



# Our future in our hands

Annual Report & Accounts

For the 12 months ended 31 March 2023



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# Chair and Chief Executive's Statement

## Our future in our hands

The last year has been characterised by difficulties associated with the legacy of the pandemic, rather than COVID-19 itself.

The Trust has registered a significant deficit for the year. This was budgeted for when taking account of external factors, and our desire to push on with our transformation agenda. The underlying stability of our Trust has been the principal enabler for our continued progression against our strategic initiatives. It has also allowed us to retain our focus on our key commitment of providing our residents with the highest quality of care.

We have started to focus more of our time on the future, and we have seen strong signs of an improvement in performance metrics, including occupancy, retention, and recruitment.

### National Backdrop

The year started with the immediate withdrawal of Government financial support linked to the pandemic. The impact of this was a further de-stabilising effect on our sector which is still very much in recovery.

Planned reforms to the care sector, many of which we welcome, have lost their funding through the removal of the National Insurance levy, been watered down, or appear to have been pushed back to a point where they may never happen.

At a local authority level commissioners are attempting to support higher financial settlements, but in the absence of meaningful national funding support, their hands are somewhat tied. The result is that fees are better, but the gap between current rates and a fair level of funding remains substantial.

The national social care workforce availability crisis impacted us through unprecedented recruitment and retention challenges and an over reliance on agency staffing, which have both a cost and quality impact. At some points in the year we were unable to increase the number of people using our services at the pace we wanted because of limited workforce availability.

More positively, support at a national level to enable ethical international recruitment was welcome and vital to our successful navigation of some of our staffing challenges.

Prudent planning some years ago protected us from the immediate impact of extraordinary utility price increases, and the quality and agility of our leaders across the Trust meant that we have been able to mitigate the impacts of the many challenges we faced.

### Our Response

We have worked hard to support local and national decision-making through the provision of full submissions on the Fair Cost of Care exercise. We hope this has at least helped local commissioners recognise the need to raise funding levels now if there is any hope of a fairer funding arrangement in future.

Close and objective relationships with commissioners have meant that we have been able to continue to adapt services to support people needing just a short stay in our homes and similar 'discharge to assess' provision. This has helped to alleviate some of local hospitals' discharge pressures and brought important income to the Trust as well as providing people with a more appropriate place to recover.



## Our Response (continued)

Our response to the workforce challenges has been to work tirelessly to offer the fairest deal we can to colleagues. In financial and in wellbeing terms, we have committed to supporting our colleagues in their recovery from a heroic but challenging time, and in ensuring that the Cost of Living crisis is navigated as best as possible.

Early in the New Year we were able to announce that we would once again be investing in our colleagues by ensuring that everyone earns at least the Real Living Wage. This is a substantial investment by the Trust but it demonstrates the value we attribute to their work and commitment. Alongside this, we have invested in the pay award for our corporate support colleagues, with uplifts ranging from 5%-9%.

We have invested substantially in international recruitment with a commitment to providing excellent induction, accommodation and community integration, as well as positive working conditions. By the end of the second quarter of 2022, our use of agency staff plateaued and since the end of the third quarter and into the fourth, we reduced our agency staff use by 40%.

Since the beginning of 2023 our workforce has grown by more than 3% to over 4,000 people, and the number of hours that are being worked flexibly by our own colleagues has continually grown throughout the year. Our care quality ratings have held firm over the period, comparing favourably to the national compliance level which has slipped back over the year.

Further, we achieved or have made substantial progress towards, several key objectives set out in last year's report:

- Electronic Care Records (E-Care) are being rolled out across all of our services.
- Our new care home, Wellford Gardens, in Wheatley, Oxford is nearing completion and scheduled to open to residents in 2023.
- We conducted a full colleague engagement exercise and have identified local and corporate actions as a result.
- A new payroll system has been delivered and offers many future benefits including much greater self-service functionality for colleagues.
- We completed a full and independent Board Governance Review and have already put in place the majority of the recommendations.

## Looking Forward

The last year has shown us that to rely on promises of long awaited and deserved help for our sector, is to place our future in unreliable hands.

What's more, it is important that as a sector we recognise our own role in securing a much better future for all of those who use social care services, and all of those who contribute so much through their work.

It is our own actions and confidence which have enabled positive progress in the last year, supported by local commissioners who are working hard to understand our problems without necessarily having the means, as yet, to help us address them.

Our focus on the coming year will be on returning the Trust to a positive and sustainable trading surplus whilst pushing ahead with our substantial Transformation agenda.

We expect to see the transformational impact of 80% of our sites operating with E-Care systems, and other projects delivering performance and colleague benefits.

The year will be notable for a record high level of capital investment in our buildings.

## To end...

Ending this piece, we are struck by how many new colleagues we have, many of whom have joined us from across the world, leaving families behind to care for our older people.

To all of those beginning their careers in social care this year, we thank you for making a wonderful choice. Our promise to you is to continuously improve your experience and remind decision-makers everywhere how fortunate they are to have you.

And to all who receive our services, we remain committed to providing the highest quality of care. With the Christian principles upon which we are founded, and with great pride in our not-for-profit status we believe we have a leading role to play in the future of our sector, regardless of the nature of government, or of the progress of reforms. Our opportunity is to prove through our performance that we can deliver the very highest standards of care quality, efficiently, with a fair return to invest, and a level of transparency that reassures the public and commissioners.

## Our future, in our hands.



*Mark Everall*

Mark Everall  
Chair  
6 July 2023

*Dan Hayes*

Dan Hayes  
Chief Executive  
6 July 2023

# About the Trust

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## Vision

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

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## Values

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



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



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



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



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



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

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## Overview of The Orders of St John Care Trust (OSJCT)

The Orders of St John Care Trust is a leading not-for-profit care provider with around **3,000 residents and tenants** as well as **over 4,000 employees** based across England. Our **61 care homes** and **8 accommodation schemes** specialise in residential nursing, dementia care and other care needs, as well as short term respite and day care. As a charitable trust, we are proud to put people before profit and each and every one of our residents receives the highest quality of care from our skilled team – retaining their independence and gaining new experiences.

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

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## 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.

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## Short Stay Services

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



### Respite

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

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



### Intermediate Care and Independence

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

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



### Day Care

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

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

## Trustees' Report including Section 172 Statement and Directors' Report

### Review of the Year

OSJCT continues to be one of the largest not for profit providers of care for older people, operating 61 care homes and 8 Extra Care Housing (ECH) schemes. In total, we have over 4,000 permanent and bank employees and care for around 3,000 people. We continually strive to provide high quality person-centred care and services with dignity, respect and compassion. During the year we adapted services to support people needing just a short stay in our homes, and in doing so helped meet the needs of our local communities, in line with our charitable purposes which ultimately deliver a public benefit.

As of year-end, residential care remained our main care category, with 43.5% of our residents in receipt of this service (2022: 49.0%), followed by individuals living with dementia at 30.3% (2022: 25.9%), nursing at 11.6% (2022: 13.0%), respite at 7.9% (2022: 7.9%) and intermediate care at 6.7% (2022: 5.9%). The increase in short stay services demonstrates our responsiveness to the public sector as we supported more individuals who were either able to leave hospital (but needed additional support for a short period of time), or who were cared for by us to avoid hospitalisation.

During 2022/23, 55% of individuals were funded by local authorities with which we have long-term contracts (2022: 54%),

4% by the NHS (2022: 5%), 1% by other local authorities (2022: 1%), and 40% were self-funded (2022: 40%).

We were pleased to see our occupancy level continuing to recover post pandemic to 85.6% at the year-end (2022: 80.8%). This was despite workforce challenges within the sector which at times hampered our ability to admit new residents and increased our reliance on agency staff usage. These pressures led us to embark on a programme of international recruitment for qualified nurses and experienced carers, who following their training, have been warmly welcomed into our homes and are helping provide stability to our workforce and continuity of care to our residents.

We achieved or made substantial progress towards the four key objectives set out in last year's annual report. E-Care was successfully piloted and is now being rolled out at speed across all of our services. In terms of modernising our estate, our new care home in Oxford is nearing completion and will open to residents in 2023. We conducted a full colleague engagement exercise and have identified local and corporate actions as a result. Lastly, we provided comprehensive submissions on the Fair Cost of Care exercise, enabling local and national decision-makers to clearly recognise the need to raise funding levels.



## Compliance

At the end of March 2023, our Care Quality Commission (CQC) compliance rating (the percentage of Good and Outstanding ratings) for all our homes and schemes was 90.4% (2022: 92.1%) and for care homes was 89.2% (2022: 90.8%), which continues to be well ahead of the national average of 81.4%.

Our compliance levels have been consistently above the national average for four years, which reflects the strength and rigour we apply to our internal care quality. We are pleased that our compliance levels in all service types we offer continue to exceed the CQC national average. Our residential homes are 90.0% (national average: 82.7%), nursing homes 88.0% (national average: 78.1%) and ECH 100% (national average: 85.6%). Our Oxfordshire region and our ECH schemes

have maintained 100% compliance with either Good or Outstanding ratings for the second year running. We continue to aspire for 100% of our services to be rated Good or Outstanding.

The CQC launched a new strategy in 2021 and plans to introduce a single assessment process instead of the traditional inspection regime in 2023. The assessment process will involve the collation of information from a wide range of external agencies/sources which will assess the level of risk in services and influence decisions on when to inspect services. We are currently training our operations and care quality teams in the new assessment process to ensure that we are fully prepared.



**“We see the person  
and we respect  
individuality.”**

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## Care Quality Improvement

We have a dedicated care quality team which includes specialists in tissue viability, falls prevention, dementia, catering, infection control, medicines management and End of Life Care. This team leads on monitoring performance and supporting homes to deliver improvements to ensure that they maintain and exceed CQC standards and meet the expectations of our residents and their families.

As part of our monitoring process, our Clinical Governance and Quality Committee meets quarterly to review and monitor our key performance indicators (KPIs), current complaints and clinical change management. This allows us to regularly assess areas of improvement and discuss best practice. The focus this year was medicines management which led to revised processes and training being introduced.

Our “Requires Improvement (RI) to Good” programme has been operating for four years and aims to support homes to improve their compliance rating from RI to Good. It's effectiveness is demonstrated through our compliance levels and is a key performance indicator for the Trust. We continue to run this programme for our RI homes and are now considering how we adjust the programme to manage the upcoming changes in the CQC inspection regime.

The ‘Good to Outstanding Programme’ is progressing and the initial focus has been on the CQC Provider Information Returns (PIR) and the Statements of Purpose. Both of these will be a significant focus for CQC under the new CQC inspection approach.

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## Resident Engagement

Following an extended period of visiting restrictions due to COVID-19, a highlight of the year was the freedom with which families and friends were once again able to visit their loved ones. It was also greatly beneficial for staff to be able to safely move out of mask wearing. This meant that for some residents, they were able to see, for the first time, the faces of those caring for them.

We recognise the importance of enhancing the lives of those who live with us and our homes regularly provide a stimulating and varied package of activities such as music therapy, animal therapy, live entertainment, exercise classes, quizzes and creative sessions. Our Activity Coordinators help build personalised programmes based on individual's hobbies, interests and requests. In addition, to maintaining levels of social interaction and community engagement, our homes offer trips and excursions and organise events such as fetes and garden parties.

Resident feedback is at the heart of everything we do. Having had to suspend our regular surveys of residents and families during COVID-19, we re-launched our Resident Engagement Survey in May 2023. The results of this exercise are being analysed and will help shape the future care and experiences of our residents.

Whilst we endeavour to always provide the best possible care and experience, we acknowledge that on occasion, we may not always get things right. During 2022, we updated our complaints policy and procedure to make it simpler and quicker for people to obtain resolution on matters brought to our attention. We also delivered training to all Home and Scheme Managers which focused on the new policy and the importance of learning from complaints.

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## Electronic Care Records (E-Care) and Other Technologies

Digitisation of care records is a key part of the Government's social care reform White Paper, with a target of 80% adoption by March 2024. We are fully supportive of this ambition and had already recognised the importance of E-Care in 2020

when we began planning for its adoption. Our residents and services will significantly benefit from the improved care and information management facilitated by this type of system.

We completed an extensive procurement process during 2022 and awarded the contract to Nourish (a leading E-Care provider accredited with NHS Digital). We successfully piloted our first home in Oxfordshire in December 2022 and have started the implementation in a number of further homes. We plan to achieve 80% adoption across our estate by March 2024.

Acoustic monitoring is the other key technology highlighted in the reform White Paper. Recognising its

benefits in providing preventative care that promotes independence, we have engaged with a provider to introduce this technology at Wellford Gardens, our new home in Oxfordshire which is scheduled to open in 2023.

We have been working with our local Integrated Care Boards (ICBs) to secure digital care record funding to support our rollout programme. We expect to have funding secured to support us during the next year.

## Dementia Support

We understand the challenges of living with dementia and the importance of supporting our residents, their families, and colleagues with specialist support where it is needed. We are proud to be one of the few care providers to employ our own Admiral Nurses. Supported by Dementia UK, these are specialist nurses who can offer skilled assessments to ensure that the needs of the individual are met. This is delivered through the provision of emotional support, practical advice, information and skills to help those living with dementia feel more comfortable. In addition, our team runs virtual support groups for relatives and people in the local community and well as being the source of expert guidance and support for our homes. All of our colleagues are offered dementia-specific training, to help them understand the needs of a person living with dementia. This means our teams are well equipped to understand and support people's individual situations. Our 'Walk with me' specialist training is the only course within the social care sector to be endorsed by Dementia UK.

Reflecting our expertise in delivering dementia care, the Trust's prescribing levels of antipsychotic medication remains low in comparison to the national average for care homes. Antipsychotic drugs may be prescribed for people with behavioural and psychological symptoms of dementia. An audit undertaken in January 2023, shows that prescribing rates reduced by 0.4% to 3.3% when compared to July 2022. A recent study of antipsychotic medicine prescribing for people with dementia in UK care homes found that rates soared from 18% in 2016/2017 to 28% in 2021/2022.

We seek to incorporate dementia-friendly design into our new homes by including small households so that residents consistently see the same people most days and it feels more like a traditional home. We use colour and other visual cues, with signage and tactile decoration to help find their way around the home. In our older homes, we incorporate technology such as circadian lighting which assists residents whose dementia causes confusion around day/night cycles.

### CASE STUDY

## Admiral Nurse awards

Dementia UK launched its first ever Admiral Nurse awards in 2022, judged by a panel which including LEAP (Lived Experience Advisory Panel) members and Dementia UK staff. We were delighted that our Admiral Nurse Team Leader Angie Williams was presented with the Leadership award and the team received the Courageous Conversations award based on their work in relation to sexuality and intimacy within the care home sector.



# Our Homes and Schemes

We are proud to be a proactive and responsive public sector partner and seek to continue to provide those services required by local commissioners and communities.

Over the course of the year, we saw a realignment in demand for the type of services we offer. This is reflective of local authorities' new focus on caring for people at home wherever possible but also the increasing need for dementia care and short-stay placements. Overall, we have seen a decline in the demand for residential places, and a corresponding increase in demand for dementia places. We have also seen respite needs growing which in turn can lead to permanent placements.

