

# COMMUNITY FOSTER CARE

England & Wales · Charity number 1084124

## Details

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Status	Registered
Legal form	Charitable company
Company number	<a href="#">03719101</a>
Registered	2000-12-15
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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Address	Unit A 76 Kingsholm Road Gloucester GL1 3BD
Phone	01452849301
Email	<a href="mailto:info@communityfostercare.co.uk">info@communityfostercare.co.uk</a>
Website	<a href="http://www.communityfostercare.co.uk">www.communityfostercare.co.uk</a>

## Activities

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**Objects:** THE OBJECTS OF THE COMPANY ARE:I) TO OPERATE A FOSTER CARE AGENCY IN THE UK REGARDING TRAINING AND APPROVING FOSTER CARERS IN PARTICULAR BUT NOT EXCLUSIVELY FROM SOCIAL AND ECONOMICALLY DEPRIVED AREAS.II) TO PROVIDE RELIEF TO CHILDREN AND YOUNG PEOPLE IN NEED AND IN PARTICULAR THOSE IN THE CARE OF, OR ACCOMMODATED BY, A LOCAL AUTHORITY BY:1. PROVIDING THEM WITH, OR OTHERWISE ASSISTING IN THE PROVISION OF, A PLACEMENT OR PLACEMENTS IN SUITABLE ACCOMMODATION AND PROVIDING THEM WITH, OR ASSISTING IN THE PROVISION OF, FOSTER CARERS WITH THE AIM OF PROVIDING THEM WITH A STABLE FAMILY LIFE:2. PROVIDING FOR THEIR EDUCATION AND ESTABLISHMENT IN LIFE.III) THE RELIEF OF POVERTY AND IN PARTICULAR THE ASSISTANCE OF ADULTS WHO HAVE AS CHILDREN BEEN IN LOCAL AUTHORITY CARE.

**Activities:** Providing foster care for children who cannot live with their birth families. This entails supporting, supervising, managing and training foster carers to care for children effectively and providing a strong support team who can ensure that children's life chances and choices are enhanced.

## Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Economic/community Development/employment
- **Who:** Children/young People

## Geography

- **Area of benefit:** THE UNITED KINGDOM
- Throughout England

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,200,087	£2,274,848	£485,304	22
2024-03-31	£2,369,738	£2,429,457	£560,064	32
2023-03-31	£2,342,560	£2,389,392	£678,343	32
2022-03-31	£2,355,874	£2,339,942	£725,175	31
2021-03-31	£2,458,176	£2,270,838	£709,243	21

## Trustees

Name	Role	Appointed
Jennifer Ann Dwight	Chair	2015-07-30
Anne Bard		2025-03-13
Bahdar Skokar		2025-03-13
David Haydock		2025-03-13
Hugh McLaughlin		2025-03-13
Jane Comerford		2022-03-31
Mariana Straton		2011-09-28
stephanie Malone		2019-06-19

**COMMUNITY FOSTER CARE**

England & Wales - Charity number 1084124

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# Accounts

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Registered number: 03719101  
Charity number: 1084124

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**COMMUNITY FOSTER CARE**  
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**Trustees**

J Dwight (Chair)  
R C Wade  
M Straton  
J Jansen  
S Malone  
M Cox  
J Comerford  
H McLaughlin (appointed 13 March 2025)  
A Bard (appointed 13 March 2025)  
B Shokar (appointed 13 March 2025)  
D Haydock (appointed 13 March 2025)

**Company registered number**

03719101

**Charity registered number**

1084124

**Registered office**

Unit A  
76 Kingsholm Road  
Gloucester  
Gloucestershire  
GL1 3BD

**Company secretary**

J Dwight

**Chief executive officer**

M Kingston

**Independent auditors**

Byrd Link Audit & Accountancy Services Limited  
Jessop Avenue  
Cheltenham  
Gloucestershire  
GL50 3SH

**Bankers**

NatWest  
2nd Floor  
The Quadrangle  
The Promenade  
Cheltenham  
Gloucestershire  
GL50 1PX

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS**  
**(CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**Solicitors**

BPE

St James' House  
St James' Square  
Cheltenham  
Gloucestershire  
GL50 3PR

**Registered Manager**

E Weaver

**Senior Leadership Team**

M Kingston  
E Weaver  
D Whitson-Jones

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**COMMUNITY FOSTER CARE**  
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**CHAIR'S STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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The chair presents their statement for the year.

This year has been one of both challenge and resilience for Community Foster Care. At a time when the fostering sector nationally continues to face significant pressures – with fewer households coming forward to foster and children presenting with increasingly complex needs – our charity has remained steadfast in its commitment to providing safe, nurturing family environments for children and young people.

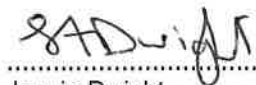
I am proud to report that, despite these challenges, the number of children and young people cared for by Community Foster Care rose to 36 at year-end, with 53 supported over the course of the year. This growth reflects not only the dedication of our staff team and foster carers but also the strength of our values-led approach. We have focused on recruiting and supporting foster families who can provide stability, care, and hope to some of the most vulnerable children in society.

Our financial results show a modest deficit of £74,761 for the year, primarily reflecting investment in supporting carers and children during a period of rising living costs. The Board is reassured that reserves remain robust and close to policy requirements, and we remain confident in the financial sustainability of the organisation.

We were pleased to welcome four new trustees during the year, broadening the skills and perspectives on our Board, while also continuing to benefit from the invaluable insight of foster carers who participate in Board meetings. This strengthens our governance and ensures that the voices of those with lived experience are always present in our decision-making.

Looking ahead, our focus remains clear: to grow the number of fostering households, to enhance the support we offer to carers and children, and to ensure the charity continues to thrive as a financially resilient, values-driven organisation. With a committed team of carers, staff, and trustees, I believe we are well placed to meet the challenges ahead and to continue making a life-changing difference for children and young people.

On behalf of the Board, I extend heartfelt thanks to our foster carers, staff, volunteers, supporters, and partners. It is your collective effort, compassion, and belief in our mission that makes everything we do possible.



.....  
Jennie Dwight  
Chair of the Board of Directors and Trustees

Date: 19/11/25

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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The Trustees present their report and audited financial statements for the year ended 31 March 2025. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

**The Board of Trustees**

Jennie Dwight (Chair)  
Joanna Jansen (Trustee)  
Mariana Straton (Trustee)  
Charles Wade (Trustee)  
Stephenie Malone (Trustee)  
Mary Cox (Trustee)  
Jane Comerford (Trustee)  
Hugh McLaughlin (Trustee)  
Anne Bard (Trustee)  
Bahdar Shokar (Trustee)  
David Haydock (Trustee)

**Structure, Governance, and Management**

Governing Document

Community Foster Care (CFC) is a charitable company limited by guarantee, incorporated on 24 February 1999 (Company No. 03719101) and registered as a charity on 15 December 2000 (Charity No. 1084124). The Charity is governed by its Memorandum and Articles of Association, amended by resolutions in 2009, 2012, and 2018 to incorporate the work of Community Family Care.

Recruitment and Appointment of Trustees

The charity's Directors are also Trustees for the purposes of Charity law. Jennie Dwight continues to act as Chair, and during the year the board of trustees grew to 10 members (4 new appointments and 1 resignation). In addition to the Trustees, two Foster Carers (non-voting) regularly attend the Board meetings: one from the service in the north and one from the service in the south. Their role is primarily to represent the views of the foster carers.

All of the Charity's work focuses upon children, young people and their families and the Board of Trustees has sought to ensure that the needs of this group are appropriately reflected on the Board.

For example, we have Trustees with professional backgrounds in family law, education, fostering, compliance, finance and employment law. The Board always seeks to ensure that it has the appropriate skill sets required to develop the Charity further.

Community Foster Care ensures that any new Trustee is selected and recruited safely in line with expected practices and regulations.

Trustee Training

All Trustees undertake induction training, including responsibilities under charity law, regulatory frameworks (e.g., Fostering Services Regulations 2011), and the Charity's strategy.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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Sub-Committee Structure

CFC continues to operate three subgroups reporting to Trustees:

- The Fostering Quality Assurance Group
- Promoting Good Outcomes, People & Safeguarding Group
- Finance and Resources Group

Each of these groups and the Board of Trustees meet thrice yearly. Therefore, the board is formally involved with the charity on a monthly basis. There is also provision for an extraordinary Trustee's meeting to be called if necessary. There was one extraordinary meeting held in the period which reviewed the organisations strategy and focus.

Risk Management

Regular reviews of the Risk Register have been embedded in the organisation's governance structure and are a standing item on the agenda of each subgroup, with each subgroup taking ownership of appropriately identified risks. A log of any change to the risk register is recorded with justification.

The Charity's policies are regularly reviewed in light of new guidance and/or legislation received from the Government. CFC strives for excellence in all its work and is committed to ensuring the appropriate regulations are adhered to, which protect the children living with our families, the Foster Carers, the staff team, and the Board of Trustees. Furthermore, the organisation works with Tri.X to review policies externally to ensure they are held to the highest standard and in line with changes in legislation or recommended best practices.

All major risks are regularly reviewed and systems and procedures have been established to mitigate these risk as part of the charity's risk management.

Organisational Structure

Community Foster Care has a Board of Trustees, which is responsible for the charity's strategic direction and meets as a full Board three times a year. Recruitment of new Trustees is ongoing and continually kept under review by the Board.

