucestershire and Wiltshire LGPS Schemes

Summary of key actuarial assumptions within the Gloucestershire and Wiltshire LGPS (The Orders of St John Care Trust share of fund).

A full actuarial valuation of the scheme was carried out as at 31 March 2020 and updated to 31 March 2021 by a qualified independent Actuary, appointed by the relevant Gloucestershire or Wiltshire LGPS pension scheme. The major assumptions used by the Actuary were as follows:

	Gloucestershire		Wiltshire	
	2021 % p.a	2020 % p.a	2021 % p.a	2020 % p.a
Pension increase rate	2.85%	2.0%	2.85%	2.0%
Salary increase rate	3.15%	2.3%	3.25%	2.4%
Discount rate	1.95%	2.3%	1.95%	2.3%

The pension increase rate is set in line with Consumer Price Index (CPI) assumptions.

The salary increase rate is set relative to the derived CPI assumption at the year end using the same methodology as the Fund's most recent funding valuation.

The discount rate is determined by reference to market yields on high quality corporate bonds at the reporting date.

Mortality

Life expectancy is based on the Fund's VitaCurves with improvements in line with CMI 2020 model, with a 0% weighting of 2020 data, standard smoothing (Sk7), initial adjustment of 0.5% and a long term rate of improvement of 1.5% p.a. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	Gloucestershire		Wiltshire	
	Males	Females	Males	Females
Current Pensioners	21.9 years	24.3 years	21.9 years	24.4 years
Future Pensioners*	22.9 years	26.0 years	22.9 years	26.2 years

Note: *Figures assume members aged 45 as at the last formal valuation date.

Historic mortality

Life expectancy for the prior periods are based on the Fund's VitaCurves. The allowance for future life expectancy is in the following table:

Year End	Prospective Pensioners	Pensioners
31 March 2021	CMI 2018 model assuming the current rate of improvements has peaked and will converge to a long term rate of 1.25% p.	CMI 2018 model assuming the current rate of improvements has peaked and will converge to a long term rate of 1.25% p.a.
31 March 2020	CMI 2013 model assuming the current rate of improvements has peaked and will converge to a long term rate of 1.25% p.a.	CMI 2013 model assuming the current rate of improvements has peaked and will converge to a long term rate of 1.25% p.a.

Commutation

Gloucestershire:
An allowance is included for future retirements to elect to take 35% of the maximum additional tax-free cash up to HMRC limits for pre-April 2008 service and 68% of the maximum tax-free cash for post April 2008 service.

Wiltshire:
An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits for pre-April 2008 service and 75% of the maximum tax-free cash for post April 2008 service.

Balance Sheet and Statement of Financial Activities disclosure as at 31 March 2021.

Changes in the Fair Value of Plan Assets, Defined Obligation, and net Liability for the year end 31 March 2021.

Gloucestershire LGPS Scheme			2021			2020
	Assets £'000	Obligations £'000	Net asset / (liability) £'000	Assets £'000	Obligations £'000	Net asset / (liability) £'000
Fair value of plan assets	8,848	-	8,848	9,794	-	9,794
Present value of funded liabilities	-	8,808	(8,808)	-	9,710	(9,710)
Opening position as at 31 March 2020	**8,848**	**8,808**	**40**	**9,794**	**9,710**	**84**
Service cost						
Current service cost	-	79	(79)	-	111	(111)
Past service cost (including curtailments)	-	-	-	-	27	(27)
Total service cost	**-**	**79**	**(79)**	**-**	**138**	**(138)**
Net interest						
Interest income on plan assets	200	-	200	231	-	231
Interest cost on defined obligation	-	199	(199)	-	232	(232)
Total net interest	**200**	**199**	**1**	**231**	**232**	**(1)**
Total defined cost recognised in Statement of Financial Activities	**200**	**278**	**(78)**	**231**	**370**	**(139)**
Cashflows						
Plan participants' contributions	13	13	-	15	15	-
Employer contributions	60	-	60	93	-	93
Benefits paid	(356)	(356)	-	(335)	(335)	-
Expected closing position	**8,765**	**8,743**	**22**	**9,798**	**9,760**	**38**
Remeasurement						
Changes in financial assumptions	-	1,462	(1,462)	-	(467)	467
Changes in demographic assumptions	-	121	(121)	-	(322)	322
Other experience	-	(111)	111	-	(163)	163
Return on assets excluding amounts included in net interest	2,101	-	2,101	(950)	-	(950)
Total remeasurements recognised in other gains and losses	**2,101**	**1,472**	**629**	**(950)**	**(952)**	**2**
Fair value of plan assets	10,866	-	10,866	8,848	-	8.848
Present value of funded liabilities	-	10,215	(10,215)	-	8,808	(8,808)
Closing position as at 31 March 2021	**10,866**	**10,215**	**651**	**8,848**	**8,808**	**40**

The surplus on the Gloucestershire LGPS scheme of £651,000 has not been recognised on the balance sheet as it is not deemed to be recoverable.