We have continued to focus on building strong relationships with our local authority partners, responding positively and at short notice to requests to repurpose households across our homes into specialist short stay units to support hospital discharges and reduce admissions to hospitals. As such, over the course of the year, the proportion of intermediate places grew from 5.9% to 6.7% of our overall places. The proportion of service types was also affected by the closure of four older homes owned by the Council in Gloucestershire in 2022, following a public consultation. The closures, led by the Council were part of its wider plans to re-shape the future of social care in the county.

	March 2022 % of total places	March 2023 % of total places	Change
Residential	48.1%	43.5%	-4.6%
Dementia Including Nursing Dementia	25.9%	30.2%	+4.3%
Nursing	12.2%	11.6%	-0.6%
Intermediate	5.9%	6.7%	+0.8%
Respite	7.9%	8.0%	+0.1%
<b>Total</b>	<b>100%</b>	<b>100%</b>	

Responding to changing social care needs remains a priority for us and we continue to evaluate how we can best support the sector through the provision of new or enhanced services, for example, to individuals with increasingly complex needs. We intend to undertake further work in 2023/24 to identify where we can adapt or introduce new service specifications to support sector needs in the future. This work will take into account ongoing engagement with our block contract local authorities to develop new estates strategies where contracts come to an end this decade.

## Our Schemes

The Trust currently operates eight Extra Care Housing (ECH) schemes, a lower figure than in previous years following the retendering of some contracts by Oxfordshire County Council in 2021/22. We elected not to participate in the retender exercise for some schemes due to concerns about the sustainability of the operating model under the terms offered by the Council. This year, we have commenced a review of our ECH schemes and as part of this have opted to change the line management of ECH to bring it into the centre of the Trust, with line management through our Divisional Directors. This will give a bigger voice to ECH and allow us to more effectively manage resources between care homes and ECH. This will improve the efficiency and profitability of the schemes and allow us to become more competitive if we choose to tender for additional settings.





  
The Orders of  
**St John**  
Care Trust



# Our People

We entered the 2022/23 financial year with the sector facing the most severe staffing crisis in recent times, with the number of vacancies in the country reaching an all-time high of 1.3 million.

We have focussed on creating points of difference to other employers both within and outside of the sector. Our goal has been to ensure that we continue to recruit and retain the very best talent in the care market.

We have listened hard to our colleagues through a range of online surveys as well as setting up collaborative focus and listening groups. Through listening, we have been able to focus our investment on creating supportive workplaces in the areas that really matter to our colleagues.

By focusing on supportive and engaged workplaces we have seen our turnover rates reduce throughout the year from 41% to 34%. At the same time have actively expanded our talent pools through a highly successful overseas carer recruitment campaign and a campaign to increase our flexible (bank) workforce. This dual approach has created workforce stability and reduced the need for agency staff going into the new financial year. We are ever grateful to all our colleagues and volunteers who have continued to show great commitment to our residents over the year. In particular, we want to recognise the warm welcome given to our new overseas carer colleagues who joined in the latter part of the financial year.



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## Pay

Recognising the cost-of-living pressures, we gave our front-line colleagues an interim pay award in November 2021 and subsequently increased our minimum pay rates to the Real Living Wage (Real Living Wage Foundation) in April 2022. Whilst this was not readily affordable for the Trust, as a not-for-profit provider that chooses to look after predominantly Local Authority funded residents, we were pleased that the Board voted in January 2023 to continue this commitment to paying the Real Living Wage.

We have implemented a minimum pay level of £10.90 with all our care colleagues earning at least £11 an hour. We have also been able to maintain an appropriate differential in pay rates across all roles. We are pleased to have delivered similar increases to colleagues in our support functions with the annual pay award ranging from 5%–9.3% for 2023/24.

We believe that this continued commitment to the Real Living Wage demonstrates to our colleagues how much we value them and continues to help ease the burden of the cost-of-living crisis and other financial pressures.

We continue to advocate to the government and local authority partners for better investment in the social care workforce. The inequalities in pay between the NHS and social care have been well known for some time, but until our partners begin lifting their fee rates towards a fairer cost of care, this will continue to be a challenging gap to bridge.

Remuneration for the Executive team is structured in such a way that it attracts, motivates and retains talented individuals. Salaries are reviewed by the newly formed Remuneration and People Committee and agreed by the Board on an annual basis, at the same time as the Trust-wide pay review takes place. This review incorporates an analysis of pay benchmarking data and aims to ensure that salaries are set at or just above median rates for the not-for-profit sector, whilst considering the level of increase being awarded to colleagues as well as organisational performance more broadly.

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## Gender Pay Gap

Even though our median gender pay gap has risen slightly to 2.51% (2022: 1.6%) it continues to be narrower than the national average of 9.4%.

Our mean gender pay gap has also risen slightly year-on-year to 11.76% (2022: 11.39%).

We continue to employ significantly more females than males within the Trust. Although we have good representation of females in senior roles, the distribution of males and females in the upper quartiles is skewed which is the cause of the Gender Pay Gap.

To address this, we will be developing a succession planning framework and a leadership development programme which will proactively support female colleagues to develop their careers into senior roles within the Trust

The Trust also maintained membership of The Care Workers Charity. The charity provides all care workers with access to advice and well-being support, including financial assistance at times of crisis. This benefit complements our employee assistance programme.

**“We recognise the warm welcome given to our new overseas carer colleagues.”**

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## Recruitment and Retention

Recruitment and retention have proved challenging due to wider economic pressures and the post pandemic perception of the sector.

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### Overseas recruitment

In response to the workforce pressures in social care, particularly around the availability of qualified nurses due to a national shortage within social care and the NHS, we proactively broadened our horizons by recruiting nine overseas nurses. Whilst sourcing talented nurses from other countries, it was imperative for us that these individuals were not recruited from countries that had a shortage of qualified nurses themselves.

These nine nurses are talented individuals who were qualified, skilled nurses in their own countries. As well as ensuring they receive high-quality pastoral care, we have supported them through rigorous training and induction to qualify for their Nursing and Midwifery Council PIN in England. They are now all working as nurses and key team members in our care homes. They will receive ongoing support and clinical skills training to continue developing their careers with us.

After the success of our overseas nurses' campaign, we decided to extend our overseas talent pool to include carers. Working with a trusted partner we were able to welcome over 60 experienced overseas carers into homes across the Trust during the final quarter of the year.

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### Bank and Flexible Worker Campaign

We launched a highly successful digital and non-digital recruitment campaign to attract more people to our bank (group of staff that chooses to work flexibly and can be contacted by an employer when the need arises) during the final quarter of the financial year. We value our bank colleagues as they are highly trained and skilled and offer valuable flexibility which is vital to quality service provision in our homes and schemes.

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### Retention

Retention continued to be a key organisational priority across the last financial year. We are pleased our labour turnover decreased to 34% (2022: 41%) and, although turnover amongst colleagues who have worked with the Trust for less than 12 months has remained a challenge, we have also seen a significant reduction in turnover within this group. As part of our People Strategy we have increased our colleague engagement through the use of application based surveys so we can act decisively to ensure our colleagues enjoy working with us.

We are confident we are putting the right measures in place to ensure all our colleagues are welcomed into the Trust from day one and are trained and supported to deliver their best throughout their careers with us. We recognise all our colleagues as unique individuals who have a vital part to play in the Trust's community and we are focused on delivering a rewarding and enjoyable experience for all.

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### Listening to our Colleagues

During the year, we have gathered vital feedback from our colleagues through online onboarder and leaver surveys. These app based surveys provide our managers, HR teams and induction support coordinators with real time insights into how our colleagues' experience our workplaces, and we have been able to use these to make improvements.

During the summer of 2022 we ran a colleague engagement survey across all our staff teams. We were pleased that the results showed that 77% of our colleagues based in our homes would recommend the Trust as a place to work and 84% would recommend our services. We have worked closely with a focus group of colleagues to develop an action plan, based on results from the survey, that will be implemented during 2023/4.

We also launched a staff suggestion scheme in October 2022 which enabled colleagues to suggest and implement improvements to ways of working. We have been delighted with the number and quality of the ideas we have received, many of which we have already put into practice.





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## Wellness Strategy

The wellbeing of colleagues remains a priority for the Trust and throughout the last financial year we have focussed on our wellness strategy.

We recognise there is no one-size-fits-all solution to enhancing an individual's well-being, so our approach remains focussed on four areas: mental, physical, social

and financial health. Following our initial focus on financial wellness, we have pushed ahead with a focus on mental health and menopause wellbeing. We have trialled alternative menopause friendly uniform options which will be available in all our homes in the coming year.

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## Learning and Development

Our statutory training compliance has continued to remain stable, despite turnover and challenges with colleagues being able to leave shift to attend training. Our like for like compliance ended the year at 4.2% above our target of 85%.

The number of colleagues on apprenticeship programmes has continued to increase throughout the year, with 254 colleagues now on programme and 36 colleagues completing their apprenticeships in 2022/23. We anticipate the number of individuals completing their apprenticeships will increase to over 180 next year, and in doing so enable further new enrolments. We are continuing to expand our offer and now have apprenticeships for Central Teams in Operations and the People Team and have three Home Managers now on a Level 7 Senior Leadership Programme.

During the year we focussed on increasing our colleagues' key technical skills by developing and rolling

out specific induction training for non-care roles in our homes. This will be extended to our central support roles in the next financial year.

Next financial year we will be focusing on the leadership and management skills of our Home and Scheme based managers. Initially this will focus on our first line managers, but this will extend to deputy and home managers in the second half of the year.

Performance management will continue to be improved with our new carer appraisal process being rolled out across all our homes.

We will also be focusing on developing the digital skills and confidence of our colleagues as we roll out the new E-Care system to all our homes and schemes.

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## Diversity and Inclusion

As a values-led organisation, diversity and inclusion are an integral part of our work. We are committed to building on our successes to maintain and further develop a culture whereby all colleagues, bank workers and volunteers can bring to work who they are, the richness of their lived experiences, views, needs and realities. We have recognised that, whilst we have had successes over the years in achieving equality and equity in our organisation, we can always do more to become a truly inclusive place to live, work and volunteer.

During the summer of 2022 we ran a series of focus groups and listening exercises with our colleagues and volunteers to understand the experiences of different

communities and groups that make up our organisation. We used this insight to help us develop our five-year Diversity and Inclusion Strategy which we launched in December 2022.

During 2023 we will be looking to establish employee network groups, including an LGBTQ+ employee network, to help us drive meaningful change in particular areas.

The goal of the LGBTQ+ network group is to help us create a more welcoming and inclusive workplace for all employees, regardless of their sexual orientation and gender identity.



## Volunteers

We are hugely grateful to our 500 dedicated volunteers. Their support in 2022 – as befrienders, activities assistants, musicians, gardeners, and telephone befrienders – to name just a few of the roles they fulfil – has been incredible. Together they have contributed thousands of hours to support our residents; offering their companionship, sharing their skills, interests and hobbies whilst also keeping them connected with their local community.

Volunteering at OSJCT is a partnership. With much of our volunteer engagement being restricted to virtual during the pandemic, we want to give our volunteers

more of a voice within the organisation, through the introduction of our volunteer forums, volunteer voices group and reinstatement of face-to-face events.

With all COVID-19 restrictions now lifted in care homes, we will be focusing on growing volunteering at OSJCT. By diversifying our volunteer opportunities, building on support already given by local businesses, establishing new community partnerships and with the introduction of volunteering into our ECH schemes, we hope to attract new people with a range of skills and lived experiences to benefit those that live and work with us.



Technology is a key enabler in the delivery of our strategy over the next 10 years. During the year, we completed the roll out of our wi-fi infrastructure and fast fibre broadband upgrades, which ensures our homes have the digital capacity to introduce new technologies and systems.

Many of our systems are old and dated and in recognition of the need to replace all our systems with Cloud based technology our Trustees have agreed we can invest up to £3m each year over the next four years in our transformation programme.

We are already rolling out Electronic Care Records in line with our transformation roadmap and this will continue through the next financial year.

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## Customer Relationship Management

We piloted a customer relationship management system in 13 of our homes. The insights and opportunities the system has delivered reinforce the importance of being able to implement a system across suitable homes. We will now look at how best we move forward with this technology during the next year.

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## Payroll System

During the year we procured a new payroll system. We implemented the first phase of the replacement during the year which allowed us to introduce electronic payslips to all colleagues. We intend to roll out more functionality during the next year which will provide a greater level of automation and extend the self service offering to colleagues.

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## Telephony

During the next year we will be replacing our telephony infrastructure with a software-as-a-service cloud-based solution. This will enable us to offer a standardised telephony service across all our sites alongside offering a much-improved customer experience.











## Streamlined Energy and Carbon Reporting 'SECR'

The data in the table below shows the Trust's energy consumption and emissions for the last 3 financial years. It is based on meter readings pooled by our utilities broker and broken down per utility, per month and per metering point. The percentages shown represent the split between emissions and year on year (YoY) change per utility measured in tCO<sub>2</sub>e, in line with industry best practice.

Official guidance states that users should apply the set of conversion factors that cover the greatest proportion of the reporting period.

Conversion factors allow organisations to calculate greenhouse gas (GHG) emissions from a range of activities, including energy use, water consumption, waste disposal, recycling and transport activities. The factors help convert energy use and carbon emissions into common units.

As the reporting period in question is 1 April 2022 to 31 March 2023, the majority of the reporting period falls under the 2022 set of conversion factors and therefore these conversion factors have been applied.

The figures now also include emissions from transportation, comprising business travel in rental cars or employee-owned vehicles where the Trust is responsible for purchasing the fuel. It should be noted that emissions in this area will inevitably demonstrate significant increases following the reduction and eventual end of pandemic restrictions and increased levels of office working.

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

### Energy Consumption Table

Energy Category	MWH	tCO <sub>2</sub> e	Fuel %	tCO <sub>2</sub> e YoY Change	Employees	tCO <sub>2</sub> e/ Employee
<b>2020/21*</b>						
Gas & Kerosene	35,938	6,666	70.6%			
Electricity	11,610	2,707	28.6%			
Transportation (business travel)	303	75	0.8%			
<b>Total</b>	<b>47,851</b>	<b>9,448</b>	<b>100%</b>		<b>4,563</b>	<b>2.07</b>
<b>2021/22*</b>						
Gas & Kerosene	35,396	6,506	72.0%	-2.4%		
Electricity	11,433	2,428	26.9%	-10.3%		
Transportation (business travel)	390	96	1.1%	+28.0%		
<b>Total</b>	<b>47,219</b>	<b>9,030</b>	<b>100.0%</b>	<b>-4.4%</b>	<b>3,908</b>	<b>2.31</b>
<b>2022/23</b>						
Gas & Kerosene	33,438	6,121	74.3%	-5.9%		
Electricity	10,958	2,119	24.3%	-12.7%		
Transportation (business travel)	620	153	1.4%	+59.3%		
<b>Total</b>	<b>45,016</b>	<b>8,393</b>	<b>100.0%</b>	<b>-7.1%</b>	<b>3,738</b>	<b>2.25</b>

Figures for 2020/21 and 2021/22 have been updated from previous years' Annual Reports to show:

- Actual full financial year consumption (previous figures consisted of 10 months' actual consumption pro-rated for a 12-month period due to the timing of the Annual Report).
- Confirmed headcount figures (includes bank staff and contractors) as at 31 March allowing for post year-end reconciliation for each year shown.