The Chief Executive is responsible for the day-to-day provision of the service, ensuring that the charity delivers the specified services and meets key performance indicators.

The Chief Executive is supported by a Senior Leadership Team that includes a Registered Manager and a Business Development Manager.

Salaries for the whole staff, including the senior leadership team, are benchmarked against the wider market. The HR officer conducts this work, which is then reviewed and approved by the Board of Trustees.

The organisation continues to operate successfully with one Ofsted registration. We were not visited by Ofsted during the year.

The organisation awarded a cost-of-living increment to foster carers and staff in the year. It continues to monitor the competitiveness of its salaries and undertakes a benchmarking processes.

Public Benefit and Social Impact

A significant public benefit of Community Foster Care is providing opportunities for local community members to

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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foster. Community Foster Care believes that good foster carers come from all communities and backgrounds. We actively seek carers from all communities to strengthen our ability to meet the diverse needs of the children in the care population. The work Community Foster Care undertakes is in line with its Memorandum and Articles of Association, the geographical restriction was amended in 2004. The Trustees amended the Memorandum and Articles of Association in May 2017 to align with recent guidance.

The Board of Trustees confirms that they have complied with their duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission for England and Wales.

The social impact of the work of the charity is deemed significant. Community Foster Care looks after some of society's most disadvantaged children and young people. The majority will have experienced some form of abuse and neglect, experienced difficulties with educational attainment, and are commonly isolated from their peer groups. Through our work, we provide security of family life, encouragement and guidance in education and develop self-esteem to play a more active and constructive role in society.

At the end of March 2025, we cared for 36 (2023; 32) children and young people on behalf of Local Authorities, and during the years 2023-24, over 53 (2022-2023; 49) children and young people benefitted from our care. This is an increase on the previous year but not at the levels of prior years. This is chiefly due to:

- National trend of Foster Carer Resignations
- Larger proportion of higher intensity arrangements
- Challenges in recruiting Foster Carers

As the organisation develops its fostering model it increases its work with more complex arrangements where young people may need more support than is set out in the specifications provided by Local Authorities.

### **Fundraising**

The Charity has no fundraising activities requiring disclosure under S162A of the Charities Act 2011.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**Objectives and Activities**

The objects of the Charity as amended on 30 July 2018 are:

**1. OBJECTS**

**1.1 The Charity's objects, restricted specifically for the public benefit, are:**

- (a) To operate a foster care agency in the United Kingdom regarding training and approving Foster Carers in particular but not exclusively from social and economically deprived areas.**
- (b) To provide relief to children and young people in need and in particular those in the care of, or accommodated by, a local authority by:**
  - (i) providing them with, or otherwise assisting in the provision of, a placement or placements in suitable accommodation and providing them with, or assisting in the provision of, appropriate carers with the aim of providing them with a stable family life; and**
  - (ii) providing for their education and establishment in life.**
- (c) To promote and protect the good health of children, young people, adults, and their families who are in need or who are socially and economically disadvantaged in any way and in particular those who have been in the care of, or accommodated by, a Local Authority by:**
  - (i) providing training, support and guidance;**
  - (ii) providing them with, or otherwise assisting in the provision of, a placement or placements in suitable accommodation and providing them with, or assisting in the provision of, appropriate carers with the aim of improving family life; and**
  - (iii) providing for their education and establishment in life.**
- (d) The relief of poverty and in particular the assistance of children and adults who have as children been in Local Authority care and their families.**

A key strand of the Community Foster Care approach is to develop longstanding relationships with communities – often disadvantaged communities. Potential foster carers are targeted from all areas of the community, including socially and economically disadvantaged areas. Community Foster Care's approach has been to develop the skills and social capital within these specific neighbourhoods, with a view to enabling families within these communities to provide warm, stable homes to children in need. This approach sees our interventions building the knowledge and resources within these communities. We have introduced an innovative approach to the recruitment of foster carers.

Community Foster Care aims to provide:

- A commitment to a child-centred approach
- High-quality foster care in a family setting for children and young people
- Respect for racial, cultural, and religious backgrounds of all children and young people
- Care for the disability, gender, and sexuality of foster children during the matching process
- 24-hour support for foster carers
- Carers who will respect the children's rights in their homes under the UN Convention on Children's Rights and not administer corporal punishment to any child

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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- A commitment to the ongoing learning and training of foster carers
- A commitment to the ongoing learning and training of all Placement Support Workers and Social Workers employed by Community Foster Care and all other support staff.

### **Business Planning**

After considerable progress on our previous strategy (2019-2022), SLT, supported by the trustees and wider staff team reviewed and began to implement a new strategy that was based on the success and learning of the previous one. Our new strategy continues to consider six threads. These are:

- Fostering Better Outcomes
- Talented Inspired People
- Empowering Efficient Systems
- Connecting Children with Families
- Effective Use of Resources
- Charity Viability.

### **Achievements and Performance during 2024-2025**

- Placement numbers increased slightly whilst the national picture continues to decline. Recruitment and retention remain a key priority. At the yearend there were 33 approved families.
- CFC delivered a range of activities and events, including Residentials, Christmas meals, activity days, support groups and training.

### **Financial Review 2024–25**

Total income: £2,200,087 (2023–24: £2,369,737)  
Total expenditure: £2,274,848 (2023–24: £2,429,457)  
Deficit: £74,761 (2023–24: £59,720)  
Funds carried forward: £485,303 (2023–24: £560,064)

#### Investment Policy

The organisation doesn't currently have reserves capital to invest for the purposes of capital gain. The Trustees' position is that if there is an excess of reserves this will be invested in furthering the charity's mission. During the year, the Charity has opened new bank accounts to reap the reward of higher interest rates for the cash it holds at the bank.

#### Reserves Policy

The Trustees continue to examine the Charity's requirements for reserves considering the main risks to the Charity on a yearly basis. We calculate for a combination of adverse events plus the funds needed for a managed closedown. These reserves are needed to meet the working capital requirements of the Charity, and the Trustees are confident that at this level, they would be able to continue the current activities of the Charity in the event of a significant drop in funding. Additionally, if Community Foster Care ceases to operate, the additional reserves will ensure that children and young people enjoy a lengthy transition into their new placements. This position was reviewed in May 2025.

At the end of the year, the reserves available to the Charity were c.£485k which is 2.4% lower than the funds required by the reserves policy (£497K). The trustees are not concerned about this and seek to redress this in the 2025/26 year.

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**Plans for the Future Periods**

The charity has been operating within its strategic plan to drive the charity forward over the last three years. Underpinned by a renewed belief in the charity's purpose and values, this strategy will guide the charity into a period of measured growth. Over the coming three years, the charity will prioritise:

- Carer recruitment
- Developing the placement offer
- Ensuring the website, marketing and communication strategy remain live and active

**Responsibilities of the Trustees**

The Trustees (also directors of Community Foster Care for purposes of Company law) are responsible for preparing the Trustees' Report and the financial statements per applicable law and the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial year. 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to;

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and 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 a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for ensuring that adequate accounting records are maintained that are sufficient to show and explain 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 ensuring their proper application is in accordance with Charity law, and hence, for taking reasonable steps to prevent and detect fraud and other irregularities.

**Members of the Board of Trustees**

Members of the Board of Trustees, who are Directors for the purposes of company law and Trustees for the purposes of Charity law, who served during the year and up to the date of this report are set out on page one of this report.

In accordance with company law, as the Company's Directors, we certify that:

- So far as we are aware, there is no relevant audit information of which the Company's auditors are unaware; and
- As the directors of the Company, we have taken all the steps that we ought to have taken to make ourselves aware of any relevant audit information and establish that Charity's auditors are aware of this information.

**Auditor**

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**COMMUNITY FOSTER CARE**  
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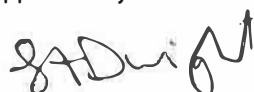
**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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Byrd Link Audit & Accountancy Services Limited have expressed their willingness to continue in office as auditor.

This report has been prepared in accordance with the Statement of Recommended Practice; Accounting and Reporting by Charities and in accordance with the special provisions of Section 415A of the Companies Act 2006 relating to small entities.

Approved by the Board of Trustee and signed on its behalf by:



**Jennie Dwight**  
(Chair of Trustees)

Date: 19/11/25

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**

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**Opinion**

We have audited the financial statements of Community Foster Care (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, 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).

In our opinion the financial statements;

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

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

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

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

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**COMMUNITY FOSTER CARE**  
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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**  
**(CONTINUED)**

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**Other information**

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

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

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

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

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

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**  
**(CONTINUED)**

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**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.

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' 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.

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

We identified and assessed the risks of material misstatement within the financial statements from irregularities, whether due to fraud or error, at the audit planning stage and discussed these among the audit engagement team. Discussions with management and those charged with governance around laws, regulations and compliance were also undertaken at the audit planning stage. We then designed and performed audit procedures in response to these identified risks. Such audit procedures include obtaining sufficient, appropriate audit evidence to provide a basis for our audit opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on material amount and disclosures within the financial statements. The laws and regulations considered were the Companies Act 2006, Charities Act 2011 together with the Charities SORP (FRS102) and Ofsted. We have assessed the impact of any breaches in these laws and regulations and considered whether any such findings have a material impact on the financial statements.