Gloucestershire

The actual return on plan assets was a gain of £2,413,000 (2020: loss of £719,000).

An estimate of the employer's contribution for the year ended 31 March 2022 will be approximately £60,000.

Information about the defined benefit obligation

	Liability split £'000 as at 31 March 2021	Liability split % as at 31 March 2021	Weighted Average Duration at Previous Formal Valuation
Active members	2,459	24.0%	15.4
Deferred members	2,897	28.4%	19.6
Pensioners members	4,859	47.6%	11.0
Total	**10,215**	**100%**	**14.3**

Sensitivity analysis

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

Change in assumptions at year ended 31 Mar 2021	Approximate % increase to Employer Liability	Approximate monetary amount £'000
0.5% decrease in Real Discount Rate	7%	699
0.5% increase in the Salary Increase Rate	0%	5
0.5% increase in the Pension Increase Rate (CPI)	7%	684

Major class of plan assets

The plan's assets are split into the following categories as at the 31 March 2021:

Period ended	31 March 2021	31 March 2020
Equities	70%	64%
Bonds	20%	26%
Property	7%	9%
Cash	3%	1%

Changes in the Fair Value of Plan Assets, Defined Obligation and Net Liability for the year end 31 March 2021

Wiltshire LGPS Scheme	2021			2020		
	Assets £'000	Obligations £'000	Net (liability) / asset £'000	Assets £'000	Obligations £'000	Net (liability) / asset £'000
Fair value of plan assets	18,669	-	18,669	19,691	-	19,691
Present value of funded liabilities	-	20,080	(20,080)	-	21,978	(21,978)
Opening Position as at 31 March 2020	**18,669**	**20,080**	**(1,411)**	**19,691**	**21,978**	**(2,287)**
Service cost						
Current service cost	-	167	(167)	-	182	(182)
Past service cost	-	-	-	-	70	(70)
Total service cost	**-**	**167**	**(167)**	**-**	**252**	**(252)**
Net interest						
Interest income on plan assets	419	-	419	473	-	473
Interest cost on defined obligation	-	453	(453)	-	523	(523)
Total net interest	**419**	**453**	**(34)**	**473**	**523**	**(50)**
Total defined cost recognised in Statement of Financial Activities	**419**	**620**	**(201)**	**473**	**775**	**(302)**
Cashflows						
Plan participants' contributions	27	27	-	25	25	-
Employer contributions	60	-	60	653	-	653
Benefits paid	(959)	(959)	-	(801)	(801)	-
Expected closing position	**18,216**	**19,768**	**(1,552)**	**20,041**	**21,977**	**(1,936)**
Remeasurements						
Changes in assumptions	-	3,527	(3,527)	-	(1,699)	1,699
Changes in demographic assumptions	-	299	(299)	-	(234)	234
Other experience	-	(261)	261	-	-	-
Return on assets excluding amounts included in net interest	2,759	-	2,759	(1,408)	-	(1,408)
Total remeasurements recognised in other gains and losses	**2,759**	**3,565**	**(806)**	**(1,408)**	**(1,933)**	**525**
Fair value of plan assets	20,975	-	20,975	18,633	-	18,633
Present value of funded liabilities	-	23,333	(23,333)	-	20,044	(20,044)
Closing position as at 31 March 2021	**20,975**	**23,333**	**(2,358)**	**18,633**	**20,044**	**(1,411)**

These amounts are charged to charitable activities and governance costs in the Statement of Financial Activities.

Wiltshire

The actual return on plan assets was a gain of £3,178,000 (2020: loss of £935,0000).

An estimate of the employer's contribution for the year ended 31 March 2022 will be approximately £nil.