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

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

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## Environmental Sustainability

At the end of 2022, we commissioned carbon footprint data for Scope 1 & 2 emissions for our homes and office. Scope 1 are direct emissions from sources such as boilers and vehicle, and Scope 2 are indirect emissions from, for example, electricity use. This was followed up with detailed site surveys of 3 homes of mixed ages to identify opportunities which would form part of our future net zero strategy, starting with electricity and gas efficiency reductions, given that electricity and gas account for 98% of total emissions. During 2023/24 we will use this data to build our net zero carbon roadmap.

We have also appointed, through a competitive process, mechanical and electrical (M&E) consultants who can identify and implement sustainability opportunities both through new developments and refurbishments as well as our existing estate.

We continue to proactively embed sustainability into our procurement process and supplier performance and relationship management to underpin our focus on working with suppliers who are equally focussed on and motivated to driving sustainability through their supply chains.

All tenders now include a section on sustainability to identify and evaluate actions undertaken by suppliers to reduce their environmental impact. The best response received in 2022/23 was from Teal Living which has been awarded the furniture contract for the communal rooms at Wellford Gardens. Teal has been accredited with ISO140001 since 2001 and has a whole business division (Sustain) that works to recycle or reuse all its waste products.

In the Summer of 2022, we entered into a central servicing contract with Miele for our washing machines and tumble dryers. Moving from a regional network solution has provided several environmental benefits. Miele's data and analytics has reduced the number of reactive call-outs resulting in fewer site visits, as well as enabling more effective whole-life cycle, repair / replace decisions. We continue to work with Miele to identify further opportunities to reduce energy consumption and are pleased to partner with an organisation with a proven commitment to sustainability.

Last year we stated the intention to implement data loggers to monitor our water consumption, which will allow for the early detection and subsequent correction of leaks or high usage. These have been installed in some homes with further installations underway. We will be tendering all utilities contracts in 2023/24 and, where possible, will seek commitments for the provision of SMART meters with all new suppliers.









## Strategy Update – Year One Progress

We are one year into our new ten-year strategy. We remain committed to the five strategic pillars established in the strategy and the aims that sit beneath them. We identified a number of priorities for 2022/23 which we are pleased have progressed.

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### Piloting Digital Care Records

The pilot has been successful, and we have learnt a significant amount from running it. This has enabled us to refine our processes and confirm how we are going to roll out the system across our homes and schemes.

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### Developing a Colleague Engagement and Communication Strategy

The development of our engagement and communication strategy has started with a focus on making sure we have the right tools in place to listen to our colleagues. The engagement survey and apps we have implemented are allowing us to refine our approach to engagement and communication which will continue to be a priority during the next year.

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### Modernising our Estate

Wellford Gardens, our new home in Wheatley, Oxfordshire is on course to open in the latter part of 2023. The home will benefit from fresh air ventilation and gardens specifically designed for dementia residents so that the outdoor space of the home plays a significant part of their wellbeing. The home will open with the latest technology including digital care records and acoustic monitoring.

We have been working on our supply chain so as to speed up design and delivery of new homes. During the year we appointed a preferred architect and a preferred mechanical and electrical provider. We will work in partnership on designing sustainable care homes for the future which also respond to the learnings from the pandemic.

Whilst a leasehold care home in Oxfordshire gained planning consent, wider economic challenges arising from the rising gilt market in 2022 means that this home is unlikely to move ahead with us as a tenant in the near future.

Instead we continue to review options for Oxfordshire, including the development of a freehold site which we have been progressing during the last 12 months.

In Lincolnshire we have made good progress with the design of a freehold home on the site of our closed Fosse House. We expect to enter consultation with the community on our planning application this summer with a view to commencing construction in 2024.

In terms of our existing estate, following completion of building condition surveys, we identified in 2022 investment requirements for every home across the Trust, supported by a detailed capital programme through to March 2024. Overall, we spent £11m on our homes during the year. This was lower than originally planned due to COVID-19 and the decision to revise our capital investment programme for the next three years to enable whole home refurbishments within a quicker timeframe.

We expect to spend £24m across the three years from 2022/23 to the end of 2024/25. In addition, Gloucestershire County Council is investing around £5m into five of its homes and there will be a further circa £4m invested into our Oxfordshire homes from the sinking fund held by our joint venture partner.

Estate modernisation remains a key part of our strategy and will continue to be a core priority for us over the next 10 years. We remain committed to increasing our estate on both a freehold and leasehold basis through organic growth and acquisition and will continue to pursue opportunities that align with our strategy.

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## Contributing to Sector Reform and the Fair Cost of Care

We welcomed the social care charging reform and are disappointed its full implementation has been delayed until October 2025. We fully engaged and participated in the Fair Cost of Care (FCoC) exercise which ran during 2022. We will continue to encourage the Government to use the insights from the FCoC work and market

sustainability plans to allocate more funding and resource to the adult social care sector. We will continue to respond to sector reform consultations during the next year in order to ensure we are contributing to any future shaping of the sector and those who work within it.

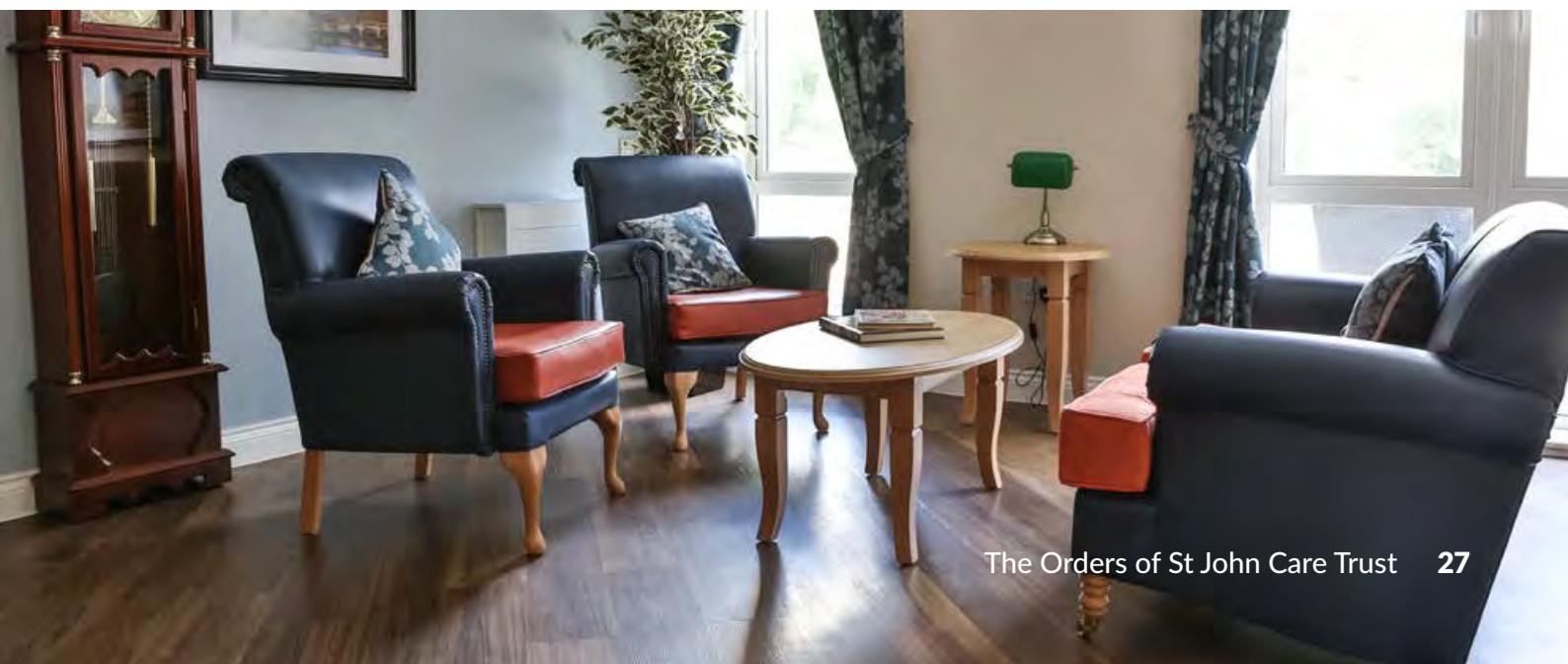
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## 2023/24 Strategic Priorities

Our 2022/23 priorities will continue to be a key focus for us during 2023/24. We are committed to the rollout of electronic care records and we intend to meet the Government target of rolling out to 80% of our homes by March 2024 and we aspire to exceed this target.

We will also extend our priorities in the next year to look at additional objectives which have a material impact on our strategy. These include:

- Completing a resident and family satisfaction survey so we can improve the experiences of those who live with us.
- Developing and implementing a leadership programme for those who work in our homes, ensuring they have the right tools and skills available to them to support our colleagues who care for our residents.
- Developing a digital roadmap which prioritises the replacement of our back office systems with a particular focus on continuing the implementation of payroll system functionality during the next year.
- Developing an action plan with our local authority stakeholders to identify new service provision aligned to their needs and which will address the ending of block contracting arrangements over the remainder of this decade.







# Section 172 Statement

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

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

The Board of Trustees of The Orders of St John Care Trust consider, both individually and together, that they have acted in the way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole (having regard to the stakeholders and matters set out in s172(1)(a-f) of the Act) in the decisions taken during the year ended 31 March 2023.

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

S172 Matter	Specific Examples	Pages
(a) the likely consequences of any decision in the long term	<ul style="list-style-type: none"> <li>• Significant investment in a digital transformation programme</li> <li>• Refurbishments of older homes and investment in new homes</li> </ul>	5, 10, 20, 31 26, 27
(b) the interests of the company's employees	<ul style="list-style-type: none"> <li>• Overseas recruitment campaign</li> <li>• Maintenance of Real Living Wage as minimum pay rate</li> <li>• Colleague engagement survey</li> <li>• New onboarder and exit interview app</li> <li>• Wellbeing strategy</li> </ul>	16, 30 15, 30 16, 26 16 18
(c) the need to foster the company's business relationships with suppliers, customers and others;	<ul style="list-style-type: none"> <li>• Resident and family feedback</li> <li>• Partnering with suppliers</li> <li>• Ensuring our voice contributes to the discussion on the future shape of adult care provision</li> </ul>	10 11, 24 27
(d) the impact of the company's operations on the community and the environment	<ul style="list-style-type: none"> <li>• Provision of new service models reflective of local authority commissioning needs</li> <li>• Volunteering opportunities and community engagement</li> </ul>	5, 12 19
(e) the desirability of the company maintaining a reputation for high standards of business conduct	<ul style="list-style-type: none"> <li>• Compliance ratings</li> <li>• Partnering with suppliers</li> </ul>	9 11, 24
(f) the need to act fairly between members of the company	<ul style="list-style-type: none"> <li>• Our governance framework sets out the membership structure of the Trust</li> </ul>	47



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

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## Principal Decision 1 – Overseas Recruitment Campaign

To widen our labour pool, we engaged with a partner organisation during 2022 to source an initial cohort of nine overseas nurses and 60 carers.

The success of this initiative led to the extension of the programme with a second cohort of six nurses arriving in the UK in May 2023 and a further 18 carers in April/May 2023. In addition, 75 onshore overseas carers also commenced work with a further 40 in the pipeline (awaiting Certificates of Sponsorship). These carers have been allocated to homes across all regions, in particular where the local recruitment market is more challenging.

The impact of the overseas and onshore overseas recruitment campaign is starting to be reflected in a reduction in agency hours and is enabling homes to increase occupancy where lower staffing levels previously constrained new admissions.

This helps the longer-term financial sustainability of the Trust and, through a more stable workforce, should help deliver consistency of care for our residents.

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## Principal Decision 2 – Remuneration

The further tightening of the UK labour market led the Real Living Wage Foundation to bring forward its announcement of the new RLW rate to September 2022. On 22 September it announced the new UK RLW rate of £10.90. The 10.1% increase is the highest increase in the history of the Real Living Wage Foundation.

In response to extraordinary sector staffing challenges and cost of living pressures faced by our workforce, Trustees agreed to lift pay to the current Real Living Wage (RLW) of £10.90 as the minimum rate within the Trust meaning that (with the maintenance of pay

differentials) all carers would earn above £11 per hour. In making this decision, the Board was keen to act in the best interests of its employees and was hopeful that the pay increase would assist with recruitment and retention challenges.

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

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## Principal Decision 3 – Closure of Four Gloucestershire Homes

In March 2022 the cabinet of Gloucestershire County Council (GCC) approved undertaking a public consultation on the closure of four homes operated by the Trust in the region. A final decision on the closures was made in July 2022 with the four homes then being closed in the second half 2022. The decision had to balance the needs of residents and staff against longer-term commissioning needs for the local authority. All residents and staff were given the opportunity to move to other homes within the OSJCT estate and we were pleased that so many chose to do so.

Although the decision to close the homes ultimately rested with GCC, our support reflects the strength of our relationship with the Council and our commitment to assist GCC in shaping local provision to the needs of the local area over the longer term.



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## Principal Decision 4 – Restructuring

On the back of recent home closures and a reduction in the number of ECH schemes, a review of the Trust's operating structure was completed towards the end of the financial year. The aim was to create a better balance of homes across the regional operational teams; a fairer span of control for our Area Operations Managers; to review regional boundaries; and to better integrate ECH.

This resulted in a move to three new regional divisions plus a focused group of self-funded homes. The new structure delivers financial savings for the Trust but importantly also ensures greater consistency of performance and a structure fit for the future, ready for any potential changes.

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## Principal Decision 5 – Digital Transformation

The Trust has embarked on a significant programme of transformation, of which the digitisation of care records is an important step for the Trust as well as for Government which, in its social care reform paper, set a target of 80% adoption by March 2024. This technology will significantly benefit our residents and services through improved care and information management facilitated by this system. The first trial of the technology commenced in our Madley Park home in

December 2022 and further rollout is planned for 2023/24 to enable us to meet the 80% target as a minimum.

Separately, a new payroll system was procured and then implemented at the start of 2023. Upgrading this legacy system has streamlined the payroll process and delivered operational efficiencies.

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## Principal Decision 6 – Governance Review Recommendations

As part of our normal governance cycle, we completed an externally facilitated Board governance review in 2022. This was a thorough exercise which led to the recommendation to rebalance the duties of committees. This resulted in the establishment of two new committees to permit greater oversight and scrutiny of key areas of performance. The Care & Quality Committee focuses on care delivery and compliance

as well as the lived experience of residents. The Remuneration & People Committee is responsible for considering and making recommendations to the Board in relation to the wider workforce pay policy as well as the remuneration of the Executive and Chairman. Its purpose is also to review performance data and oversee the execution of the people aspects of the Trust's strategic plan.