We also considered the systems and controls in place and the opportunities and incentives that may exist within the charity for fraud or manipulation of these financial statements. We identified the key risks in relation to fraud were management override of controls and income recognition. The audit procedures designed to respond to these risks included sample testing on journals, review of key accounting estimates, discussion with management, reviewing regulatory correspondence, legal expenditure review, and a review of Trustee meeting minutes along with sample testing income streams from source documentaiton.

Our audit procedures, together with our assessment of risks identified at planning, were transparent to the charity and have been communicated to the Trustees throughout the audit as well as within the audit engagement team.

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**  
**(CONTINUED)**

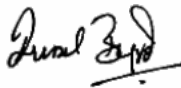
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Because of the inherent limitations of an audit, and the fact that audit procedures, whilst planned and performed in line with audit standards, test a sample of financial transactions, there is an unavoidable risk that we will not detect all irregularities, including those leading to material misstatement in the financial statements, or non-compliance with regulation. The risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission, misrepresentation, or the override of internal controls. Ultimately, it is the responsibility of the Trustees for the prevention and detection of fraud and non-compliance.

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

**Use of our report**

This report is made solely to the charitable company's trustees, 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 trustees those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Russel Byrd (Senior Statutory Auditor)**

for and on behalf of  
**Byrd Link Audit & Accountancy Services Limited**

Jessop Avenue

Cheltenham

Gloucestershire

GL50 3SH

Date: 27 November 2025

**COMMUNITY FOSTER CARE**  
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
<b>Income from:</b>				
Donations and legacies	4	15	15	1,000
Charitable activities	5	2,183,046	2,183,046	2,324,065
Investments	6	2,941	2,941	1,099
Other income	7	14,085	14,085	43,573
<b>Total income</b>		<b>2,200,087</b>	<b>2,200,087</b>	<b>2,369,737</b>
<b>Expenditure on:</b>				
Charitable activities	8	2,274,848	2,274,848	2,429,457
<b>Total expenditure</b>		<b>2,274,848</b>	<b>2,274,848</b>	<b>2,429,457</b>
<b>Net movement in funds</b>		<b>(74,761)</b>	<b>(74,761)</b>	<b>(59,720)</b>
<b>Reconciliation of funds:</b>				
Total funds brought forward		560,064	560,064	619,784
Net movement in funds		(74,761)	(74,761)	(59,720)
<b>Total funds carried forward</b>		<b>485,303</b>	<b>485,303</b>	<b>560,064</b>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 19 to 34 form part of these financial statements.

**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 03719101**

**BALANCE SHEET**  
**AS AT 31 MARCH 2025**

	Note	2025 £	2024 £
<b>Fixed assets</b>			
Tangible assets	13	6,240	12,340
		<u>6,240</u>	<u>12,340</u>
<b>Current assets</b>			
Debtors	14	334,997	361,719
Cash at bank and in hand		287,652	346,296
		<u>622,649</u>	<u>708,015</u>
Creditors: amounts falling due within one year	15	(143,585)	(134,249)
<b>Net current assets</b>		<u>479,064</u>	573,766
<b>Total assets less current liabilities</b>		<u>485,304</u>	586,106
Creditors: amounts falling due after more than one year	16	-	(26,042)
<b>Net assets excluding pension asset</b>		<u>485,304</u>	560,064
<b>Total net assets</b>		<u><u>485,304</u></u>	<u><u>560,064</u></u>
<b>Charity funds</b>			
Restricted funds	17	-	-
Unrestricted funds	17	485,304	560,064
<b>Total funds</b>		<u><u>485,304</u></u>	<u><u>560,064</u></u>

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 03719101**

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 MARCH 2025**

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The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



**J Dwight**  
(Chair of Trustees)  
Date: 19/11/25

The notes on pages 19 to 34 form part of these financial statements.

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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	2025 £	2024 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>(60,541)</b>	<b>(53,200)</b>
<b>Cash flows from investing activities</b>		
Interest	<b>2,941</b>	<b>1,099</b>
Purchase of tangible fixed assets	<b>(1,043)</b>	<b>(3,004)</b>
Proceeds from sale of investments	<b>-</b>	<b>4,061</b>
Impairment of investment	<b>-</b>	<b>939</b>
<b>Net cash provided by investing activities</b>	<b>1,898</b>	<b>3,095</b>
<b>Cash flows from financing activities</b>		
<b>Net cash provided by financing activities</b>	<b>-</b>	<b>-</b>
<b>Change in cash and cash equivalents in the year</b>	<b>(58,643)</b>	<b>(50,105)</b>
Cash and cash equivalents at the beginning of the year	<b>346,295</b>	<b>396,400</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>287,652</b>	<b>346,295</b>

The notes on pages 19 to 34 form part of these financial statements

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**1. General information**

Community Foster Care is registered with the Charity Commission for England and Wales (registered number 1084124). The Charity is a private company limited by guarantee registered in England and Wales (registered number 03719101). Its registered and principal office is Unit A, 76 Kingsholm Road, Gloucester, GL1 3BD.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Community Foster Care meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**2.2 Going concern**

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

The Charity has cash resources and no requirement for external funding. The Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future.

The budgeted position for the 2025-26 year is set at a small surplus, the Trustees believe Community Foster Care's reserves position is strong enough to mitigate any ongoing risk to the Charity.

**2.3 Income**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**2. Accounting policies (continued)**

**2.4 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

**2.5 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**2.6 Tangible fixed assets and depreciation**

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following basis:

Office equipment	- 25%-33% on cost
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**2.7 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.8 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**2. Accounting policies (continued)**

**2.9 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

**2.10 Financial instruments**

The Charity only has financial assets and financial 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.11 Operating leases**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

**2.12 Pensions**

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

**2.13 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**3. Critical accounting estimates and areas of judgment**

Preparation of the financial statements requires management to make significant judgements and estimates. Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

**Useful economic lives of tangible fixed assets**

The annual depreciation charge for the tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates, economic utilisation and the physical condition of the assets.

See Note 13 for the carrying amount of tangible assets and Note 2.6 for the useful economic lives for each class of asset.

**Rebate accruals**

The Charity has arrangements with Local Authorities whereby rebates are awarded based on turnover exceeding certain thresholds.

Any accrual for these rebates are calculated based on turnover using rebate percentages outlined within the contract.

**4. Income from donations and legacies**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Donations	15	15	-
Grants	-	-	1,000
	<u>15</u>	<u>15</u>	<u>1,000</u>

**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**5. Income from charitable activities**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Provision of foster care	2,183,046	<b>2,183,046</b>	2,249,341
Early Intervention Services	-	-	74,724
	<u>2,183,046</u>	<u><b>2,183,046</b></u>	<u>2,324,065</u>

**6. Investment income**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Bank interest	2,941	<b>2,941</b>	1,099
	<u>2,941</u>	<u><b>2,941</b></u>	<u>1,099</u>

**7. Other incoming resources**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Other income	14,085	<b>14,085</b>	43,573
	<u>14,085</u>	<u><b>14,085</b></u>	<u>43,573</u>

**COMMUNITY FOSTER CARE**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**8. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2025 £</b>	<b>Total 2025 £</b>	<i>Total 2024 £</i>
Provision of foster care	2,274,848	<b>2,274,848</b>	2,337,301
Early Intervention Services	-	-	92,156
	<u>2,274,848</u>	<u><b>2,274,848</b></u>	<u>2,429,457</u>

**9. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2025 £</b>	<b>Support costs 2025 £</b>	<b>Total funds 2025 £</b>
Provision of foster care	1,667,013	607,836	<b>2,274,849</b>
	<u>1,667,013</u>	<u>607,836</u>	<u><b>2,274,849</b></u>
	<i>Activities undertaken directly 2024 £</i>	<i>Support costs 2024 £</i>	<i>Total funds 2024 £</i>
Provision of foster care	1,745,524	591,777	2,337,301
Early Intervention Services	92,156	-	92,156
	<u>1,837,680</u>	<u>591,777</u>	<u>2,429,457</u>

**COMMUNITY FOSTER CARE**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**9. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

	<b>Provision of foster care 2025 £</b>	<b>Early Intervention Services 2025 £</b>	<b>Total funds 2025 £</b>
Staff costs	487,715	-	487,715
Foster carers' costs	1,027,257	-	1,027,257
Children's care and activities	18,517	-	18,517
Travel & Subsistence	28,614	-	28,614
Staff training	4,644	-	4,644
Cleaning	4,250	-	4,250
Premises expenses	71,653	-	71,653
Printing, postage & stationery	2,235	-	2,235
Telephone	864	-	864
Social worker	624	-	624
Miscellaneous	9,679	-	9,679
Subscriptions	1,454	-	1,454
Equipment maintenance	1,484	-	1,484
Recruitment	812	-	812
Advertising & promotion	7,211	-	7,211
	<u>1,667,013</u>	<u>-</u>	<u>1,667,013</u>

**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**9. Analysis of expenditure by activities (continued)**

**Analysis of direct costs (continued)**

	<i>Provision of foster care 2024 £</i>	<i>Early Intervention Services 2024 £</i>	<i>Total funds 2024 £</i>
Staff costs	479,192	81,118	560,310
Foster carers' costs	1,137,120	644	1,137,764
Children's care and activities	11,167	8,967	20,134
Travel & Subsistence	25,308	919	26,227
Staff training	944	240	1,184
Cleaning	4,671	-	4,671
Premises expenses	70,937	-	70,937
Printing, postage & stationery	3,271	189	3,460
Telephone	881	50	931
Miscellaneous	957	-	957
Subscriptions	66	-	66
Equipment maintenance	1,141	-	1,141
Recruitment	8,678	-	8,678
Advertising & promotion	1,192	29	1,221
	<u>1,745,525</u>	<u>92,156</u>	<u>1,837,681</u>