Information about the defined benefit obligation

	Liability split £'000 as at 31 March 2021	Liability split % as at 31 March 2021	Weighted Average Duration at Previous Formal Valuation
Active members	4,264	18.3%	15.4
Deferred members	6,498	27.8%	19.6
Pensioners members	12,571	53.9%	11.0
Total	**23,333**	**100%**	**14.3**

Sensitivity analysis

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

Change in assumptions at year ended 31 March 2021	Approximate % increase to Employer Liability	Approximate monetary amount £'000
0.5% decrease in Real Discount Rate	7%	1,713
0.5% increase in the Salary Increase Rate	0%	72
0.5% increase in the Pension Increase Rate (CPI)	7%	1,612

Major class of plan assets

The plan's assets are split into the following categories as at the 31 March 2021:

Period ended	31 March 2021	31 March 2020
Equities	56%	58%
Bonds	32%	29%
Property	12%	12%
Cash	0%	1%



21. Financial Instruments

Financial instruments measured at amortised cost comprise the loan financing provided by Barclays Bank PLC to the Trust.

	2021 £'000	2020 £'000
Financial assets that are debt instruments measured at amortised cost:		
Trade and other debtors	8,467	6,602
Cash at bank and in hand	7,999	2,634
Short term deposits	6,528	9,563
	22,994	**18,799**
Financial liabilities measured at amortised cost:		
Trade and other creditors	14,253	11,483
Bank loans	822	873
Total	**15,075**	**12,356**

The loan financing is in the form of a secured loan with a fixed interest rate. Refer to the risk management section of the Trustees' report for information as to how this risk is managed.

The Trust doest not have any financial assets that are equity instruments.

22. Related Parties

On 20 December 2001, the Trust entered into a joint venture agreement, the Oxfordshire Care Partnership (OCP), in which the Trust holds a 50% interest. The other party in the joint venture is bpha, which holds the remaining 50% interest. The joint venture is managed through a Board of Management on which both parties are equally represented.

On 1 May 2005, the Trust entered into a joint venture agreement, the Gloucestershire Care Partnership (GCP), in which the Trust holds a 50% interest. The other party in the joint venture is bpha, which holds the remaining 50% interest. The joint venture is managed through a Board of Management on which both parties are equally represented.

The OCP and GCP principal activities are the provision of care to elderly people though the provision of Care Homes and to provide housing, accommodation and assistance to help people who are elderly or disabled and associated facilities and amenities for such people.

A summary of the financial position of both entities is set out below:

	OCP		GCP	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Net (deficit)/income	(126)	(150)	33	(53)
Net assets/(liabilities)	3,580	3,706	(716)	(749)

Related party transactions

	2021 £'000	2020 £'000
The income and expenditure account includes the following transactions between the Trust and OCP:		
Income:		
from charitable activities	17,630	16,863
Other income	123	124
	17,753	**16,987**
The amounts due to or from OCP at the year end are:		
Receivable:		
Other debtors	23	14
	23	**14**
Payable:		
Accruals	0	0
	0	**0**
The income and expenditure account includes the following transactions between the Trust and GCP:		
Income:		
from charitable activities	16,035	13,587
	16,035	**13,587**
The amounts due to or from GCP at the year end are:		
Receivable:		
Short term loan	250	250
Other debtors	464	373
	464	**623**
Payable:		
Accruals	0	1
	0	**1**

As detailed in Note 7, remuneration is being paid to the Chair of the Trustees. Apart from the Chair there were no other related party transactions with the Trustees or key management personnel as at 31 March 2021 (2020: £nil).

11 Reference and Administrative Details

Director/Trustees

Mark Everall (appointed 7 July 2020)
Anne de Bono
Timothy Church
Richard Fitzalan Howard
Jill Hughes (retired 23 September 2020)
Graham Hutton
James Kneller (appointed 23 September 2020)
James Macnamara
Jill Manthorpe
Richard Milligan-Manby (appointed 23 September 2020)
Millie Wentworth-Stanley
Don Wood, CBE (retired 23 September 2020)
Judith Wright

Chief Executive's Team

Dan Hayes – Chief Executive
Kerry Dearden – Deputy Chief Executive
Robert Black – Care Quality Director
Sue Lane – HR Director (resigned 30 September 2020)
Tracey Wardle – Finance and IT Director
Mike Stredder – Operations Director (appointed 14 September 2020)
Jacqui Roynon – Director of People (appointed 8 February 2021)

Company Secretary

Joanna Downing

Auditor

BDO LLP, Two Snow Hill, Birmingham B4 6GA

Bankers

Barclays Bank PLC, One Snow Hill Birmingham B3 2WN

Registered Office

1 Des Roches Square, Witney, Oxfordshire OX28 4BE



The Orders of St John Care Trust
Tel: 0800 988 8133 | Website: www.osjct.co.uk

Reg. Charity No: 1048355 Reg. Company No: 03073089
Company limited by Guarantee Registered in England & Wales

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