

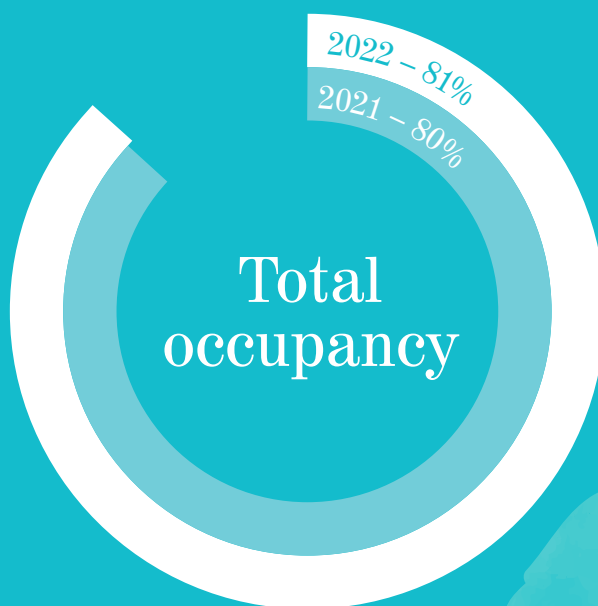


Shaping a Better Future

Annual Report & Accounts
for the 12 months ended 31 March 2022



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

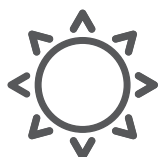
Intermediate Care and Independence



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

Mark Everall
Chair
12 July 2022



Dan Hayes

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) celebrating 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.

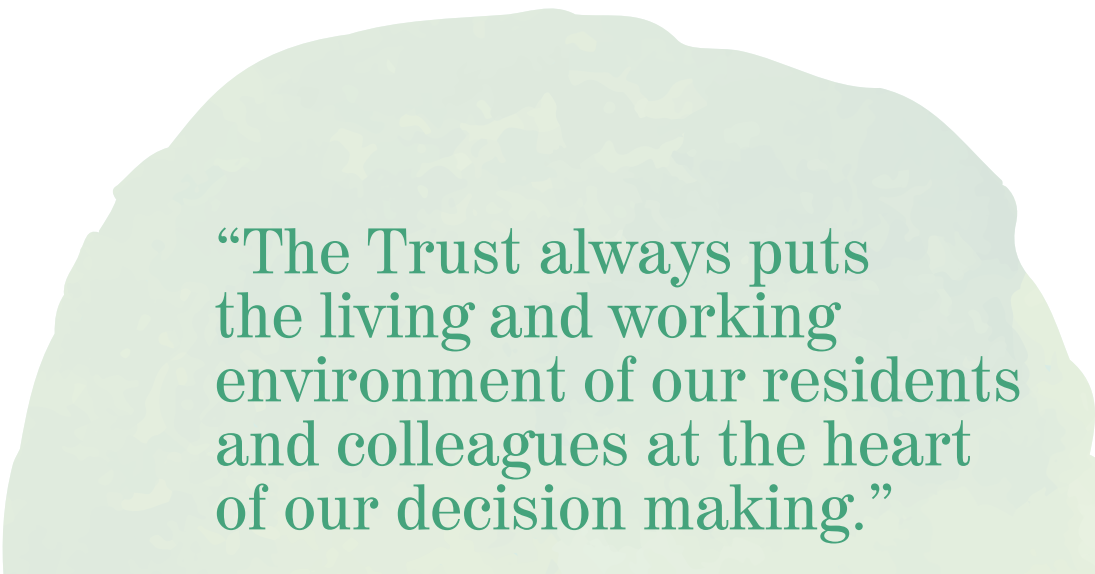
Whilst we had hoped to move ahead with a leasehold development in Lincolnshire, archaeological challenges meant this development did not go ahead. We have continued with plans to develop a new freehold home on the site of a Lincolnshire home closed in March 2020 and hope to make good progress this year 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.



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."



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	** kgCO ₂ e	Fuel %	*** YoY Change	**** Employees	kgCO ₂ e/ 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.



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 <p>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.</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	 <ul style="list-style-type: none"> 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 <p>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.</p> 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<p>Our Communities</p> <p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
<p>Public Sector Partners</p> <p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<p>Other Partners</p> <p>There are a multitude of other partners that we engage with on a regular basis to help us deliver and improve our services.</p> <p>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.</p> <p>We are also always on the lookout for additional partners who can help add value to our proposition.</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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.

OUR VOICE



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.





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	
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

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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

		2021					2022		
Board Meeting Attendance Record		6 May	8 Jul	28 Sep	1 Nov	10 Dec	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).