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## Principal Decision 7 – Oxfordshire Head Office

Prior to the pandemic the Trust had reviewed its position on the requirement for office space as the location, at times, proved to be challenging for recruitment especially as public transport links from large towns or cities were limited. Trustees exercised the break in the Head Office lease in November 2021 and a new permanent location was identified during 2022. However, following review of office requirements (informed by discussions with colleagues, experiences from the pandemic and our new hybrid working policy), it was determined that the proposed office space was

larger than required in the medium term and that central Oxford office space costs were anomalous in the context of a nationally improving (rents reducing) market. As a consequence, it was agreed to extend the contract duration for the temporary offices until the end of the 2023/24 financial year whilst the search for a new head office continued. This compromise allows for a period of certainty and stability for Oxfordshire-based central colleagues and will enable the Trust to better clarify its future office space needs now that the hybrid working policy has been fully implemented.





# Operating and Financial Performance

The challenges in the UK employment market had a significant effect on our financial performance during the year.

Whilst our occupancy levels continued recovery towards pre-pandemic levels at 85.6% (2022: 80.8%), our ability to grow occupancy in our homes as much as we would like was constrained by staffing availability. Our agency staff usage and associated costs reached unprecedented levels with £15m (2022: £7.5m) spent in this area. During the second half of the financial year, we invested £0.7m in an overseas recruitment programme which focused on nurses and care workers. It has taken time to embed the process and navigate the immigration frameworks, so we are only seeing the benefit of our investment now. However, this means 2023/24 will be markedly different, as we are already seeing agency use reduce to the lowest levels seen for many years.

This was the first year since the pandemic where care providers no longer received Government support, and despite this we increased our income by 3% to £146.8m (2022: £142.8m).

The closure of the 4 care homes in Gloucestershire during the year reduced our capacity by 176 places to 3,229 places. Our ECH capacity reduced from 1 April 2022 to eight schemes with 321 capacity which reflects the transfer of 3 schemes to another care provider on 31st March 2022.

<b>FY23 (As at 31 March)</b>	<b>No. of Homes / Schemes</b>	<b>Capacity</b>	<b>No. FTE Employees</b>
Gloucestershire	13	781	736
Lincolnshire	14	597	486
Oxfordshire	16	878	755
Wiltshire	18	973	793
Extra Care Homes	8	321	100
<b>Total</b>	<b>69</b>	<b>3,550</b>	<b>2,870</b>

We remain committed to achieving at least a 50:50 split of local authority and self-funding residents in line with our strategic plan. Despite a challenging year we maintained our self-funder occupancy at 40% (2022: 40%). We have restructured our operational management to focus on our self-funder homes and we remain confident self-funder occupancy will grow throughout the next year.

We have continued to work proactively with our strategic local authority partners to deliver different services which support the demands of the local health and social care markets we operate in. This has proven to be beneficial to all involved and we will continue to build on this in the coming year.



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

We have invested over £11m in our homes and IT infrastructure each year for the last 2 years. We had ringfenced £14m for investment during the year but were unable to deliver our programme in full due to the reworking of our capital investment plans. However, it remains a key priority to invest in our existing estate and new developments, so we have set aside £12.7m for property this year.

£000's	2022/23	2021/22
Existing estate	4,925	4,439
New homes	141	483
IT	283	1,013
I&E Maintenance Charges	5,791	5,105
<b>Total</b>	<b>11,140</b>	<b>11,040</b>

## Financial Results for the Year

Income for the year was £147m (2022: £143m). Of this, £0.3m (2022: £7m) relates to additional Government funding to support safe operation of our homes during the pandemic which included but was not limited to funding additional staffing costs to ensure continued compliance with Government guidelines throughout the year. Our care income grew by 7.5% to £144m (2022: £134m). This is driven by a combination of occupancy growth and fee uplifts.

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

Our net expenditure for the year was £4.2m (2022: net income of £1.2m). Agency staff expenditure of £15m (2022: £7.5m) in our homes had the largest impact on our cost base and was mitigated to some extent by the work we did to ensure our staffing resources aligned to our occupancy alongside managing our discretionary expenditure. We invested £1m in our transformation programme which contributed to the net deficit position. Trustees have approved transformation expenditure up to £3m each year for the next 4 years. This investment will continue to be managed in line with cashflow capacity and trading performance.

Overhead costs increased by 9.7% (2022: increase of 2.8%) during the year, which included investment in pay for central functions and overseas recruitment. We expect our overhead costs to increase further in the next 5 years as we embark on our new strategy and intentionally increase our investment in IT transformation. However, cost control measures have been identified and are in progress to manage the effects of inflation on the Trust in 2023/24

£'000's	FY23	FY22
Mature Homes	12,039	<b>14,972</b>
Extra Care Housing	164	<b>581</b>
Central overheads	(14,605)	<b>(13,313)</b>
<b>Operating Surplus</b>	<b>(2,402)</b>	<b>2,240</b>

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

## Financial Position at the End of the Year

Land held for sale remains at £1.3m (2022: £1.3m) where we continue to hold one parcel of land for sale. The land continues to be marketed. No additional homes were impaired during the year.

The reduction in unrestricted funds: other reserves of £4.0m (2022: increase of £1.5m) was driven by trading performance. Cash reserves still remain strong with £12.1m of cash in the bank at the end of the year (2022: £14.6m).

## Cash Flow

The net movement in operating cash was an inflow of £4.0m (2022: £6.4m inflow).

The movement is analysed on pages 59 and 60 of the accounts. The inflow was generated by net expenditure of £4.2m (2022: net income of £1.2m) which, after allowing for depreciation and other non-cash expenditure was increased by a reduction in working capital of £2.0m (2022: increase of £0.4m).

## Pension

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

The service costs were £0.3m (2022: £0.3m). The actuarial gain was £3.9m (2022: £3.4m gain). At the year end the Wiltshire scheme had a surplus of £2.3m. The Gloucestershire scheme had a surplus of £2.8m. The surplus

on both schemes has not been recognised as it is not deemed to be recoverable. Payments for the next financial year will be 0% for WCC (2022: 0%) and 24.4% for GCC (2022: 27.9%).

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## Going Concern

OSJCT uses a ten-year financial plan which, in conjunction with a 3-year forecast has formed the basis of review for trading performance. Consideration has been given to external market forces and the impact they have on OSJCT's turnover, operating costs and cash flow. As part of the review process, the Board has reviewed sensitivity analysis that considers care fee inflation, occupancy, pay rates and recruitment challenges. This model has been rigorously stress tested for occupancy changes and the use of agency staff given the challenges in the UK labour market.

Based on the assessment of the forecast and the sensitivity analysis the Board remains confident that OSJCT will be able to meet its liabilities at least until the end of the review period in January 2025.

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## Treasury

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

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

Long-term debt at the end of 31 March 2023 was £0.6m (2022: £0.6m), which is a long-term loan used to acquire the freeholds of seven of our Lincolnshire properties. The Trust has met its banking covenants which are primarily based on fixed charge cover and leverage. These were met with considerable headroom.

The Trust has access to a £25m revolving credit facility which was renewed in June 2022 for a period of five years. We did not need to utilise the facility during 2023 due to a rephasing of our refurbishment and new development

programmes. We expect to draw on this facility during the next financial year as we continue work on estate renewal and digital transformation.

Trustees review our reserves policy bi-annually

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## Reserves Policy and Investment Powers

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

The Trustee Board reviewed the reserves policy in March 2022 considering future investment plans needed to support the new strategy. It was agreed to keep cash reserves at £2m to manage on-going working capital requirements. The Trust has access to an undrawn credit facility of £25m that Trustees consider to be sufficient to meet the ongoing working capital and investment requirements of the Trust.

At the end of 2022/23 total unrestricted reserves were £49.5m (2022: £53.3m). Free reserves excluding fixed assets, capital commitments and land held for sale were £1.5m (2022: £5.3m). Trustees approved a change in the reserves policy in March 2022 which reflects the strategic shift to borrow to invest and expand in the next 5 years. The reserves policy is set at a level to ensure that the Trust is able to manage any financial risks that may arise during the year, whilst ensuring we continue to deliver excellent standards of care to our residents. The policy ensures we meet our ongoing financial obligations whilst also considering future commitments. It was agreed to keep cash reserves at £2m and that free reserves may become negative for a period of time whilst we fund new developments.



# Risk Management

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

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

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

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

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

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

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## 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.

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## Strategic, Governance and Management Risks

A new 10-year vision for the Trust was approved in March 2022. This is set out under five strategic pillars each of which contains a number of strategic objectives which have a timeline ascribed to them. Trustees monitor delivery of these objectives through formal reporting against the objectives twice per annum as well as through regular updates at Board meetings. Objectives are reviewed and updated annually, to set clear goals for the current year aligned with our long-term aspirations. These aspirations are in line with the overarching aims of the Trust as well as with guidance from the Charity Commission on public benefit.

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

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

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## Operational Risks

There are established systems to monitor the care provision in our homes, supported by a comprehensive Care Manual, which is subject to regular review. This is supported by the Trust's own internal care audit and inspection team, Health & Safety audit and inspection team as well as regulatory inspections by the CQC and Local Authorities. The Trust's disaster recovery plans are periodically updated, and enhanced planning to mitigate the risk of power cuts was put in place in December 2022.

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## Financial Risks

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

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

COVID-19 continues to have a financial impact on the Trust due to the effect on occupancy levels as well as increased costs that were not met by Government funding.

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## External Factors

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

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## 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.



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## Key Risks




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



Risk	Description and Potential Impact	Key Controls and Mitigating Factors	Change in net risk score 2022/23
<b>Staff Retention</b>	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.	
<b>Recruitment</b>	The national picture for social care workforce vacancies remains difficult, in part due to increasing competition for recruitment from the hospitality and retail sectors. The pandemic has also reduced the attractiveness of the sector to potential new recruits. This leads to increased costs, time to recruit, greater reliance on agency staffing and consequentially impacts financial performance.	Enhanced pay rates ensure the Trust remains competitive within the sector and the use of 'Refer a Friend' payments has proved successful alongside targeted recruitment campaigns. We have invested heavily in sourcing overseas nurses and carers to supplement recruitment. The Trust's investment in its digital transformation programme and significant capital expenditure across the estate should assist in making our homes a more attractive place to work for potential recruits.	
<b>Occupancy</b>	Increased competition, extended COVID-19 outbreaks restricting admissions, insufficient staffing and a failure to attract new residents may lower occupancy levels, affecting overall financial performance. The Government's focus on keeping people at home for as long as possible means funding is being diverted into domiciliary care, away from residential care providers. It also has the effect of people moving into homes with a greater dependency level and consequently, staying for a shorter period of time.	The strong reputation of the Trust, combined with enhanced investment in marketing, attractive fee rates and continued investment in our homes should ensure any drop in occupancy due to COVID-19 is temporary. We work proactively with commissioners to design and deliver services required by the local communities.	

Risk	Description and Potential Impact	Key Controls and Mitigating Factors	Change in net risk score 2022/23
<b>CQC Compliance</b>	Failure of homes to achieve good or outstanding compliance with CQC standards could cause financial losses and reputational damage. The suspension of full CQC inspections during the pandemic created an extended backlog period, therefore services have gone longer than usual between routine inspections. Nationally the changes to the CQC inspection regime may make it harder to achieve Good or Outstanding ratings.	CQC compliance figures for the Trust have remained strong throughout year. Although the Trust has no inadequate rated homes and the percentage of requires improvement homes remains below the national average, a small number of the homes within the OSJCT estate are not achieving desired levels of performance. These homes have comprehensive action plans in place and additional, dedicated resource to assist in achieving improvements.	
<b>Block contracts</b>	The Trust's two joint ventures, the Oxfordshire Care Partnership and the Gloucestershire Care Partnership, as well as homes in Wiltshire operate with block contracting arrangements. These end for OCP in 2032 (2027 break option for older homes), for GCP in 2025 (2040 for reprovided homes) and in 2025 for Wiltshire. With any contract of this duration there is an inherent risk that over time its purpose becomes less relevant in the context of changing market conditions and increasing resident expectations. There is a risk that the local authorities will re-tender the contracts, leading to a material fall in purchasing / shrinkage of the estate.	To mitigate risk, regular management meetings and Board meetings are held to ensure there is a detailed understanding of performance and an agreed approach to the future strategy. Productive dialogue is ongoing with each Local Authority to ensure that ongoing and future provision is tailored to developing commissioning needs. The Trust is the largest care provider in each region and is viewed as a strategic partner.	
<b>Utility costs</b>	Continued global volatility affecting prices and supply may have a material financial impact on the Trust post the end of its fixed term contract. There continues to be a risk of supplier failure and therefore loss of the Trust's fixed price contract until October 2023. The Trust may find itself unable to pass on increased costs without affecting competitiveness / attractiveness of fee rates.	Our Local Authority contract fee increase methodology looks at the inflationary increases in the past year and therefore for 2023/24 they will include the inflationary impact of 2022/23. Self-funder contracts allow for cost inflationary increases in fee rates (subject to a maximum). To further mitigate costs, the Trust had lobbied to secure financial support for the sector from Government. We are seeking to invest in capital projects over the medium to long term that provide a greater reduction in energy usage in our homes.	New Entry



Risk	Description and Potential Impact	Key Controls and Mitigating Factors	Change in net risk score 2022/23
<b>Estate / Property</b>	Material risks include the need for continued investment and maintenance/ remedial work to older homes within the estate. Failure to deliver the investment programme risks the homes becoming unattractive and a consequent reduction in demand. The pandemic has caused delays to the capital expenditure programme, creating an extensive programme of work to be completed in the next financial year. There is a risk to income given the requirement to close whole households whilst refurbishments are completed.	The Trust has prioritised investment in its existing estate to mitigate reductions in occupancy from an ageing estate. GCC has committed to investing £5 million across five older homes in Gloucestershire. A significant refurbishment programme will continue in 2023/24.	
<b>IT Legacy Systems</b>	A number of our business-critical IT software systems require upgrading to modern systems. Risks include the cessation of support for older versions of systems, poor functionality and costs to replace them.	A plan has been implemented to replace legacy systems within the Trust to a Cloud SaaS (Software as a System) system over the next 5 years. Additional support contracts have been put in place to manage out-of-version systems. A new Payroll system was implemented at the start of 2022 and further work continues to procure new systems to replace outdated versions.	
<b>Major incident risk</b>	A single, potentially avoidable, incident or event that leads to serious injury or death of a resident / employee.	Mitigation of risk is achieved through application of Health & Safety and Care Quality policies, alert and escalation measures, reflective practice, near-miss reviews, and major incident response measures, including proactive communication planning.	







# Structure, Governance and Management

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## Legal Structure

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

These are the British Association of the Sovereign Military Order of St John of Jerusalem and of Malta (BASMOM) and The Priory of England and the Islands of the Most Venerable Order of the Hospital of St John of Jerusalem ('The Venerable Order').