**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**9. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	<b>Provision of foster care 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Staff costs	414,877	<b>414,877</b>	352,382
Depreciation	7,143	<b>7,143</b>	9,525
Foster carers' costs	20,758	<b>20,758</b>	26,122
Insurance	15,466	<b>15,466</b>	14,758
Children's care and activities	18,400	<b>18,400</b>	18,201
Travel & Subsistence	4,803	<b>4,803</b>	8,386
Staff training	18,930	<b>18,930</b>	25,493
Premises expenses	317	<b>317</b>	-
Printing, postage & stationery	493	<b>493</b>	342
Telephone	-	-	3
Legal, professional & accountancy	11,086	<b>11,086</b>	12,478
Miscellaneous	12,081	<b>12,081</b>	13,038
Subscriptions	5,577	<b>5,577</b>	5,255
Equipment maintenance	47,512	<b>47,512</b>	46,578
Recruitment	5,004	<b>5,004</b>	2,194
Advertising & promotion	15,195	<b>15,195</b>	46,564
Accountancy & Audit	10,194	<b>10,194</b>	10,458
	<u>607,836</u>	<u><b>607,836</b></u>	<u>591,777</u>

**10. Auditors' remuneration**

	<b>2025 £</b>	<i>2024 £</i>
Fees payable to the Company's auditor for the audit of the Company's annual accounts	<b>7,280</b>	7,000
Fees payable to the Company's auditor in respect of: All non-audit services not included above	<u><b>2,075</b></u>	<u>1,995</u>

**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**11. Staff costs**

	<b>2025</b>	2024
	<b>£</b>	<b>£</b>
Wages and salaries	<b>793,649</b>	804,493
Social security costs	<b>74,927</b>	72,989
Contribution to defined contribution pension schemes	<b>34,016</b>	35,210
	<b>902,592</b>	912,692

Redundancy payments totalling £nil were paid during the year ended 31 March 2025 (2024: £9,171). This expenditure is recognised in line with the expenditure accounting policy. £nil was owing at year end (2024: £nil).

The average number of persons employed by the Company during the year was as follows:

	<b>2025</b>	2024
	<b>No.</b>	<b>No.</b>
Senior staff	<b>3</b>	4
Other staff members	<b>23</b>	25
	<b>26</b>	29

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

	<b>2025</b>	2024
	<b>No.</b>	<b>No.</b>
In the band £60,001 - £70,000	<b>1</b>	-
In the band £90,001 - £100,000	-	1
In the band £110,001 - £120,000	<b>1</b>	-

The remuneration of the key management personnel amounted to £267,791 (2024: £292,735). Key management personnel are defined as the Chief Executive, Registered Manager, Business Development Manager and Service Manager (Service Manager in the prior year only).

**12. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 March 2025, expenses totalling £NIL, were reimbursed or paid directly to Trustee (2024 - £148, paid to 1 Trustee, in relation to travel expenses)

**COMMUNITY FOSTER CARE**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**13. Tangible fixed assets**

	<b>Office equipment £</b>
<b>Cost or valuation</b>	
At 1 April 2024	70,516
Additions	1,043
At 31 March 2025	71,559
<b>Depreciation</b>	
At 1 April 2024	58,176
Charge for the year	7,143
At 31 March 2025	65,319
<b>Net book value</b>	
At 31 March 2025	6,240
<i>At 31 March 2024</i>	12,340

**14. Debtors**

	<b>2025 £</b>	<b>2024 £</b>
<b>Due within one year</b>		
Trade debtors	302,249	324,987
Other debtors	2,746	9,186
Prepayments and accrued income	30,002	27,546
	<b>334,997</b>	<b>361,719</b>

**COMMUNITY FOSTER CARE**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**15. Creditors: Amounts falling due within one year**

	<b>2025</b>	<i>2024</i>
	<b>£</b>	<b>£</b>
Bank overdrafts	<b>22</b>	22
Trade creditors	<b>71,798</b>	33,020
Other taxation and social security	<b>16,787</b>	19,716
Pension fund loan payable	<b>6,399</b>	6,075
Other creditors	<b>16,968</b>	15,958
Accruals and deferred income	<b>31,611</b>	59,458
	<b>143,585</b>	134,249
	<b>143,585</b>	134,249
	<b>2025</b>	<i>2024</i>
	<b>£</b>	<b>£</b>
Deferred income at 1 April 2024	<b>135</b>	8,750
Resources deferred during the year	-	135
Amounts released from previous periods	<b>(135)</b>	(8,750)
<b>Deferred income at 31 March 2024</b>	<b>-</b>	135
	<b>-</b>	135

Income was deferred in the prior year in respect of work to be carried out in the 2024-25 financial year. There is no deferred income at 31 March 2025.

**16. Creditors: Amounts falling due after more than one year**

	<b>2025</b>	<i>2024</i>
	<b>£</b>	<b>£</b>
Accruals and deferred income	-	26,042
	-	26,042
	-	26,042

**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**17. Statement of funds**

**Statement of funds - current year**

	<b>Balance at 1 April 2024</b>	<b>Income</b>	<b>Expenditure</b>	<b>Balance at 31 March 2025</b>
	£	£	£	£
<b>Unrestricted funds</b>				
General Funds	<b>560,064</b>	<b>2,200,088</b>	<b>(2,274,848)</b>	<b>485,304</b>

**Statement of funds - prior year**

	<i>Balance at 1 April 2023</i>	<i>Income</i>	<i>Expenditure</i>	<i>Balance at 31 March 2024</i>
	£	£	£	£
<b>Unrestricted funds</b>				
General Funds	<i>619,784</i>	<i>2,369,737</i>	<i>(2,429,457)</i>	<i>560,064</i>

**18. Summary of funds**

**Summary of funds - current year**

	<b>Balance at 1 April 2024</b>	<b>Income</b>	<b>Expenditure</b>	<b>Balance at 31 March 2025</b>
	£	£	£	£
General funds	<b>560,064</b>	<b>2,200,088</b>	<b>(2,274,848)</b>	<b>485,304</b>

**Summary of funds - prior year**

	<i>Balance at 1 April 2023</i>	<i>Income</i>	<i>Expenditure</i>	<i>Balance at 31 March 2024</i>
	£	£	£	£
General funds	<i>619,784</i>	<i>2,369,737</i>	<i>(2,429,457)</i>	<i>560,064</i>

**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**19. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>
Tangible fixed assets	6,240	<b>6,240</b>
Current assets	622,649	<b>622,649</b>
Creditors due within one year	(143,585)	<b>(143,585)</b>
<b>Total</b>	<u><u>485,304</u></u>	<u><u>485,304</u></u>

**Analysis of net assets between funds - prior year**

	<i>Unrestricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Tangible fixed assets	12,340	12,340
Current assets	708,015	708,015
Creditors due within one year	(134,249)	(134,249)
Creditors due in more than one year	(26,042)	(26,042)
<b>Total</b>	<u><u>560,064</u></u>	<u><u>560,064</u></u>

**COMMUNITY FOSTER CARE**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**20. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Net expenditure for the year (as per Statement of Financial Activities)	<b>(74,761)</b>	<b>(59,720)</b>
<b>Adjustments for:</b>		
Depreciation charges	<b>7,143</b>	9,525
Interest	<b>(2,941)</b>	(1,099)
Decrease in debtors	<b>26,722</b>	35,710
Decrease in creditors	<b>(16,706)</b>	(37,616)
Difference due to rounding	<b>2</b>	-
<b>Net cash used in operating activities</b>	<b>(60,541)</b>	<b>(53,200)</b>

**21. Analysis of cash and cash equivalents**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Cash in hand	<b>287,652</b>	346,295
<b>Total cash and cash equivalents</b>	<b>287,652</b>	346,295

**22. Analysis of changes in net debt**

	<b>At 1 April</b>	<b>Cash flows</b>	<b>At 31 March</b>
	<b>2024</b>	<b>£</b>	<b>2025</b>
	<b>£</b>		<b>£</b>
Cash at bank and in hand	346,296	(58,644)	287,652
Bank overdrafts repayable on demand	(22)	-	(22)
Debt due within 1 year	(6,075)	(324)	(6,399)
	<b>340,199</b>	<b>(58,968)</b>	<b>281,231</b>

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**COMMUNITY FOSTER CARE**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**23. Pension commitments**

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the defined contribution scheme fund and amounted to £34,016 (2024: £35,210). Contributions totalling £6,399 (2024: £5,857) were payable to the fund at the balance sheet date and are included within creditors.

**24. Operating lease commitments**

At 31 March 2025 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025 £	2024 £
Not later than 1 year	43,212	18,980
Later than 1 year and not later than 5 years	143,852	8,495
Later than 5 years	151,143	-
	<u>338,207</u>	<u>27,475</u>

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

	2025 £	2024 £
Operating lease rentals	<u>46,371</u>	<u>41,070</u>

**25. Related party transactions**

During the year, Trustee M Straton was paid £6,426 (2024: £5,901) in relation to her work as Agency Decision Maker. £Nil (2024: £3,045) remained payable at year end.