Statement of Financial Activities

(Incorporating an Income and Expenditure Account)
For the Year Ended 31 March 2022

		2022			2021		
	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	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 Overall



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

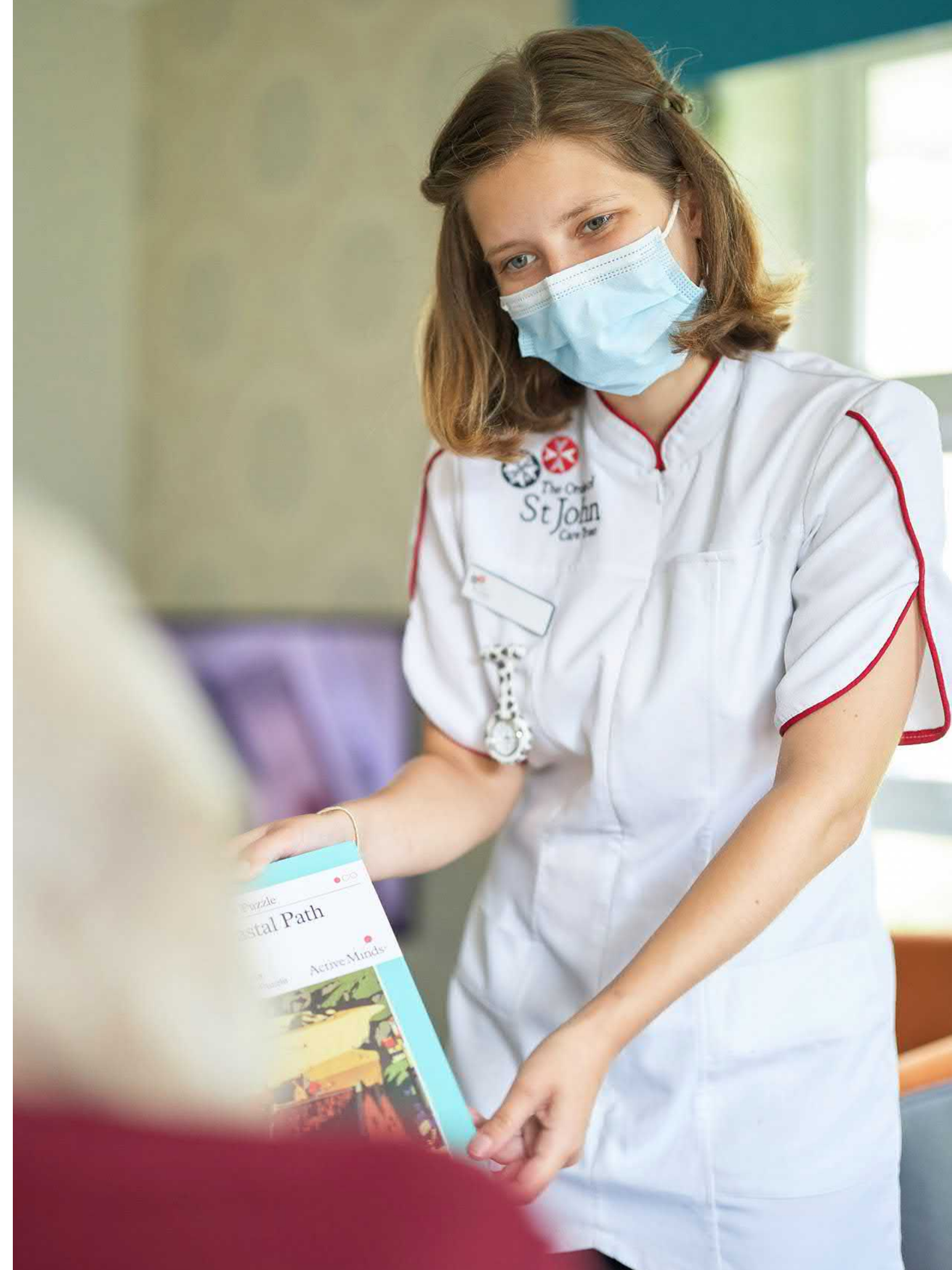
	At 1 April 2021 £'000	Cash flow £'000	Other non-cash changes £'000	At 31 March 2022 £'000
Cash & cash equivalents				
Cash and deposits	14,527	41	-	14,568
Borrowings				
Debt due within one year	(61)	160	(218)	(119)
Debt due after more than one year	(761)	-	119	(642)
	(822)	160	(99)	(761)
Total	13,705	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



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%
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Tangible Assets:

	10%, 20% or 25% or remainder of lease, if shorter
Furniture and equipment	
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).



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:

Trust		4	8	12	16	20
£ 60,000 – £ 70,000						21
						19
£ 70,001 – £ 80,000					15	
			11			
£ 80,001 – £ 90,000		5				
		5				
£ 90,001 – £100,000		4				
		3				
£100,001 – £110,000	1					
	1					
£110,001 – £120,000	1					
£120,001 – £130,000	1					
£130,001 – £140,000						
£140,001 – £150,000	1					
	1					
£150,001 – £160,000	2					
	1					
£160,001 – £170,000	1					
£170,001 – £180,000	1					
£180,001 – £190,000						
£190,001 – £200,000	1					
	1					

 2022
 2021

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 Overall, 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.



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 through 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	17,630
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