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

There is regular reporting on both joint ventures to the Board of OSJCT, enabling it to ensure the arrangements continue to best serve the Trust's charitable purposes.

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

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## Public Benefit Statement

As a Charity, we have reviewed our vision, objectives, and activities to ensure that we remain focused on our charitable purpose, namely, the relief of the aged, the infirm and the sick. Our Board has regard to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning future activities. The Board believes that the provision of care homes and care services to older people delivers a valuable public benefit. Our services are, by their nature, focused on older people but beyond this, there are no restrictions on who can benefit from our services based on sexuality, ethnicity, disability, religion or gender.



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## Trustee Board

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

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

In 2021/22, a skills audit of Trustees was undertaken in anticipation of retirements from the Trustee Board in 2023 and 2024. The outcome of the audit was that future succession planning should prioritise experience in knowledge of the work of partners (including local authorities and NHS commissioning), and IT / technology and property/estates management. Alongside these specific skills, other attributes such as an understanding of the role of a trustee, commitment, work ethos, an ability to relate to colleagues and sharing the Trust's values were viewed as equally important in prospective Board candidates.

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

During 2022/23, Dr Anton Borg was co-opted onto the Board. The Articles permit a maximum of 12 and minimum of 5 Trustees on the Board. At the end of March 2023, the Board comprised 12 Trustees.

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## Trustee Terms of Appointment

All Trustees (with the exception of the Ex-Officio Trustee) are appointed for terms not exceeding three years and are eligible for re-appointment for a maximum of three terms, save that, in exceptional circumstances, the Trustees may re-appoint for a fourth or subsequent term. Richard Fitzalan Howard's term of office as the Ex-officio Trustee is co-terminous with his term of office as President of BASMOM, which was due to run until June 2022 but was extended one year until June 2023 at the request of the new, incoming President of BASMOM.

If it is agreed that a Trustee will serve for more than nine years, this decision is made on the basis of a rigorous review and considers the need for progressive refreshing of the Board. Two Trustees have served longer than nine years: Millie Wentworth-Stanley and Richard Fitzalan Howard. As Deputy Chair, Millie Wentworth-Stanley's term was extended to assist with the induction of the new Chair. She will retire in September 2023.

There was only one other Board reappointment made during the year, that of James Macnamara for a second term.

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## Specialist Trustee Roles

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

All Trustees normally regularly devote time to visit homes and extra care facilities. These visits are invaluable in understanding the daily work of the Trust, in building relationships, and in gaining a feel for the culture and caring ethos of the Trust on a local level. Temporary restrictions on home visits (due to COVID-19 and other outbreaks) meant that there was some continued disruption to Trustee during 2022/23. However, the number of visits completed was much increased on prior years when COVID-19-related visiting restrictions were in place. The Board continued to seek out other opportunities for contact and ensuring oversight such as garden visits, attendance at virtual Town Hall and regional operational meetings and through calls with Home Managers.

## Board Composition as at 31 March 2023

Ex-Officio Trustee	BASMOM Trustees	Venerable Order Trustees	Medical Trustee	Co-opted Trustee
Richard Fitzalan Howard Ex-Officio Trustee Nominations Committee Member	Mark Everall Chair Chair Member of Nominations & Governance Committee	Judy Wright Wiltshire Trustee Nominations & Governance Committee Member	Anne de Bono Medical Trustee	James Kneller Chair of Remuneration & People Committee
	Millie Wentworth-Stanley Deputy Chair Chair of Nominations & Governance Committee	James Macnamara Oxfordshire Trustee Finance Committee Member Remuneration & People Committee Member		Anton Borg Gloucestershire Trustee
	Graham Hutton Chair of Finance Committee	Richard Milligan-Manby Lincolnshire Trustee Remuneration & People Committee Member		
	Jill Manthorpe Finance Committee Member Remuneration & People Committee Member			
	Timothy Church Finance Committee Member			

The Board comprises twelve Trustees across five classes:

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

## Trustee Biographies

### Mark Everall

*Appointed 7 July 2020*

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

### Anne de Bono

*Appointed 7 November 2017*

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

### **Anton Borg**

*Appointed 12 July 2022*

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

### **Timothy Church**

*Appointed 19 September 2018*

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

### **Graham Hutton**

*Appointed 11 November 2015*

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

### **Jill Manthorpe**

*Appointed 13 May 2015*

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

### **Richard Milligan Manby**

*Appointed 23 September 2020*

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

### **Richard Fitzalan Howard**

*Appointed 26 April 2005*

Richard joined the Board of Trustees in 2005. He is a senior adviser to Stonehage Fleming, the multi family office. He recently retired from being the President of the British Association of the Sovereign Military Order of Malta.

### **James Kneller**

*Appointed 23 September 2020*

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

### **Millie Wentworth Stanley**

*Appointed 27 April 2010*

Millie has been a Trustee since 2010 and was appointed Deputy Chair in 2015. She is a qualified solicitor and worked for a large City of London law firm before setting up her own niche law practice in 1998. As well as being Deputy Chair, Millie took over as Chair of the Nominations & Governance Committee in September 2020.

### **James Macnamara**

*Appointed 6 November 2019*

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

### **Judy Wright**

*Appointed 11 November 2015*

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





## Tenure

### 0–3 Years

### 3–9 Years

### 9+ Years

#### Tenure at 31 March 2023

Anton Borg  
Mark Overall  
James Kneller  
Richard Milligan-Manby

Anne de Bono  
Timothy Church  
Graham Hutton  
James Macnamara  
Jill Manthorpe  
Judy Wright

Richard Fitzalan Howard  
Millie Wentworth-Stanley

#### Tenure at 31 March 2022

4

5

2

## Trustee Induction and Training

The Trust last reviewed its induction programme for Trustees in 2022 as part of that year's governance review. All new Trustees receive a tailored induction programme to ensure understanding of the role of Trustees under Charity Law and being a Director under Company Law. Induction provides an overview of the history of OSJCT, its structure, vision and strategy. It includes meetings with the Chief Executive, the Chair and members of the Executive team to discuss the Trust's strategic plan and to understand the risks and operating environment of the business. The programme involves visits to some of the Trust's homes to meet colleagues and residents.

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

## Governance Structure

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

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

The Executive team is responsible for running the charity in accordance with the direction set by the Board and powers delegated to it by Trustees. The Executive team is accountable to the Trustees for its performance. The Board typically meets formally six times per year and reviews operational and financial performances and monitors the delivery of strategy and achievement of business objectives. At the end of each meeting sufficient time is also allowed for the Chair to meet privately with the other Board members. During the year there were six scheduled Board meetings. Due to business requirements, on occasion unscheduled Board meetings are required to be called at short notice. This can result in some Directors being unable to attend due to prior commitments. Directors who are unable to attend still have the opportunity to review the relevant Board papers and provide their feedback. There was one such meeting during the year.

## Attendance at Board Meetings in 2022/23

		2022				2023		
Board Meeting Attendance Record		11 May	12 Jul	29 Sep	23 Nov	26 Jan	8 Mar	29 Mar
Anne de Bono	5/7	✓	✓	✓	✓			✓
Anton Borg	2/5	/	/	✓		✓		
Timothy Church	6/7	✓	✓	✓	✓		✓	✓
Mark Everall	6/7	✓	✓	✓	✓	✓		✓
James Kneller	5/7	✓		✓	✓	✓		✓
Richard Fitzalan Howard	3/7		✓	✓				✓
Graham Hutton	5/7		✓	✓	✓		✓	✓
James Macnamara	7/7	✓	✓	✓	✓	✓	✓	✓
Jill Manthorpe	6/7	✓	✓	✓	✓		✓	✓
Richard Milligan-Manby	6/7	✓	✓	✓	✓		✓	✓
Millie Wentworth-Stanley	6/7	✓	✓	✓	✓	✓		✓
Richard Milligan-Manby	6/7	✓	✓	✓	✓	✓		✓
Judy Wright	5/7	✓	✓	✓	✓	✓		

\* 8 March 2023 meeting was called at short notice.

## Governance Review

A pattern of governance reviews has been established at two to three-year intervals. The last full externally facilitated review of board governance was conducted in 2022. It involved a comprehensive and objective evaluation of the Trust's overall governance structures and the effectiveness and performance of the Board and its Committees, taking into account the provisions of the UK Charity Governance Code (2020) and recognised board best practices. The process comprised a detailed review of governance materials, completion of a board governance questionnaire and confidential interviews with the Board, Company Secretary and Executive team as well as observation of Board and selected Committee meetings. The exercise provided assurance that the Board and its Committees operate effectively and provided detailed recommendations to assist in the development of a roadmap for the sustained improvement and enhancement

of the Trust's governance and the Board's and Committees' effectiveness and performance. The key recommendations were to:

- Progress and complete the transition to a model of progressive Board composition, diversity and succession planning that is competency, skillset and diversity based.
- Realign some Board and Committee responsibilities, including the establishment of two new Committees.
- Improve the focus of the Board meetings to optimise use of time and debate on the most critical areas.
- Introduce a more streamlined Executive reporting model to reduce the length of papers and better highlight key messaging.



## Nominations & Governance Committee

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

The Committee's remit was extended in January 2023 to include Governance matters such as Board evaluations and the receipt of ad hoc material updates on board/governance Codes (e.g. Charity Governance Code) and related matters.

The Committee meets at least twice per annum and comprises between three and five members, all of whom must be OSJCT Trustees. The Chief Executive attends by invitation but is not a member of the Committee. The Chair and members of the Committee are appointed by the Board for terms of three years and include representatives from each Sponsoring Order. Millie Wentworth-Stanley and Richard Fitzalan Howard were reappointed in July 2022 for a shorter term, lasting until their respective retirement dates in June and September 2023.

### Nominations & Governance Committee Meeting Attendance Record

Committee Members and Attendance		11 May 2022	29 Sep 2022	7 Oct 2022	3 Nov 2022	20 Jan 2023
Mark Overall	5/5	✓	✓	✓	✓	✓
Richard Fitzalan Howard	4/5		✓	✓	✓	✓
Millie Wentworth-Stanley	5/5	✓	✓	✓	✓	✓
Judy Wright	5/5	✓	✓	✓	✓	✓

## Finance Committee

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

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

The Committee is responsible for independently advising and informing the Board about matters of

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

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

### Finance Committee Meeting Attendance Record

Committee Members and Attendance		16 Jun 2022	1 Sep 2022	12 Sep 2022	1 Mar 2023
Timothy Church	4/4	✓	✓	✓	✓
Graham Hutton	4/4	✓	✓	✓	✓
James Macnamara	3/4		✓	✓	✓
Jill Manthorpe	4/4	✓	✓	✓	✓

## Remuneration & People Committee

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

## Care & Quality Committee

The establishment of a new Care & Quality Committee was agreed in November 2022 and the terms of reference were approved by the Board in early 2023. The Committee is responsible for the oversight of care quality compliance and delivery. Similarly to other Committees, it comprises at least three members, all of whom are Trustees and appointments are made by the Board on the recommendation of the Nominations & Governance Committee. The membership of the Committee was approved in May 2023 with the first meeting of the Committee scheduled for later in the year.

## Compliance with Charity Governance Code

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

## Trustee Remuneration

Only the Chair of the Board is remunerated, and details of the Chair's remuneration are set out in note 7 to the accounts. Trustees are entitled to be reimbursed for reasonable travel and subsistence costs and the Trust arranges indemnity insurance cover on behalf of the Board. Three Trustees claimed a total of £1,493 in expenses during the year.

## Remuneration & People Committee Meeting Attendance Record

Committee Members and Attendance		9 Jan 23	13 Mar 23
James Kneller	2/2	✓	✓
James Macnamara	2/2	✓	✓
Jill Manthorpe	1/2		✓
Richard Milligan-Manby	2/2	✓	✓

## Conflicts of Interest

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

## Statement of Adherence to the Fundraising Regulator Code

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





# Trustees' Responsibilities Statement

The Trustees are responsible for preparing the Strategic report, the Annual report and the financial statements in accordance with applicable law and regulations.

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

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

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

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees' report, including the Strategic Report, was approved and signed by Trustees on 6 July 2023.



Mark Everall

**Chair**

6 July 2023

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

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## Opinion on the Financial Statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Charitable Company's affairs as at 31 March 2023 and of its incoming resources and application of resources for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of The Orders of St John Care Trust ("the Charitable Company") for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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## 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.

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## 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.

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## 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.

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## Other Companies Act 2006 Reporting

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

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

In the light of the knowledge and understanding of the Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or the Trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.



## Responsibilities of Trustees

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

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

## Auditor's Responsibilities for the Audit of the Financial Statements

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

## Non-compliance with laws and regulations

### Based on:

- Our understanding of the Charitable Company and the sector in which it operates;
- Discussion with management and those charged with governance, including Finance, Audit & Risk Committee;
- Obtaining an understanding of the Charitable Company's policies and procedures regarding compliance with laws and regulations; and

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

Our procedures in respect of the above included:

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

## Fraud

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

- Enquiry with management and those charged with governance regarding any known or suspected instances of fraud;
- Obtaining an understanding of the Charitable Company's policies and procedures relating to:
  - Detecting and responding to the risks of fraud; and
  - Internal controls established to mitigate risks related to fraud.
- Review of minutes of meeting of those charged with governance for any known or suspected instances of fraud;

- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;

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

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation;
- Assessing significant estimates made by management for bias including the defined benefit pension scheme and bad debt provision.

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

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

regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

This description forms part of our auditor's report.

## Use of our report

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

DocuSigned by:

*Kyla Bellingall*

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Kyla Bellingall  
**Senior Statutory Auditor**

For and on behalf of BDO LLP, statutory auditor  
Birmingham, UK  
**08 August 2023**

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



# Statement of Financial Activities

(Incorporating an Income and Expenditure Account)  
For the Year Ended 31 March 2023

		2023			2022		
	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
<b>Income from:</b>							
Donations	2	818	3	821	1,844	14	1,858
Charitable activities	2	143,729	55	143,784	134,121	(42)	134,079
Investments	5	212	-	212	5	-	5
Other incoming resources	2	1,730	292	2,022	-	6,873	6,873
<b>Total income</b>		<b>146,489</b>	<b>350</b>	<b>146,839</b>	<b>135,970</b>	<b>6,845</b>	<b>142,815</b>
<b>Expenditure on:</b>							
Charitable activities	3	150,726	333	151,059	135,069	6,556	141,625
<b>Total expenditure</b>		<b>150,726</b>	<b>333</b>	<b>151,059</b>	<b>135,069</b>	<b>6,556</b>	<b>141,625</b>
<b>Net (expenditure)/income for the year</b>		<b>(4,237)</b>	<b>17</b>	<b>(4,220)</b>	<b>901</b>	<b>289</b>	<b>1,190</b>
Transfers between funds	17	25	(25)	-	359	(359)	-
<b>Other recognised gains</b>							
Actuarial gains on defined benefit pension schemes	20	442	-	442	2,402	-	2,402
<b>Net movement in funds for the year</b>		<b>(3,770)</b>	<b>(8)</b>	<b>(3,778)</b>	<b>3,662</b>	<b>(70)</b>	<b>3,592</b>
<b>Reconciliation of funds</b>							
Total funds brought forward		53,313	100	53,413	49,651	170	49,821
<b>Total funds carried forward</b>	17	<b>49,543</b>	<b>92</b>	<b>49,635</b>	<b>53,313</b>	<b>100</b>	<b>53,413</b>

**Note:** All operations are continuing. All recognised gains and losses are included in this statement.  
The notes on pages (62–90) form an integral part of these financial statements.