During the year, Trustee J Jansen was paid £507 (2024: £617) in relation to her work as an Independent Panel Member. £Nil (2024: £Nil) remained payable at year end.

**COMMUNITY FOSTER CARE**

England & Wales - Charity number 1084124

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# Accounts

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Registered number: 03719101  
Charity number: 1084124

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**COMMUNITY FOSTER CARE**  
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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Trustees**

J Dwight (Chair)  
R C Wade  
M Straton  
J Jansen  
S Malone  
M Cox  
J Comerford

**Company registered number**  
03719101

**Charity registered number**  
1084124

**Registered office**

Unit A  
76 Kingsholm Road  
Gloucester  
Gloucestershire  
GL1 3BD

**Company secretary**

J Dwight

**Chief executive officer**

M Kingston

**Independent auditors**

Byrd Link Audit & Accountancy Services Limited  
Jessop Avenue  
Cheltenham  
Gloucestershire  
GL50 3SH

**Bankers**

NatWest  
2nd Floor  
The Quadrangle  
The Promenade  
Cheltenham  
Gloucestershire  
GL50 1PX

**Solicitors**

BPE  
St James' House  
St James' Square  
Cheltenham  
Gloucestershire  
GL50 3PR

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS**  
**(CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Registered Manager**  
E Weaver

**Senior Leadership Team**  
M Kingston  
E Weaver  
S Hart (left August 2023)  
D Whitson-Jones

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**CHAIR'S STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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The chair presents their statement for the year.

This year has seen further developments of Community Foster Care's therapeutic offer, including the development and rollout of our therapeutic assessment process. This work continues to grow and allows us to provide additional assistance to our young people.

Much work this year has focussed on winding up the work of Community Family Care. However, Community Foster Care continues to provide family support services to our foster carers via experienced and dedicated Family Support Workers.

This year's deficit is a result of the number of Foster Carers and children we look after reducing, in line with the national picture. However, our turnover has slightly increased, reflecting the more complex cases our staff has been working with.

Cost of living pressures have caused struggles for the sector, and this has not been helped by the financial pressures Local Authorities have faced. Fortunately, good financial planning has enabled us to continue our work as planned due to healthy reserves.

Thanks go to our dedicated personnel, both staff and carers, who are doing an excellent job supporting our young people.

  
.....  
Jennie Dwight, Chair of the Board of Directors and Trustees

Date: 15/11/24

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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The Trustees present their report and audited financial statements for the year ended 31 March 2024. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the Trustees' report and financial statements of the charity.

**The Board of Trustees**

Jennie Dwight (Chair)  
Joanna Jansen (Trustee)  
Mariana Straton (Trustee)  
Charles Wade (Trustee)  
Stephenie Malone (Trustee)  
Mary Cox (Trustee)  
Jane Comerford (Trustee)

**Structure, Governance, and Management**

Governing Document

The organisation is a charitable company limited by guarantee, incorporated on 24 February 1999 (registration number 03719101) and registered as a Charity on 15 December 2000 (Charity number 1084124). The Charity was established under a Memorandum of Association, as amended by Special Resolutions dated 25 November 2009, 1 February 2012, and 30 May 2012, which established the objectives and powers of the charitable company and is governed under its Articles of Association. On 30 July 2018, these articles were extended to incorporate the work undertaken by Community Family Care and to enable this work to be continued by Community Foster Care (CFC).

Recruitment and Appointment of Trustees

The charity's Directors are also Trustees for the purposes of Charity law. Jennie Dwight continues to act as Chair, and the Board continues to be made up of seven Trustees. In addition to the Trustees, two Foster Carers (non-voting) regularly attend the Board meetings: one from the service in the north and one from the service in the south. Their role is primarily to represent the views of the foster carers.

All of the Charity's work focuses upon children, young people and their families and the Board of Trustees has sought to ensure that the needs of this group are appropriately reflected on the Board. For example, we have Trustees with professional backgrounds in family law, education, fostering, compliance, and employment law. The Board always seeks to ensure that it has the appropriate skill sets required to develop the Charity further.

Community Foster Care ensures that any new Trustee is selected and recruited safely in line with expected practices and regulations.

Trustee Training

All Trustees and prospective Trustees are required to undertake an induction to familiarise themselves with all aspects of the Charity and its context.

We ensure Trustees are provided with information regarding:

- The obligations of Trustees (rules of engagement);
- The main documents which set out the operational framework for the Charity including the Memorandum and Articles and the Fostering Service (England) Regulations 2011;
- The Charity's business strategy.

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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The Trustees & Senior Leadership Team (SLT) continue to operate within the Scheme of Delegation. This Scheme of Delegation sets out Terms of Reference for three subgroups, each reporting to the Trustees. The Scheme of Delegation was reviewed in each subgroup in the 2023-24 year. Each group is responsible for and considers two areas of the organisation's strategy. The three Sub-Groups are:

- The Fostering Quality Assurance Group;
- Promoting Good Outcomes, People & Safeguarding Group;
- Finance and Resources Group.

Each of these groups and the Board of Trustees meet thrice yearly. Therefore, the board is formally involved with the charity on a monthly basis. There is also provision for an extraordinary Trustee's meeting to be called if necessary. There was one extraordinary meeting held in the period which reviewed the organisations strategy and focus.

The Schemes of Delegation Review 2023 worked further to incorporate the wider managers and reviewed financial delegations.

#### Risk Management

Regular reviews of the Risk Register have been embedded in the organisation's governance structure and are a standing item on the agenda of each subgroup, with each subgroup taking ownership of appropriately identified risks. A log of any change to the risk register is recorded with justification. All major risks are regularly reviewed and systems and procedures have been established to manage these risks.

The Charity's policies are regularly reviewed in light of new guidance and/or legislation received from the Government. CFC strives for excellence in all its work and is committed to ensuring the appropriate regulations are adhered to, which protect the children living with our families, the Foster Carers, the staff team, and the Board of Trustees. Furthermore, the organisation works with Tri.X to review policies externally to ensure they are held to the highest standard and in line with changes in legislation or recommended best practices.

A key risk area to which we have not been immune is the reduction of income from our foster placements. Significant work has been taking place to mitigate this risk, including enhanced financial procedures, a recruitment strategy, ensuring purchasers meet additional ongoing costs identified within placements, and routine robust financial monitoring.

Community Foster Care continues to comply with GDPR. It engages with the ICO regularly to ensure its guidance is up to date, all staff are appropriately trained, and any data breaches or near misses are reported appropriately. The organisation commissioned a gap analysis of its compliance with GDPR legislation which identified some areas of improvement. An action plan is being developed to implement these changes.

The health and safety of employees is constantly under review, and procedures are in place to ensure compliance with the health and safety of staff, volunteers, Foster Carers, and visitors. The health and safety of children and Foster Carers are given the highest priority, and the governance for this is dictated under the Fostering Service (England) Regulations 2011.

#### Organisational Structure

Community Foster Care has a Board of Trustees, which is responsible for the charity's strategic direction and meets as a full Board three times a year. Recruitment of new Trustees is ongoing and continually kept under review by the Board.

The Chief Executive is responsible for the day-to-day provision of the service, ensuring that the charity delivers the specified services and meets key performance indicators.

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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The Chief Executive is supported by a Senior Leadership Team that includes a Registered Manager and a Business Development Manager.

Salaries for the whole staff, including the Senior Leadership Team, are benchmarked against the wider market. The HR officer conducts this work, which is then reviewed and approved by the Board of Trustees.

The organisation continues to operate successfully with one Ofsted registration. We were not visited by Ofsted during the year.

The Business Support Team has continued to grow in line with the organisation's business plan, particularly the marketing team, which delivers the organisation's recruitment and retention objectives.

The organisation awarded a cost of living increment to foster carers and staff in the year. It continues to monitor the competitiveness of its salaries and undertakes a benchmarking process in the year. It concluded that no staff member was being underpaid for their role.

As part of the organisation's strategic review in the year, the charity shifted its whole focus to Foster Care activities and not on the edge of care services. All non-fostering work ceased by 31 March 2024. As a result, a number of redundancies were made in the year.

#### Public Benefit and Social Impact

A significant public benefit of Community Foster Care is providing opportunities for local community members to foster. Community Foster Care believes that good foster carers come from all communities and backgrounds. We actively seek carers from all communities to strengthen our ability to meet the diverse needs of the children in the care population. The work Community Foster Care undertakes is in line with its Memorandum and Articles of Association, the geographical restriction was amended in 2004. The Trustees amended the Memorandum and Articles of Association in May 2017 to align with recent guidance. The Trustees also noted in early 2018 that the revised Memorandum and Articles of Association should be widened to allow for the wider activities of our parent charity, Community Family Care, to be undertaken within Community Foster Care. These revisions were rectified in the special resolution on the 30 July 2018 by the Trustees. This enabled the Trustees to dissolve the parent charity, Community Family Care on 7th May 2019.

The Board of Trustees confirms that they have complied with their duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission for England and Wales.

The social impact of the work of the charity is deemed significant. Community Foster Care looks after some of society's most disadvantaged children and young people. The majority will have experienced some form of abuse and neglect, experienced difficulties with educational attainment, and are commonly isolated from their peer groups. Through our work, we provide security of family life, encouragement and guidance in education and develop self-esteem to play a more active and constructive role in society.