# Balance Sheet

As at March 2023

	Note	2023 £'000	2022 £'000
<b>Fixed assets</b>			
Intangible assets	9	38	123
Tangible assets	9	46,296	46,713
Fixed asset investments	10	-	-
		<b>46,334</b>	<b>46,836</b>
<b>Current assets</b>			
Stock	11	249	77
Land held for sale	12	1,310	1,297
Debtors: due within one year	13	10,812	12,387
Cash and cash equivalents	14	12,140	14,568
		<b>24,511</b>	<b>28,329</b>
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	15	(20,956)	(20,865)
<b>Net current assets</b>		<b>3,555</b>	<b>7,464</b>
<b>Total assets less current liabilities</b>		<b>49,889</b>	<b>54,300</b>
Creditors: amounts falling due after one year	16	(254)	(642)
<b>Net assets excluding pension deficit</b>		<b>49,635</b>	<b>53,658</b>
Defined benefit pension scheme deficit	20	-	(245)
<b>Net assets including pension deficit</b>		<b>49,635</b>	<b>53,413</b>
<b>Funds</b>			
Restricted funds	17	92	100
Unrestricted funds: other reserves	17	49,543	53,558
Unrestricted funds: pension reserve	17	-	(245)
<b>Total funds</b>	17	<b>49,635</b>	<b>53,413</b>

**Note:** The notes on pages (62–90) form an integral part of these financial statements.

Approved by the Trustees on 6 July 2023 and signed on their behalf by:

Mark Overall

Trustee

Registered Company number: 3073089

The Orders of St John Care Trust



# Cash Flow Statement

For the Year Ended 31 March 2023

## a) Statement of cash flows

	Note	2023 £'000	2022 £'000
<b>Net cash provided by operating activities</b>		<b>3,963</b>	<b>6,415</b>
<b>Cash (outflows) from investing activities:</b>			
Interest received	5	212	5
Purchase of property plant and equipment		(5,882)	(5,984)
<b>Net cash (used in) investing activities</b>		<b>(5,670)</b>	<b>(5,979)</b>
<b>Cash flows (used in) financing activities:</b>			
Repayment of borrowing		(171)	(160)
Loan issue costs		(315)	-
Interest paid		(235)	(235)
<b>Net cash (used in) financing activities</b>		<b>(721)</b>	<b>(395)</b>
Change in cash and cash equivalents		(2,428)	41
Cash and cash equivalents at the beginning of the period		14,568	14,527
<b>Cash and cash equivalents at the end of the period</b>	14	<b>12,140</b>	<b>14,568</b>

As at 31 March 2023, amounts totalling £324,951 were being held on behalf of residents of the charity's care homes (31 March 2022: £328,203). These funds belong to individual residents and are therefore excluded from the cash disclosed within the trust balance sheet. In addition at 31 March 2023 amounts totalling £568,013 were held within the homes' amenity accounts (31 March 2022: £593,408). The homes amenity funds are excluded from the cash disclosed within the trust balance sheet.

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

	2023 £'000	2022 £'000
<b>Net cash provided by operating activities</b>		
Net (expenditure)/income	(4,220)	1,190
Depreciation and movement in provision for impairment	5,264	4,954
Loss on disposal of fixed assets	588	93
Amortisation of loan issue costs	99	99
Pension costs less contributions	195	289
(Increase)/decrease in stock	(172)	117
(Increase)/decrease in land held for sale	(13)	-
Decrease in debtors	1,575	840
Increase/(decrease) in creditors	624	(1,397)
Interest receivable	(212)	(5)
Interest payable	235	235
<b>Net cash provided by operating activities</b>	<b>3,963</b>	<b>6,415</b>

### c) Analysis of changes in net debt

	At 1 April 2022 £'000	Cash flow £'000	Other non-cash changes £'000	At 31 March 2023 £'000
<b>Cash &amp; cash equivalents</b>				
Cash and deposits	14,568	(2,428)	-	12,140
<b>Borrowings</b>				
Debt due within one year	(119)	171	(171)	(119)
Debt due after more than one year	(642)	315	73	(254)
	(761)	486	(98)	(373)
<b>Total</b>	<b>13,807</b>	<b>(1,942)</b>	<b>(98)</b>	<b>11,767</b>

The balance on the loan as at 31 March 2023 is £641,679 (2022: £812,714) and is stated after the deduction of £267,868 (2022: £51,868) of loan issue costs which are amortised over the expected life of the loan.

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

	2023 £'000	2022 £'000
<b>Increase/(decrease) in creditors (cash flow statement – note b)</b>	624	(1,397)
<b>Movements in non-operating balances in the year:</b>		
Capital creditors	(533)	(50)
Movement in debt due within one year	-	58
<b>Increase/(decrease) in current liabilities</b>	<b>91</b>	<b>(1,389)</b>

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

	2023 £'000	2022 £'000
<b>Purchase of property, plant and equipment (cash flow statement – note a)</b>	5,882	5,984
<b>Movements in non-operating balances in the year:</b>		
Capital creditors	(533)	(50)
<b>Fixed asset additions (note 9)</b>	<b>5,349</b>	<b>5,934</b>





# Notes to the Financial Statements

For the year ended 31 March 2023

## 1. Accounting Policies

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### 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.

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### Basis of Preparation of the Financial Statements

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

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### 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.

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### 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.

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### 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.

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## Going Concern

The financial statements have been prepared on a going concern basis. The Trustees continue to monitor all aspects of the charity's activities and have implemented operational changes to mitigate the financial impact of recovery from the COVID-19 pandemic and staffing challenges. Actions have included a full reforecast of the financial position and cash flows for a period of at least 18 months from the date on which the Report and Financial Statements are signed.

The current forecast assumes occupancy levels will start to recover during quarter one of the 2023/24 financial year, increasing steadily through 2023 and 2024. Headcount is forecast to recover with the introduction of workers from overseas which will reduce the use of agency staff.

On this basis, the Trust can operate within covenants and facilities until March 2025 without taking additional action.

Based on the reforecasts and available cash and facilities, the Trustees believe that, while uncertainty exists, it is not material to the extent that would cast doubt on the charity's ability to continue as a going concern for the foreseeable future, being a period of at least 18 months after the date on which the Report and Financial Statements are signed. The Trustees, therefore, consider it appropriate for the accounts to be prepared on a going concern basis.

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## Capitalisation and use of Fixed Assets

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

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

### Intangible Assets:

Software and licences	4 years
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### Tangible Assets:

	10, 5 or 4 years or remainder of lease, if shorter
Furniture and equipment	

Leasehold property	10 to 40 years
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Improvements to leasehold property	10 years or remainder of lease, if shorter
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Freehold properties	7 to 40 years
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Improvements to freehold property	10 years or over life of building
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## Income

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

- Income from charitable activities
- Income from donations
- Income from investments
- Other operating income

All income is recognised once the Trust has entitlement to the income, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income from donations includes gifts, legacies and grants. Income from investments is recorded in the period in which it is earned.



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## Income from Charitable Activities

Income from charitable activities is accounted for in accordance with local authority or residents' personal contracts and recognised over the period in which services are provided. It includes direct collections from the local housing contributions including housing benefit collected directly from the local authority, together with personal contributions from residents.

Income received in advance from Local Authorities where the services have not yet been provided is deferred until such services have been provided and entitlement to the income has arisen.

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

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## Donations and Legacies

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

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

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## Grants

Grants, including government COVID-19 grants, are accounted for on a receivable basis when the Trust has probable and measurable entitlement to the income (i.e. the conditions for its award have been satisfied).

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## 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.

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## 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.

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## 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.

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## 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.



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## Pension Costs

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

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

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

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## 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.

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## 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.

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## 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.

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## Stock

Stock is valued at the lower of cost and net realisable value using an average cost calculation. Stock is held for the Trust's own use in rendering its charitable activities and is not held for resale. The condition and standards of stock are reviewed and an impairment provision is provided for as necessary. Stocks consist of personal protective equipment and handsets to be used with the E-care system. Donated personal protective equipment obtained through the government portal is included at fair value.





## 2. Income

### Income from Charitable Activities

	2023 £'000	2022 £'000
Care income	142,981	133,390
Property income	803	689
<b>Total</b>	<b>143,784</b>	<b>134,079</b>

### Care Income

The Trust has both block and spot placement contracts with Local Authorities and direct individual contracts with those residents whose financial resources exceed the level for financial assistance. In Wiltshire and Lincolnshire, day care and other forms of care services are provided under contract from the respective Local Authority or with private individuals. In Oxfordshire and Gloucestershire all Local Authority contracts are through the partnership agreements, The Oxfordshire Care Partnership and The Gloucestershire Care Partnership and direct individuals' contracts are direct contracts as in all the regions.

### Property Income

Property income comprises of rental income.



## Donations and Grants

	2023 £'000	2022 £'000
Grants received	51	57
Donations and legacies received	770	1,801
<b>Total</b>	<b>821</b>	<b>1,858</b>
<b>Restricted grants &amp; donations</b>		
Ferrers Innovation Award	1	2
Vivaldi Antibody Study	1	10
Global Fund for Forgotten People	-	2
Whitefriars Utilities Donation	1	-
<b>Total restricted grants &amp; donations</b>	<b>3</b>	<b>14</b>
<b>Unrestricted grants &amp; donations</b>	<b>818</b>	<b>43</b>
<b>Total grants &amp; donations income</b>	<b>821</b>	<b>57</b>

Donations to the Trust included training income from the charity, Skills for Care, for £59,800 (2022: £10,500) and donated PPE provided through the Government portal to the value of £680,919 (2022: £1,647,719).

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

## Other Incoming Resources

	2023 £'000	2022 £'000
COVID-19 support received	292	6,873
Financial support received	1,730	-
<b>Total</b>	<b>2,022</b>	<b>6,873</b>

During the 22/23 financial year, the Trust received funding as part of the Government's COVID-19 support measures. This amounted to £291,292 (2022: £6,872,671) and is included in restricted funds under 'other incoming resources'.

The COVID-19 support funding was provided by Government to support the Trust during the pandemic for sustainability, infection control, rapid testing and vaccination programmes.

As a direct result of the Government restrictions there were additional administrative processes for family visits (testing, allocated entrance/exits/spaces, extra cleaning), extra staffing requirements due to limiting the number of places of work and reduction of staff sharing across cohorts leading to enhanced overtime and agency rates. There were higher sickness costs following the guidance on isolation, new recruitment campaigns to increase resource following infection control and new testing regimes, increased waste spend due to testing and infection control and a decrease in spend on PPE now provided through Government portal.

Four homes in the Gloucestershire region were closed during the second half of the year. Financial support was received from Gloucestershire County Council for the project management costs, professional fees, staff retention bonuses, agency staff, redundancy and equipment removal costs.

### 3. Charitable Activities

	Note	2023 £'000	2022 £'000
Payroll costs	6	110,243	104,835
Premises costs		18,646	15,562
Office and administration		9,290	8,674
Catering costs		5,056	4,670
Health and hygiene costs		3,019	4,311
Other employees' costs		2,457	1,939
Travel and subsistence		523	381
Care activity		242	183
Interest payable and other finance costs	5	334	372
Impairment of assets		(4)	-
Governance costs	7	141	108
Exceptional items		1,112	590
<b>Total charitable expenditure</b>		<b>151,059</b>	<b>141,625</b>

Exceptional items include abortive costs, re-structuring costs and decommissioning and redundancy costs associated with the closure of 4 homes during the year (2022: closure of one home).





## 4. Net (Expenditure)/Income for the Year

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

	2023 £'000	2022 £'000
Depreciation, amortisation and movement in provision for impairment	5,264	4,954
<b>Fees payable to the Trust's auditor:</b>		
Audit of the financial statements – current year	120	88
Taxation and Other Services	27	190
Operating lease payments: Plant & machinery	188	140
Operating lease payments: Vehicles	23	30
Operating lease payments: Land and buildings	5,187	5,056

## 5. Investment Income & Finance Costs

	2023 £'000	2022 £'000
Interest from short term bank deposits	178	5
Pension finance income	34	-
<b>Investment income</b>	<b>212</b>	<b>5</b>
Interest payable on bank loan	(212)	(237)
Interest payable on overdraft	(23)	
Other finance charges	(99)	(99)
Pension finance costs	-	(36)
<b>Interest payable</b>	<b>(334)</b>	<b>(372)</b>
<b>Net interest</b>	<b>(122)</b>	<b>(367)</b>

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

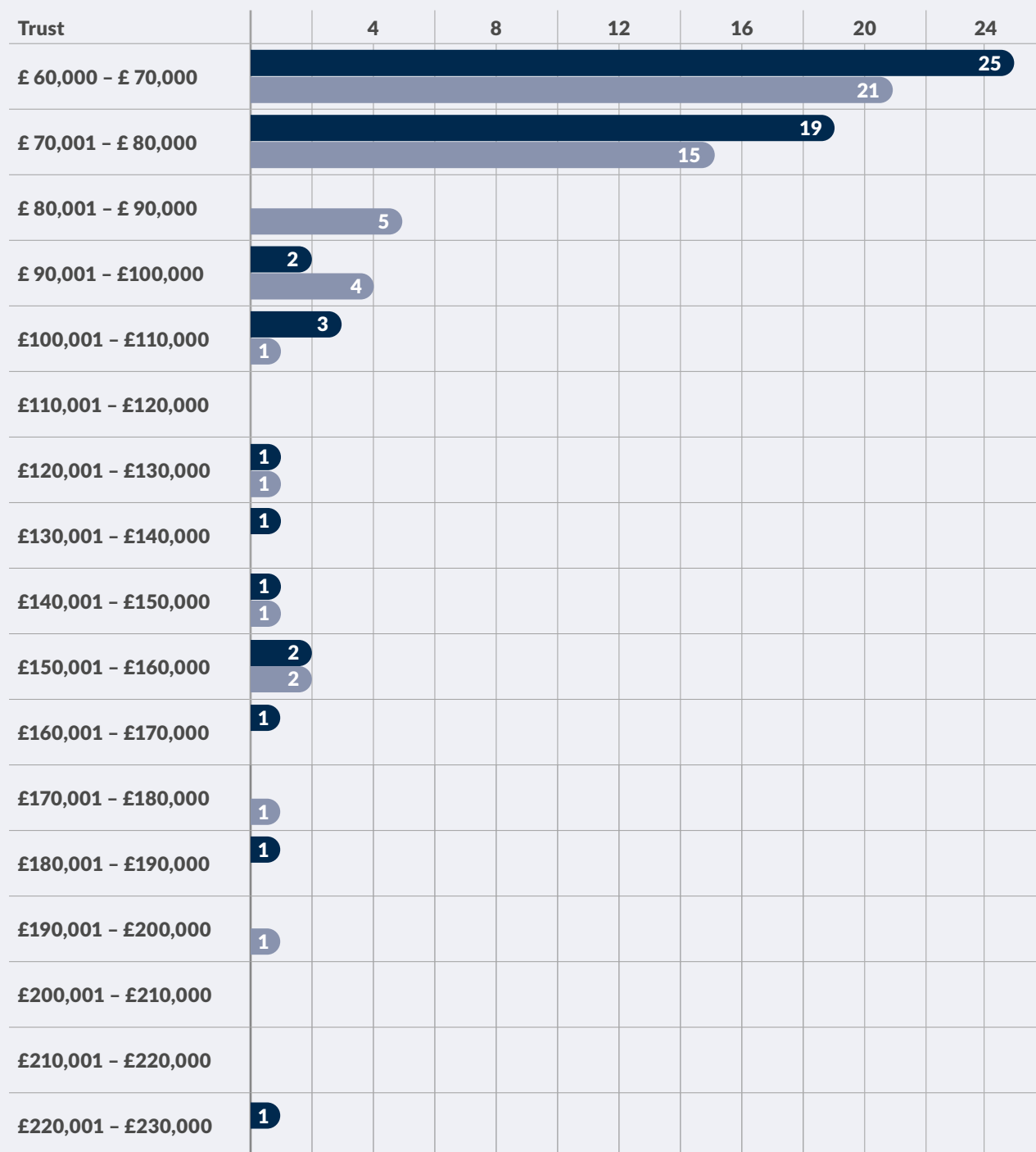
## 6. Payroll Costs

Payroll costs for the period were as follows:

	Note	2023 £'000	2022 £'000
Wages and salaries		100,743	95,732
Social security costs		7,165	6,774
Other pension costs		2,335	2,329
<b>Total employees costs</b>	<b>3</b>	<b>110,243</b>	<b>104,835</b>

Redundancy costs of £596,227 (2021/22: £nil) were paid during the year in accordance with the Trust's redundancy policy. The Trust pays exit costs when employment ends but provides for exit costs at the point when there is sufficiently detailed information to do so. £nil was outstanding at the year end (2021/22: £nil).

The number of employees with remuneration more than £60,000 per annum, was in the following annual equivalent bands:



2023  
2022

Emoluments for this purpose include gross salary and benefits in kind but exclude pension contributions. 57 of the employees above are accruing retirement benefits (2021/22: 49). Defined contribution scheme contributions in the period in respect of these employees amounted to £220,108 (2021/22: £193,947)

## Key Management Personnel

The key management personnel for the Trust comprise the members of the Chief Executive's Committee listed on page 91.

The aggregated emoluments for the Chief Executive's Committee were £1,079,318 (2021/22: £1,004,997).

## Employees Numbers

The average number of contracted full time equivalent employees (excluding bank staff) employed by the Trust was 3,106 (2021/22 3,351).

The average number of employees headcount (full time and part time but excluding bank staff) employed by the Trust was 3,823 (2021/22: 4,236).

As of year-end the Trust had access to a bank of 578 employees on zero hour contracts (2022: 490 employees).

## 7. Governance Costs

	2023 £'000	2022 £'000
Trust meetings and expenses	2	2
External audit	120	88
Remuneration of Chair	19	18
<b>Total governance costs</b>	<b>141</b>	<b>108</b>

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

Remuneration of £19,103 has been paid to Mr Mark Overall, as Chairman in the 2022/23 year (2021/22: remuneration of £17,308). No other Trustees were paid any remuneration.

Trustees' travel expenses of £1,493 have been reimbursed (2021/22: £2,000). Three Trustees have had expenses reimbursed during the period (2021/22: three).

## 8. Taxation

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



## 9. Fixed Assets

Intangible Assets	Software and Licences £'000	Total £'000
<b>Cost</b>		
At 31 March 2022	2,018	2,018
Additions	29	29
Disposals	(11)	(11)
<b>At 31 March 2023</b>	<b>2,036</b>	<b>2,036</b>
<b>Depreciation</b>		
At 31 March 2022	1,894	1,894
Depreciation Charge	115	115
Disposals	(11)	(11)
<b>At 31 March 2023</b>	<b>1,998</b>	<b>1,998</b>
<b>Net Book Value</b>		
At 31 March 2022	124	124
<b>At 31 March 2023</b>	<b>38</b>	<b>38</b>

Tangible Assets	Freehold Land & Buildings £'000	Assets in Course of Construction £'000	Leasehold Property £'000	Furniture & Equipment £'000	Vehicles £'000	Total £'000
<b>Cost</b>						
At 31 March 2022	36,292	2,146	28,891	20,622	19	87,970
Additions	1,247	141	2,384	1,548	-	5,320
Disposals	(31)	(323)	(2,510)	(2,119)	-	(4,983)
<b>At 31 March 2023</b>	<b>37,508</b>	<b>1,964</b>	<b>28,765</b>	<b>20,051</b>	<b>19</b>	<b>88,307</b>
<b>Depreciation</b>						
At 31 March 2022	8,215	-	19,077	13,947	18	41,257
Depreciation charge	1,214	-	1,897	2,041	1	5,153
Impairment charge	(1)	-	4	25	-	28
Reversal of impairment provision	-	-	(6)	(26)	-	(32)
Disposals	(3)	-	(2,277)	(2,115)	-	(4,395)
<b>At 31 March 2023</b>	<b>9,425</b>	<b>-</b>	<b>18,695</b>	<b>13,872</b>	<b>19</b>	<b>42,011</b>
<b>Net Book Value</b>						
At 31 March 2022	28,077	2,146	9,814	6,675	1	46,713
<b>At 31 March 2023</b>	<b>28,083</b>	<b>1,964</b>	<b>10,070</b>	<b>6,179</b>	<b>-</b>	<b>46,296</b>

The value of freehold land within freehold land and buildings is £9.4m (2021/22: £9.4m).

An annual review is undertaken to determine any impairment in the carrying value of property assets. No additional homes were impaired during the year.

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

## 10. Fixed Asset Investments

	2023 £	2022 £
Shares in subsidiary undertakings	100	100

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

Company	Registered office	Type of share	% held	Principal activity
Fosse Way Care Developments Ltd	Eyre Court, Whisby Way, Lincoln LN6 3LQ	Ordinary £1	100%	Dormant

The Trust also owns a 50% interest in the joint ventures, Gloucestershire Care Partnership (GCP) and Oxfordshire Care Partnership (OCP). The current cost of investment of £250,000 in GCP was fully impaired in 2014/15. There is no investment in OCP.

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

## 11. Stock

	2023 £'000	2022 £'000
Personal Protective Equipment	83	77
Other	166	-
<b>Total</b>	<b>249</b>	<b>77</b>

## 12. Land Held for Sale

	2023 £'000	2022 £'000
Freehold land	1,310	1,297
<b>Total</b>	<b>1,310</b>	<b>1,297</b>

The Trust owns land at Semington in Wiltshire (£1.3m). The asset will not be utilised by the Trust and is expected to be sold.

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

## 13. Debtors: Amounts Due Within One Year

	2023 £'000	2022 £'000
Resident and services contributions	5,655	7,450
Other debtors	1,177	1,171
Accrued income	2,027	1,548
Prepayments	1,953	2,218
<b>Total</b>	<b>10,812</b>	<b>12,387</b>

Resident and services contributions includes a provision for bad and doubtful debts of £1.2m (2022: £1.6m)

## 14. Cash and Cash Equivalents

	As at 31 March 2022 £'000	Cash Flow £'000	As at 31 March 2023 £'000
Cash at bank and in hand	2,208	(14)	2,194
Short term deposits	12,360	(2,414)	9,946
	<b>14,568</b>	<b>(2,428)</b>	<b>12,140</b>

## 15. Creditors: Amounts Falling Due Within One Year

	2023 £'000	2022 £'000
Bank loans	119	119
Trade creditors	6,456	4,521
Tax and social security costs	1,519	2,245
Accruals	7,514	6,567
Deferred income	1,345	1,957
Other creditors	4,003	5,456
<b>Total</b>	<b>20,956</b>	<b>20,865</b>

Deferred income as at 31 March 2023 includes amounts received or invoiced where services have not yet been provided. Also included is non-care income received by the trust which relates to the next financial year.



## 15. Creditors: Amounts Falling Due Within One Year (Continued)

Deferred income is analysed as follows:

	2023 £'000	2022 £'000
Deferred income as at 1 April	1,957	1,407
Amounts released during the year	(1,957)	(1,407)
Amounts deferred during the year	1,345	1,957
<b>Deferred income as at 31 March</b>	<b>1,345</b>	<b>1,957</b>

## 16. Creditors: Amounts Falling Due After One Year

	2023 £'000	2022 £'000
Bank Loan	254	642
<b>Total</b>	<b>254</b>	<b>642</b>
<b>Bank Loan Analysis</b>		
<b>Instalments due:</b>		
1 to 2 years	132	183
2 to 5 years	122	459
After 5 years	-	-
<b>Total</b>	<b>254</b>	<b>642</b>

The balance on the loan as at 31st March 2023 is £641,679 (2022: £812,714) and is stated after the deduction of £267,868 (2022: £51,868) of loan issue costs which are amortised over the expected life of the loan.

In 2001 a long-term loan of £2.65m was used to acquire the freeholds of seven Lincolnshire homes. The loan is secured on two of the homes and bears a fixed interest rate of 6.84%. Repayments are being made by the Trust in 100 instalments, payable over 25 years, which commenced on 1 July 2001. As at 31 March 2023, the net book value of the properties on which the loan is secured amounted to £0.7m (2022: £0.9m).

In June 2022 a £25m revolving credit facility was renewed to meet the general corporate and working capital purposes of the Trust. The facility is secured on fourteen mature homes and bears a variable interest rate of 2.0% above SONIA. The Trust can repay the facility in minimum amounts of £1m at any time with the final repayment due June 2027. As at 31 March 2023, the net book value of the properties on which the facility was secured amounted to £27.1m (2022: £27.1m).

At 31 March 2023 the Trust had undrawn loan facilities of £25m (2022: undrawn loan facilities of £25m.)

## 17. Reconciliation of Funds

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

	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Transfers £'000	Gains £'000	At 31 March 2023 £'000
<b>Restricted funds:</b>						
Refurbishment Fund	100	55	(50)	(13)	-	92
COVID-19 Infection Control Fund 3	-	(3)	-	3	-	-
COVID-19 Infection Control Fund 5	-	31	-	(31)	-	-
COVID-19 Infection Control Fund 6	-	222	(222)		-	-
COVID-19 Rapid Testing Fund 4	-	(10)	-	10	-	-
Hardship Fund	-	59	(59)	-	-	-
COVID-19 Workforce Capacity Fund 2	-	2	1	(3)	-	-
COVID-19 Workforce Capacity Fund 3	-	(9)	-	9	-	-
Vivaldi Antibody Study	-	1	(1)	-	-	-
Ferrers Innovation Award	-	1	(1)	-	-	-
Whitefriars Utilities Donation	-	1	(1)	-	-	-
<b>Total restricted funds</b>	<b>100</b>	<b>350</b>	<b>(333)</b>	<b>(25)</b>	<b>-</b>	<b>92</b>
<b>Unrestricted funds:</b>						
General funds	53,558	146,489	(150,726)	25	197	49,543
Pension reserve	(245)	-	-	-	245	-
<b>Total unrestricted funds</b>	<b>53,313</b>	<b>146,489</b>	<b>(150,726)</b>	<b>25</b>	<b>442</b>	<b>49,543</b>
<b>Total funds</b>	<b>53,413</b>	<b>146,839</b>	<b>(151,059)</b>	<b>-</b>	<b>442</b>	<b>49,635</b>

	At 1 April 2021 £'000	Income £'000	Expenditure £'000	Transfers £'000	Gains £'000	At 31 March 2022 £'000
<b>Restricted funds:</b>						
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)	-	-	-
<b>Total restricted funds</b>	<b>170</b>	<b>6,845</b>	<b>(6,556)</b>	<b>(359)</b>	<b>-</b>	<b>100</b>
<b>Unrestricted funds:</b>						
General funds	52,009	135,970	(135,069)	359	289	53,558
Pension reserve	(2,358)	-	-	-	2,113	(245)
<b>Total unrestricted funds</b>	<b>49,651</b>	<b>135,970</b>	<b>(135,069)</b>	<b>359</b>	<b>2,402</b>	<b>53,313</b>
<b>Total funds</b>	<b>49,821</b>	<b>142,815</b>	<b>(141,625)</b>	<b>-</b>	<b>2,402</b>	<b>53,413</b>

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

1. Local authority funding has been received for minor refurbishments to care homes. The transfer of £13,000 (2022: £9,000) relates to the depreciation of minor refurbishment costs capitalised in previous years.
2. The COVID-19 funds represent funding received from the Government to support the Trust during the COVID-19 pandemic. Each fund is shown separately to match the conditions attached to that fund. The transfer of £12k relates to expenditure in the previous year for which additional funding was received or refunded in 2022/23.
3. The Ferrers Innovation Award represents a donation received by the Earl Ferrers in order to reward the Trust's employees for engaging in innovative ideas and solutions to further better the life of the Trust's residents and processes within the Trust.
4. Grant received from UCL for the Vivaldi Antibody Study which has been used to fund the additional costs to the Trust to take part in the study.

**Restricted funds in the 2022 year include:**

5. A grant was received from the Global Fund for Forgotten People to fund video conferencing costs to keep the Trust's residents connected to their loved ones.



	2023			2022		
Analysis of assets and liabilities between funds	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Intangible fixed assets	38	-	38	123	-	123
Tangible fixed assets – minor refurbishments	-	92	92	-	100	100
Tangible fixed assets – other	46,204	-	46,204	46,613	-	46,613
<b>Fixed assets</b>	<b>46,242</b>	<b>92</b>	<b>46,334</b>	<b>46,736</b>	<b>100</b>	<b>46,836</b>
Current assets	24,511	-	24,511	28,329	-	28,329
Current liabilities	(20,956)	-	(20,956)	(20,865)	-	(20,865)
Long term liabilities	(254)	-	(254)	(642)	-	(642)
Defined benefit pension scheme deficit	-	-	-	(245)	-	(245)
<b>Net assets</b>	<b>49,543</b>	<b>92</b>	<b>49,635</b>	<b>53,313</b>	<b>100</b>	<b>53,413</b>

## 18. Operating Lease Commitments

As at 31 March 2023, the Trust had future minimum lease payments under non-cancellable operating leases as follows:

	2023 £'000	2022 £'000
<b>Land and buildings</b>		
Due within 1 year	5,063	4,856
Due within 1–5 years	18,701	18,502
Due in more than 5 years	114,629	113,688
	<b>138,393</b>	<b>137,046</b>
<b>Motor vehicles</b>		
Due within 1 year	10	19
Due within 1–5 years	-	8
	<b>10</b>	<b>27</b>
<b>Plant and machinery</b>		
Due within 1 year	138	136
Due within 1–5 years	91	226
	<b>229</b>	<b>362</b>

## 19. Capital Commitments

The Trust had capital commitments for assets under construction of £471,677 (2022: £14,940).