At the end of March 2024, we cared for 32 (2023; 43) children and young people on behalf of Local Authorities, and during the year 2023-24, over 49 (2022-23; 61) children and young people benefitted from our care. This drop in children living with our families is down to a number of factors including but not limited to:

- National trend of foster carer resignations;
- Larger proportion of higher intensity arrangements; and
- A number of unplanned endings in the last quarter.

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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As the organisation develops its fostering model it increases its work with more complex arrangements where young people may need more support than is set out in the specifications provided by Local Authorities. As this work has developed, the organisation's stability rating has gradually increased over a number of years. However, there were a number of unplanned endings towards the end of the year which has resulted in this rating dropping a little at 31 March 2024. A review of these unplanned endings has taken place and has been considered by the whole organisation.

### **Fundraising**

The Charity does not carry out significant fundraising activities and, as a result, has no fundraising activities requiring disclosure under section 162A of the Charities Act 2011.

### **Objectives and Activities**

The objects of the Charity as amended on 30 July 2018 are:

**1. OBJECTS**

1.1 The Charity's objects, restricted specifically for the public benefit, are:

- (a) To operate a foster care agency in the United Kingdom regarding training and approving Foster Carers in particular but not exclusively from social and economically deprived areas.
- (b) To provide relief to children and young people in need and in particular those in the care of, or accommodated by, a local authority by:
  - (i) providing them with, or otherwise assisting in the provision of, a placement or placements in suitable accommodation and providing them with, or assisting in the provision of, appropriate carers with the aim of providing them with a stable family life; and
  - (ii) providing for their education and establishment in life.
- (c) To promote and protect the good health of children, young people, adults, and their families who are in need or who are socially and economically disadvantaged in any way and in particular those who have been in the care of, or accommodated by, a Local Authority by:
  - (i) providing training, support and guidance;
  - (ii) providing them with, or otherwise assisting in the provision of, a placement or placements in suitable accommodation and providing them with, or assisting in the provision of, appropriate carers with the aim of improving family life; and
  - (iii) providing for their education and establishment in life.
- (d) The relief of poverty and in particular the assistance of children and adults who have as children been in Local Authority care and their families.

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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A key strand of the Community Foster Care approach is to develop longstanding relationships with communities – often disadvantaged communities. Potential foster carers are targeted from all areas of the community, including socially and economically disadvantaged areas. Community Foster Care's approach has been to develop the skills and social capital within these specific neighbourhoods, with a view to enabling families within these communities to provide warm, stable homes to children in need. This approach sees our interventions building the knowledge and resources within these communities. We have introduced an innovative approach to the recruitment of foster carers.

Community Foster Care aims to provide:

- A commitment to a child-centred approach;
- High-quality foster care in a family setting for children and young people;
- Respect for racial, cultural, and religious backgrounds of all children and young people;
- Care for the disability, gender, and sexuality of foster children during the matching process;
- 24-hour support for foster carers;
- Carers who will respect the children's rights in their homes under the UN Convention on Children's Rights and not administer corporal punishment to any child;
- A commitment to the ongoing learning and training of foster carers;
- A commitment to the ongoing learning and training of all Placement Support Workers and Social Workers; employed by Community Foster Care and all other support staff.

### **Business Planning**

After considerable progress on our previous strategy (2019-2022), SLT, supported by the Trustees and wider staff team reviewed and began to implement a new strategy that was based on the success and learning of the previous one. Our new strategy continues to consider six threads. These are:

- Fostering Better Outcomes;
- Talented Inspired People;
- Empowering Efficient Systems;
- Connecting Children with Families;
- Effective Use of Resources;
- Charity Viability.

Senior Managers have worked closely with the Trustees to develop this ambitious plan for this period. This strategy has built a firm foundation underpinned by our values and purpose, which were reviewed with staff, foster carers and children in 2018. Based on a deep understanding of these, we have created a plan that further develops our ability to achieve our purpose.

### **Achievements and Performance during 2022-2023**

The table below details the number of children placed with our carers at the end of each fiscal year. Planned breaks and staying put arrangements are not included.

<b>Number of Children living with CFC carers</b>										
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>North</b>	10	13	13	17	10	20	19	18	16	13
<b>South</b>	34	31	35	33	31	31	24	20	27	19
<b>Total</b>	44	44	48	50	41	51	43	38	43	32

The number of children living with CFC families has reduced in year. It is worth noting that this hasn't led to a comparative reduction in turnover as the organisation focuses more on therapeutic and complex arrangements.

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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Number of Fostering Households										
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>North</b>	15	13	11	13	14	15	14	15	11	9
<b>South</b>	30	35	36	34	37	31	28	26	25	22
<b>Total</b>	45	48	47	47	51	46	42	41	36	31

The recruitment of carers remains a key issue for Community Foster Care, as it does for all agencies nationwide. We continue to invest in this area and its resources. In the past year, a Recruitment and Retention Strategy was introduced, which led to the recruitment of a Marketing Manager and Content and Engagement Officer.

Financial performance, as detailed in this report, shows the Charity making a deficit of £59,719 for the year. This performance is in improvement on the budget agreed by the board pre year. However, in the year, a previously unknown contractual liability came to light. This impacted the 2023-24 financial period and had a material difference on the prior period resulting in a transferring deficit to the prior period of £58,559.

During 2023-24 the Charity continued to make use of social media and is continuing to develop its strategy of online recruitment. Our 'organic' following has grown over the year.

We have offices in Royal Wootton Bassett, Lancaster and Workington which meet the needs of our carers in these localities. A Social Worker and a Placement Support Worker operate from these offices, which is also a base for training. As we continue to adopt a 'one organisation' approach other key roles are based in these offices.

Our registered office is in Gloucester. Although this office provides for the organisations core functionality, we are increasingly distributing functionality across our footprint and using technology to enable succinct working. The organisation has worked hard to ensure our office spaces are used more effectively by staff, carers and young people.

Community Foster Care is committed to providing a range of activities and support to our children and young people. Engaging young people face to face has continued to be a priority. In the year, many activities took place, including successful community events, children's activities, and the always popular summer residential.

Our annual carer Christmas dinners were held across the organisation. We invited guest speakers and recognised some of our longer-serving foster carers for their commitment to the children and young people in their care. There were also several activities at Christmas for all our children.

### **Community Family Care**

Going into 2023-24 the organisation continued to deliver Community Family Care Services which included:

- Family & Placement Support;
- Art Journal Projects;
- Family Group Conferencing; and
- Youth Services

In June 2023 an extraordinary meeting of the Board of Trustees was held to consider the operations of Community Family Care. The board concluded that as a small children's charity with reducing placement and foster carer numbers, its focus needs to be on our fostering, which is a primary task to meet our mission.

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**COMMUNITY FOSTER CARE  
(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

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Following years of austerity, COVID-19, and the cost of living crisis, the organisation simply doesn't have sufficient resources to invest time and energy in these other activities. Diversification for companies is often helpful or fundamental to their ongoing survival, but this is not likely to be the case with these activities. It had become evident that Local Authorities have severely restricted funds for preventative services. The major demand is for fostering. In recent years, we have been able to develop and specialize in our fostering offer, leading to increased fees, which have addressed reducing placement numbers. We have agreed that Foster Carer recruitment is the key strategic priority. Therefore, these other activities, instigated with good intent and pursued with vigour and professionalism, divert resources from our key priorities.

**Community Family Care Services:**

- Family and Placement Support - this work continues to operate as part of the organisations fostering provision.
- Art Journal Project - this project was under contract with one Local Authority. The work under contract was delivered and ceased at the end of the contract in December 2023.
- Family Group Conference Service - notice on this contract was given by the Local Authority. This was financially and not performance-driven. The contract was terminated in June 2023.
- Youth Services - CFC worked with the contract Town Council, who brought this service in-house. Staff were TUPE'd to the Town Council and continue to deliver this service. This process completed in March 2024.

Most staff delivering these projects were reallocated or TUPE'd to another organisation however there were unfortunately three redundancies.

**Financial Review 2023-24**

The continued financial pressure on Local Authorities is having a major impact upon the Independent Fostering Sector. The level of turnover in many of the larger foster care agencies is declining.

There was a deficit of £59,719 in 2023-24 (-2.52% of turnover). This is in line with the budgeted year-end position. Notwithstanding funds transferred to 2022-23 year.

Turnover for the year was £2,369,738, a 1.9% increase on the previous year. Community Foster Care's principal funding source is the income from Local Authority contracts. This has remained very consistent.

The funds available as at 31 March 2024 are £560,064 of which £0 is restricted. This is above the organisation's set minimum level reserves.

It is vital that the Charity increases the number of Foster Carers to offer more choice to authorities when making placements and ensure that Community Foster Care maintains its strong ethical matching of children policy while increasing its turnover. The Charity would not be fulfilling its purpose if pursuing increased turnover compromised the needs of children.

Investment Policy

The organisation doesn't currently have reserves capital to invest for the purposes of capital gain. The Trustees' position is that if there is an excess of reserves this will be invested in furthering the charity's mission. This will be reviewed in the 2024-25 year. However, during the year ended 31 March 2024, the Charity has opened new bank accounts to reap the reward of higher interest rates for the cash it holds at the bank.

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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Reserves Policy

The Trustees continue to examine the Charity's requirements for reserves considering the main risks to the Charity on a yearly basis. We calculate for a combination of adverse events plus the funds needed for a managed closedown. These reserves are needed to meet the working capital requirements of the Charity, and the Trustees are confident that at this level, they would be able to continue the current activities of the Charity in the event of a significant drop in funding. Additionally, if Community Foster Care ceases to operate, the additional reserves will ensure that children and young people enjoy a lengthy transition into their new placements. This position was reviewed in May 2024.

At the end of the year, the reserves available to the Charity were c.£560k which is 6.8% higher than the funds required by the reserves policy (£524.5k). Ordinarily the Trustees and Senior Leadership Team would be exploring the best ways to invest these additional funds to benefit children, young people and families. However, in light of the concern about significant reduction in carer numbers and the cost of living crisis it is felt prudent to hold an enhanced level of reserves for at least the short term.

**Plans for the Future Periods**

The Charity has been operating within its strategic plan to drive the Charity forward over the last three years. Underpinned by a renewed belief in the Charity's purpose and values, this strategy will guide the Charity into a period of measured growth. Over the coming three years, the charity will prioritise:

- Carer recruitment;
- Developing the placement offer; and
- Ensuring the website, marketing and communication strategy remain live and active.

**Responsibilities of the Trustees**

The Trustees (also directors of Community Foster Care for purposes of Company law) are responsible for preparing the Trustees' Report and the financial statements per applicable law and the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial year. 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to;

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and 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 a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for ensuring that adequate accounting records are maintained that are sufficient to show and explain 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 ensuring their proper application is in accordance with Charity law, and hence, for taking reasonable steps to prevent and detect fraud and other irregularities.

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Members of the Board of Trustees**

Members of the Board of Trustees, who are Directors for the purposes of company law and Trustees for the purposes of Charity law, who served during the year and up to the date of this report are set out on page one of this report.

In accordance with company law, as the Company's Directors, we certify that:

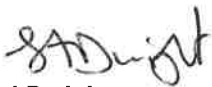
- So far as we are aware, there is no relevant audit information of which the Company's auditors are unaware; and
- As the directors of the Company, we have taken all the steps that we ought to have taken to make ourselves aware of any relevant audit information and establish that Charity's auditors are aware of this information.

**Auditor**

Byrd Link Audit & Accountancy Services Limited have expressed their willingness to continue in office as auditor.

This report has been prepared in accordance with the Statement of Recommended Practice; Accounting and Reporting by Charities and in accordance with the special provisions of Section 415A of the Companies Act 2006 relating to small entities.

Approved by order of the members of the board of Trustees and signed on their behalf by:



**J Dwight**  
(Chair of Trustees)

Date: 15/11/24

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**

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**Opinion**

We have audited the financial statements of Community Foster Care (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, 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).

In our opinion the financial statements:

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

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

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

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**  
**(CONTINUED)**

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**Other information**

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

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

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

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

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

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**  
**(CONTINUED)**

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**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.

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**  
**(CONTINUED)**

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' 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.

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

We identified and assessed the risks of material misstatement within the financial statements from irregularities, whether due to fraud or error, at the audit planning stage and discussed these among the audit engagement team. Discussions with management and those charged with governance around laws, regulations and compliance were also undertaken at the audit planning stage. We then designed and performed audit procedures in response to these identified risks. Such audit procedures include obtaining sufficient, appropriate audit evidence to provide a basis for our audit opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on material amount and disclosures within the financial statements. The laws and regulations considered were the Companies Act 2006, Charities Act 2011 together with the Charities SORP (FRS102) and Ofsted. We have assessed the impact of any breaches in these laws and regulations and considered whether any such findings have a material impact on the financial statements.

We also considered the systems and controls in place and the opportunities and incentives that may exist within the charity for fraud or manipulation of these financial statements. We identified the key risks in relation to fraud were management override of controls and income recognition. The audit procedures designed to respond to these risks included sample testing on journals, review of key accounting estimates, discussion with management, reviewing regulatory correspondence, legal expenditure review, and a review of Trustee meeting minutes along with sample testing income streams from source documentaiton.

Our audit procedures, together with our assessment of risks identified at planning, were transparent to the charity and have been communicated to the Trustees throughout the audit as well as within the audit engagement team.

Because of the inherent limitations of an audit, and the fact that audit procedures, whilst planned and performed in line with audit standards, test a sample of financial transacitons, there is an unavoidable risk that we will not detect all irregularities, including those leading to material misstatement in the financial statements, or non-compliance with regulation. The risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as wel will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occuring du to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission, misrepresentation, or the override of internal controls. Ultimately, it is the responsibility of the Trustees for the prevention and detection of fraud and non-compliance.

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

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**  
**(CONTINUED)**

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**Use of our report**

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

**Russel Byrd (Senior Statutory Auditor)**

for and on behalf of  
**Byrd Link Audit & Accountancy Services Limited**

Jessop Avenue  
Cheltenham  
Gloucestershire  
GL50 3SH

Date:

**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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

	Note	Unrestricted funds 2024 £	Total funds 2024 £	<i>As restated</i> Total funds 2023 £
<b>Income from:</b>				
Donations and legacies	4	1,000	1,000	2,036
Charitable activities	5	2,324,065	2,324,065	2,308,590
Investments	6	1,099	1,099	393
Other income	7	43,573	43,573	13,992
<b>Total income</b>		<b>2,369,737</b>	<b>2,369,737</b>	<b>2,325,011</b>
<b>Expenditure on:</b>				
Charitable activities	8	2,429,457	2,429,457	2,389,392
<b>Total expenditure</b>		<b>2,429,457</b>	<b>2,429,457</b>	<b>2,389,392</b>
<b>Net movement in funds</b>		<b>(59,720)</b>	<b>(59,720)</b>	<b>(64,381)</b>
<b>Reconciliation of funds:</b>				
Total funds brought forward		619,784	619,784	684,165
Net movement in funds		(59,720)	(59,720)	(64,381)
<b>Total funds carried forward</b>		<b>560,064</b>	<b>560,064</b>	<b>619,784</b>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 22 to 41 form part of these financial statements.

**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 03719101**

**BALANCE SHEET**  
**AS AT 31 MARCH 2024**

	Note	2024 £	As restated 2023 £
<b>Fixed assets</b>			
Tangible assets	13	12,340	18,861
Investments	14	-	5,000
		<u>12,340</u>	<u>23,861</u>
<b>Current assets</b>			
Debtors	15	361,719	397,429
Cash at bank and in hand		346,296	396,400
		<u>708,015</u>	<u>793,829</u>
Creditors: amounts falling due within one year	16	(134,249)	(145,823)
		<u>573,766</u>	<u>648,006</u>
<b>Net current assets</b>		<u>573,766</u>	<u>648,006</u>
<b>Total assets less current liabilities</b>		<u>586,106</u>	<u>671,867</u>
Creditors: amounts falling due after more than one year	17	(26,042)	(52,083)
<b>Net assets excluding pension asset</b>		<u>560,064</u>	<u>619,784</u>
<b>Total net assets</b>		<u><u>560,064</u></u>	<u><u>619,784</u></u>
<b>Charity funds</b>			
Restricted funds	20	-	-
Unrestricted funds	20	560,064	619,784
<b>Total funds</b>		<u><u>560,064</u></u>	<u><u>619,784</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

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**COMMUNITY FOSTER CARE  
(A Company Limited by Guarantee)  
REGISTERED NUMBER: 03719101**

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**BALANCE SHEET (CONTINUED)  
AS AT 31 MARCH 2024**

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The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

**J Dwight**  
(Chair of Trustees)  
Date:

The notes on pages 22 to 41 form part of these financial statements.

**COMMUNITY FOSTER CARE**  
(A Company Limited by Guarantee)

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

	<b>2024</b>	<i>As restated</i> <b>2023</b>
	£	£
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>(53,200)</b>	<i>(178,239)</i>
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	<b>1,099</b>	393
Purchase of tangible fixed assets	<b>(3,004)</b>	<i>(15,587)</i>
Proceeds from sale of investments	<b>4,061</b>	-
Impairment of investment	<b>939</b>	-
<b>Net cash provided by/(used in) investing activities</b>	<b>3,095</b>	<i>(15,194)</i>
<b>Cash flows from financing activities</b>		
<b>Net cash provided by financing activities</b>	-	-
<b>Change in cash and cash equivalents in the year</b>	<b>(50,105)</b>	<i>(193,433)</i>
Cash and cash equivalents at the beginning of the year	<b>396,400</b>	589,833
<b>Cash and cash equivalents at the end of the year</b>	<b>346,295</b>	<i>396,400</i>

The notes on pages 22 to 41 form part of these financial statements

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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

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**1. General information**

Community Foster Care is registered with the Charity Commission for England and Wales (registered number 1084124). The Charity is a private company limited by guarantee registered in England and Wales (registered number 03719101). Its registered and principal office is Unit A, 76 Kingsholm Road, Gloucester, GL1 3BD.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Community Foster Care meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**2.2 Going concern**

The Charity has cash resources and no requirement for external funding. The Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future.

Although the budgeted position for the 2024-25 year is set at a further deficit due to significant pressures on expenditure, the Trustees believe Community Foster Care's reserves position is strong enough to mitigate the ongoing risk to the Charity.