## 20. Pension Schemes

The Trust contributes to several pension schemes.

A number are defined contribution pension schemes on a money purchase basis at fixed rates. Consequently, the Trust has no contingent liability in respect of these schemes.

The Trust is an admitted member of sub-funds of the Local Government Pension Schemes (LGPS) operated by Wiltshire Council and Gloucestershire County Council, both of which are defined benefit schemes. Contributions are set by the independent qualified actuaries appointed by the Councils, based on triennial valuations using the "Projected Unit Method" of valuation. The last triennial valuation for all the schemes was at 31 March 2022.

The Trust holds group life policies for the benefit of employees and their dependants, the cost of which is borne by the Trust alone.

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

	2023 £'000	2022 £'000
LGPS – Gloucestershire and Wiltshire	253	309
Contributions to other schemes	2,082	2,020
<b>Payroll costs</b>	<b>2,335</b>	<b>2,329</b>
LGPS - other finance (income)/cost	(34)	36
<b>Total Costs</b>	<b>2,301</b>	<b>2,365</b>

Contributions outstanding at the end of the year in respect of the Gloucestershire and Wiltshire LGPS amounted to £2,937 and £3,973 (2022: £4,578 and £2,241) respectively. The contribution outstanding in respect of the other schemes was £305,599 (2022: £323,974).

### The Gloucestershire and Wiltshire LGPS

Summary of Changes in Net Liability	2023 £'000	2022 £'000
<b>Pension Fund liability as at 1 April</b>	<b>(245)</b>	<b>(2,358)</b>
Current service cost less contributions	(171)	(253)
Past service cost	(60)	-
Other finance income/(cost)	34	(36)
Actuarial gain	3,931	3,350
Movement in surplus restrictions	(3,489)	(948)
<b>Pension Fund Liability as at 31 March</b>	<b>-</b>	<b>(245)</b>

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

Full actuarial valuations of the scheme were carried out as at 31 March 2022 and updated to 31 March 2023 by qualified independent Actuaries, appointed by the relevant Gloucestershire or Wiltshire LGPS. The major assumptions used by the Actuaries were as follows:

	Gloucestershire		Wiltshire	
	2023 % p.a	2022 % p.a	2023 % p.a	2022 % p.a
Pension increase rate	3.00%	3.30%	3.00%	3.30%
Salary increase rate	3.50%	3.60%	3.50%	3.70%
Discount rate	4.75%	2.70%	4.75%	2.70%

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

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

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





## Mortality

Life expectancy is based on the Funds' VitaCurves with the improvements in line with the CMI 2021 model, with a 10% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a. for both males and females. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

2023	Gloucestershire		Wiltshire	
	Males	Females	Males	Females
Current Pensioners	20.7 years	24.2 years	21.8 years	24.2 years
Future Pensioners*	22.2 years	25.2 years	21.5 years	25.5 years

2022	Gloucestershire		Wiltshire	
	Males	Females	Males	Females
Current Pensioners	21.7 years	24.1 years	21.7 years	24.2 years
Future Pensioners*	22.6 years	25.8 years	22.6 years	26.0 years

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

## Historic Mortality

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

Year End	Prospective Pensioners	Pensioners
<b>31 March 2023</b>	CMI 2021 model, with a 0% weighting of 2021 data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a.	CMI 2021 model, with a 0% weighting of 2021 data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a.
<b>31 March 2022</b>	CMI 2020 model, with a 0% weighting of 2020 data, standard smoothing (Sk7), initial adjustment of 0.5% and a long term rate of improvement of 1.5% p.a.	CMI 2020 model, with a 0% weighting of 2020 data, standard smoothing (Sk7), initial adjustment of 0.5% and a long term rate of improvement of 1.5% p.a.

## Commutation

### Gloucestershire and Wiltshire

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

**Balance Sheet and Statement of Financial Activities disclosure as at 31 March 2023.**

**Changes in the Fair Value of Plan Assets, Defined Obligation, and net Liability for the year end 31 March 2023.**

Gloucestershire LGPS Scheme			2023	2022		
	Assets £'000	Obligations £'000	Net asset / (liability) £'000	Assets £'000	Obligations £'000	Net asset / (liability) £'000
Fair value of plan assets	11,320		11,320	10,866	-	10,866
Present value of funded liabilities		9,721	(9,721)	-	10,215	(10,215)
<b>Opening position as at 31 March 2022</b>	<b>11,320</b>	<b>9,721</b>	<b>1,599</b>	<b>10,866</b>	<b>10,215</b>	<b>651</b>
<b>Service cost</b>						
Current service cost	-	62	(62)	-	93	(93)
Past service cost (including curtailments)	-	60	(60)	-	-	-
<b>Total service cost</b>	<b>-</b>	<b>122</b>	<b>(122)</b>	<b>-</b>	<b>93</b>	<b>(93)</b>
<b>Net interest</b>						
Interest income on plan assets	301	-	301	209	-	209
Interest cost on defined obligation	-	258	(258)	-	197	(197)
<b>Total net interest</b>	<b>301</b>	<b>258</b>	<b>43</b>	<b>209</b>	<b>197</b>	<b>12</b>
<b>Total defined cost recognised in Statement of Financial Activities</b>	<b>301</b>	<b>380</b>	<b>(79)</b>	<b>209</b>	<b>290</b>	<b>(81)</b>
<b>Cashflows</b>						
Plan participants' contributions	9	9	-	12	12	-
Employer contributions	82	-	82	56	-	56
Benefits paid	(423)	(423)	-	(358)	(358)	-
<b>Expected closing position</b>	<b>11,289</b>	<b>9,687</b>	<b>1,602</b>	<b>10,785</b>	<b>10,159</b>	<b>626</b>
<b>Remeasurement</b>						
Changes in financial assumptions	-	(2,316)	2,316	-	(404)	404
Changes in demographic assumptions	-	(39)	39	-	(55)	55
Other experience	(204)	404	(608)	-	21	(21)
Return on assets excluding amounts included in net interest	(524)	-	(524)	535	-	535
<b>Total remeasurements recognised in other gains and losses</b>	<b>(728)</b>	<b>(1,951)</b>	<b>1,223</b>	<b>535</b>	<b>(438)</b>	<b>973</b>
Fair value of plan assets	10,561	-	10,561	11,320	-	11,320
Present value of funded liabilities	-	7,736	(7,736)	-	9,721	(9,721)
<b>Closing position as at 31 March 2023</b>	<b>10,561</b>	<b>7,736</b>	<b>2,825</b>	<b>11,320</b>	<b>9,721</b>	<b>1,599</b>

The surplus on the Gloucestershire LGPS scheme of £2,825,000 (2022: surplus of £1,599,000) has not been recognised on the balance sheet as not deemed to be recoverable.





## Gloucestershire

The actual return on plan assets was a loss of £223,000 (2022: gain of £756,000).

An estimate of the employer's contribution for the year ended 31 March 2024 will be approximately £35,000.

### Information about the defined benefit obligation

	Liability split £'000 as at 31 March 2023	Liability split % as at 31 March 2022
Active members	1,053	13.6%
Deferred members	740	9.6%
Pensioners members	5,943	76.8%
<b>Total</b>	<b>7,736</b>	<b>100%</b>

## Sensitivity Analysis

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

Change in assumptions at year ended 31 March 2023	Approximate % increase to Employer Liability	Approximate monetary amount £'000
0.1% decrease in Real Discount Rate	1%	84
1 year increase in member life expectancy	4%	309
0.1% increase in the Salary Increase Rate	0%	4
0.1% increase in the Pension increase Rate (CPI)	1%	82

## Major Class of Plan Assets

The plan's assets are split into the following categories as at the 31 March 2023:

Period ended	31 March 2023	31 March 2022
Equities	64%	71%
Bonds	22%	19%
Property	12%	9%
Cash	2%	1%

**Balance Sheet and Statement of Financial Activities disclosure as at 31 March 2023.**

**Changes in the Fair Value of Plan Assets, Defined Obligation, and net Liability for the year end 31 March 2023.**

Wiltshire LGPS Scheme			2023	2022		
	Assets £'000	Obligations £'000	Net asset / (liability) £'000	Assets £'000	Obligations £'000	Net asset / (liability) £'000
Fair value of plan assets	21,908		21,908	20,975	-	20,975
Present value of funded liabilities		22,153	(22,153)	-	23,333	(23,333)
<b>Opening Position as at 31 March 2022</b>	<b>21,908</b>	<b>22,153</b>	<b>(245)</b>	<b>20,975</b>	<b>23,333</b>	<b>(2,358)</b>
<b>Service cost</b>						
Current service cost	-	191	(191)	-	216	(216)
<b>Total service cost</b>	<b>-</b>	<b>191</b>	<b>(191)</b>	<b>-</b>	<b>216</b>	<b>(216)</b>
<b>Net interest</b>						
Interest income on plan assets	580	-	580	401	-	401
Interest cost on defined obligation	-	589	(589)	-	449	(449)
<b>Total net interest</b>	<b>580</b>	<b>589</b>	<b>(9)</b>	<b>401</b>	<b>449</b>	<b>(48)</b>
<b>Total defined cost recognised in Statement of Financial Activities</b>	<b>580</b>	<b>780</b>	<b>(200)</b>	<b>401</b>	<b>665</b>	<b>(264)</b>
<b>Cashflows</b>						
Plan participants' contributions	25	25	-	26	26	-
Employer contributions	-	-	-	-	-	-
Benefits paid	(883)	(883)	-	(805)	(805)	-
<b>Expected closing position</b>	<b>21,630</b>	<b>22,075</b>	<b>(445)</b>	<b>20,597</b>	<b>23,219</b>	<b>(2,622)</b>
<b>Remeasurements</b>						
Changes in financial assumptions	-	(5,649)	5,649	-	(987)	987
Changes in demographic assumptions	-	(44)	44	-	(129)	129
Other experience	(23)	1,082	(1,105)	-	50	(50)
Return on assets excluding amounts included in net interest	(1,880)	-	(1,880)	1,311	-	1,311
<b>Total remeasurements recognised in other gains and losses</b>	<b>(1,903)</b>	<b>(4,611)</b>	<b>2,708</b>	<b>1,311</b>	<b>(1,066)</b>	<b>2,377</b>
Fair value of plan assets	19,727	-	19,727	21,908	-	21,908
Present value of funded liabilities	-	17,464	(17,464)	-	22,153	(22,153)
<b>Closing position as at 31 March 2023</b>	<b>19,727</b>	<b>17,464</b>	<b>2,263</b>	<b>21,908</b>	<b>22,153</b>	<b>(245)</b>

The surplus on the Wiltshire LGPS scheme of £2,263,000 has not been recognised on the balance sheet as not deemed to be recoverable (2022: deficit recognised of £245,000).

## Wiltshire

The actual return on plan assets was a loss of £1,300,000 (2022: gain of £1,712,000).

An estimate of the employer's contribution for the year ended 31 March 2024 will be approximately £nil.

### Information about the defined benefit obligation

	Liability split £'000 as at 31 March 2023	Liability split % as at 31 March 2023
Active members	2,929	16.8%
Deferred members	2,505	14.3%
Pensioners members	12,030	68.9%
<b>Total</b>	<b>17,464</b>	<b>100%</b>

## Sensitivity Analysis

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

Change in assumptions at year ended 31 March 2023	Approximate % increase to Employer Liability	Approximate monetary amount £'000
0.1% decrease in Real Discount Rate	1%	201
1 year increase in member life expectancy	4%	699
0.1% increase in the Salary Increase Rate	0%	14
0.1% increase in the Pension increase Rate (CPI)	1%	190

## Major Class of Plan Assets

The plan's assets are split into the following categories as at the 31 March 2023:

Period ended	31 March 2023	31 March 2022
Equities	55%	53%
Bonds	31%	33%
Property	13%	13%
Cash	1%	1%





## 21. Financial Instruments

	2023 £'000	2022 £'000
<b>Financial assets that are debt instruments measured at amortised cost:</b>		
Trade and other debtors	5,655	7,450
Cash at bank and in hand	2,194	2,208
Short term deposits	9,946	12,360
	<b>17,795</b>	<b>22,018</b>
<b>Financial liabilities that are debt instruments measured at amortised cost:</b>		
Trade and other creditors	11,978	12,222
Bank loans	373	761
<b>Total</b>	<b>12,351</b>	<b>12,983</b>

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	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Net income/(deficit)	123	(47)	(52)	(57)
Net assets/(liabilities)	3,656	3,533	(825)	(773)

## Related Party Transactions

	2023 £'000	2022 £'000
<b>The income and expenditure account includes the following transactions between the Trust and OCP:</b>		
Income:		
from charitable activities	18,024	17,245
Other income	161	124
	<b>18,185</b>	<b>17,369</b>
<b>The amounts due to or from OCP at the year end are:</b>		
Receivable:		
Other debtors	150	137
	<b>150</b>	<b>137</b>
Payable:		
Accruals	8	8
	<b>8</b>	<b>8</b>
<b>The income and expenditure account includes the following transactions between the Trust and GCP:</b>		
Income:		
from charitable activities	16,749	15,681
	<b>16,749</b>	<b>15,681</b>
<b>The amounts due to or from GCP at the year end are:</b>		
Receivable:		
Other debtors	550	724
	<b>550</b>	<b>724</b>

As detailed in Note 7, remuneration is being paid to the Chairman of the Trustees. Apart from the Chairman there were no other related party transactions with the Trustees as at 31 March 2023 (2022: £nil). Key management personnel emoluments are disclosed in note 6.

# Reference and Administrative Details

<b>Director/Trustees</b>	<p>Anne de Bono</p> <p>Anton Borg – appointed 12 July 2022</p> <p>Timothy Church</p> <p>Mark Everall</p> <p>Richard Fitzalan Howard – retired 23 June 2023</p> <p>Graham Hutton</p> <p>James Kneller</p> <p>James Macnamara</p> <p>Jill Manthorpe</p> <p>Richard Milligan-Manby</p> <p>Millie Wentworth-Stanley</p> <p>Judith Wright</p>
<b>Chief Executive's Team</b>	<p>Dan Hayes – Chief Executive</p> <p>Kerry Dearden – Deputy Chief Executive – resigned 31 May 2023</p> <p>Mike Stredder – Operations Director</p> <p>Robert Black – Care Quality Director</p> <p>Jacqui Roynon – Director of People</p> <p>Tracey Wardle – Chief Financial Officer</p>
<b>Governance Director &amp; Company Secretary</b>	<p>Joanna Downing</p>
<b>Auditor</b>	<p>BDO LLP, Two Snow Hill, Birmingham B4 6GA</p>
<b>Bankers</b>	<p>Barclays Bank PLC, One Snow Hill Birmingham B3 2WN</p>
<b>Registered Office</b>	<p>Eyre Court, Whisby Way, Lincoln, LN6 3LQ</p>



St John's Care Trust

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