**2.3 Income**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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

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**2. Accounting policies (continued)**

**2.4 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

**2.5 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**2.6 Taxation**

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**2.7 Tangible fixed assets and depreciation**

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following basis:

Office equipment	- 25%-33% on cost
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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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

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**2. Accounting policies (continued)**

**2.8 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of Financial Activities.

Investments in joint ventures are stated at the amount of the Charity's share of net assets. The Statement of Financial Activities includes the Charity's share of the joint ventures' net income or expenditure using the equity accounting basis. As the joint venture is a charity, the investment is presented within restricted funds.

**2.9 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.10 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2.11 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

**2.12 Financial instruments**

The Charity only has financial assets and financial 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.13 Operating leases**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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

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**2. Accounting policies (continued)**

**2.14 Pensions**

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

**2.15 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

**3. Critical accounting estimates and areas of judgment**

Preparation of the financial statements requires management to make significant judgements and estimates. Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

**Useful economic lives of tangible fixed assets**

The annual depreciation charge for the tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates, economic utilisation and the physical condition of the assets.

See Note 13 for the carrying amount of tangible assets and Note 2.7 for the useful economic lives for each class of asset.

**Rebate accruals**

The Charity has arrangements with Local Authorities whereby rebates are awarded based on turnover exceeding certain thresholds.

The accrual for these rebates are calculated based on turnover using rebate percentages outlined within the contract.

**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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

**4. Income from donations and legacies**

	<b>Unrestricted funds 2024 £</b>	<b>Total funds 2024 £</b>
Grants	1,000	1,000
	<u>1,000</u>	<u>1,000</u>
	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Donations	36	36
Grants	2,000	2,000
	<u>2,036</u>	<u>2,036</u>

**5. Income from charitable activities**

	<b>Unrestricted funds 2024 £</b>	<b>Total funds 2024 £</b>
Provision of foster care	2,249,341	2,249,341
Early Intervention Services	74,724	74,724
	<u>2,324,065</u>	<u>2,324,065</u>
	<i>Unrestricted funds 2023 £</i>	<i>As restated Total funds 2023 £</i>
Provision of foster care	2,189,553	2,189,553
Early Intervention Services	119,037	119,037
	<u>2,308,590</u>	<u>2,308,590</u>

**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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

**6. Investment income**

	<b>Unrestricted funds 2024 £</b>	<b>Total funds 2024 £</b>
Bank interest	1,099	1,099
	<u>          </u>	<u>          </u>
	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Bank interest	393	393
	<u>          </u>	<u>          </u>

**7. Other incoming resources**

	<b>Unrestricted funds 2024 £</b>	<b>Total funds 2024 £</b>
Other income	43,573	43,573
	<u>          </u>	<u>          </u>
	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Other income	13,992	13,992
	<u>          </u>	<u>          </u>

**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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

**8. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2024 £</b>	<b>Total 2024 £</b>
Provision of foster care	2,337,301	2,337,301
Early Intervention Services	92,156	92,156
	<u>2,429,457</u>	<u>2,429,457</u>
	<i>Unrestricted funds 2023 £</i>	<i>Total 2023 £</i>
Provision of foster care	2,260,619	2,260,619
Early Intervention Services	128,773	128,773
	<u>2,389,392</u>	<u>2,389,392</u>

**9. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2024 £</b>	<b>Support costs 2024 £</b>	<b>Total funds 2024 £</b>
Provision of foster care	1,745,524	591,777	2,337,301
Early Intervention Services	92,156	-	92,156
	<u>1,837,680</u>	<u>591,777</u>	<u>2,429,457</u>

**COMMUNITY FOSTER CARE**  
(A Company Limited by Guarantee)

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

**9. Analysis of expenditure by activities (continued)**

	<i>Activities undertaken directly 2023 £</i>	<i>Support costs 2023 £</i>	<i>Total funds 2023 £</i>
Provision of foster care	1,590,683	669,935	2,260,618
Early Intervention Services	128,773	-	128,773
	<u>1,719,456</u>	<u>669,935</u>	<u>2,389,392</u>

**Analysis of direct costs**

	<b>Provision of foster care 2024 £</b>	<b>Early Intervention Services 2024 £</b>	<b>Total funds 2024 £</b>
Staff costs	479,192	81,118	560,310
Foster carers' costs	1,137,120	644	1,137,764
Children's care and activities	11,167	8,967	20,134
Travel & Subsistence	25,308	919	26,227
Staff training	944	240	1,184
Cleaning	4,671	-	4,671
Premises expenses	70,937	-	70,937
Printing, postage & stationery	3,271	189	3,460
Telephone	881	50	931
Miscellaneous	957	-	957
Subscriptions	66	-	66
Equipment maintenance	1,141	-	1,141
Recruitment	8,678	-	8,678
Advertising & promotion	1,192	29	1,221
	<u>1,745,525</u>	<u>92,156</u>	<u>1,837,681</u>

**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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

**9. Analysis of expenditure by activities (continued)**

**Analysis of direct costs (continued)**

	<i>Provision of foster care 2023 £</i>	<i>Early Intervention Services 2023 £</i>	<i>Total funds 2023 £</i>
Staff costs	298,125	109,414	407,539
Foster carers' costs	1,167,019	-	1,167,019
Children's care and activities	8,174	12,208	20,382
Travel & Subsistence	12,372	1,650	14,022
Staff training	23,629	1,242	24,871
Cleaning	1,691	-	1,691
Premises expenses	26,682	-	26,682
Printing, postage & stationery	4,266	89	4,355
Telephone	6,444	-	6,444
Social worker	95	-	95
Miscellaneous	1,125	2,008	3,133
Subscriptions	3,536	-	3,536
Equipment maintenance	2,086	-	2,086
Recruitment	9,627	-	9,627
Advertising & promotion	25,812	2,162	27,974
	<u>1,590,683</u>	<u>128,773</u>	<u>1,719,456</u>

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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

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**9. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	<b>Provision of foster care 2024 £</b>	<b>Total funds 2024 £</b>
Staff costs	352,382	<b>352,382</b>
Depreciation	9,525	<b>9,525</b>
Foster carers' costs	26,122	<b>26,122</b>
Insurance	14,758	<b>14,758</b>
Children's care and activities	18,201	<b>18,201</b>
Travel & Subsistence	8,386	<b>8,386</b>
Staff training	25,493	<b>25,493</b>
Printing, postage & stationery	342	<b>342</b>
Telephone	3	<b>3</b>
Legal, professional & accountancy	12,478	<b>12,478</b>
Miscellaneous	13,038	<b>13,038</b>
Subscriptions	5,255	<b>5,255</b>
Equipment maintenance	46,578	<b>46,578</b>
Recruitment	2,194	<b>2,194</b>
Advertising & promotion	46,564	<b>46,564</b>
Accountancy & Audit	10,458	<b>10,458</b>
	<u>591,777</u>	<u><b>591,777</b></u>

**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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

**9. Analysis of expenditure by activities (continued)**

**Analysis of support costs (continued)**

	<i>Provision of foster care 2023 £</i>	<i>Total funds 2023 £</i>
Staff costs	494,796	494,796
Depreciation	11,014	11,014
Insurance	15,329	15,329
Children's care and activities	12,796	12,796
Travel & Subsistence	17,023	17,023
Cleaning	2,053	2,053
Premises expenses	32,396	32,396
Printing, postage & stationery	497	497
Telephone	7,824	7,824
Legal, professional & accountancy	16,190	16,190
Miscellaneous	8,879	8,879
Subscriptions	4,293	4,293
Equipment maintenance	36,570	36,570
Recruitment	75	75
Accountancy & Audit	10,200	10,200
	669,935	669,935
	669,935	669,935

**10. Auditors' remuneration**

	<b>2024 £</b>	<b>2023 £</b>
Fees payable to the Company's auditor for the audit of the Company's annual accounts	<b>7,000</b>	7,590
Fees payable to the Company's auditor in respect of: All non-audit services not included above	<b>1,995</b>	1,580
	<b>1,995</b>	1,580

**COMMUNITY FOSTER CARE**  
(A Company Limited by Guarantee)

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

**11. Staff costs**

	<b>2024</b>	<i>2023</i>
	<b>£</b>	<i>£</i>
Wages and salaries	<b>804,493</b>	<i>796,423</i>
Social security costs	<b>72,989</b>	<i>70,478</i>
Contribution to defined contribution pension schemes	<b>35,210</b>	<i>35,434</i>
	<b>912,692</b>	<i>902,335</i>

Redundancy payments totalling £9,171 were paid during the year ended 31 March 2024. This expenditure is recognised in line with the expenditure accounting policy. £nil was owing at year end.

The average number of persons employed by the Company during the year was as follows:

	<b>2024</b>	<i>2023</i>
	<b>No.</b>	<i>No.</i>
Senior staff	<b>4</b>	<i>4</i>
Other staff members	<b>25</b>	<i>28</i>
	<b>29</b>	<i>32</i>

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

	<b>2024</b>	<i>2023</i>
	<b>No.</b>	<i>No.</i>
In the band £90,001 - £100,000	<b>1</b>	<i>1</i>

The remuneration of the key management personnel amounted to £292,735 (2023: £299,414). Key management personnel are defined as the Chief Executive, Registered Manager, Service Manager and Business Development Manager.

**12. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 March 2024, expenses totalling £148, in relation to travel, were reimbursed or paid directly to 1 Trustee (2023 - £NIL).

**COMMUNITY FOSTER CARE**  
(A Company Limited by Guarantee)

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

**13. Tangible fixed assets**

	Office equipment £
<b>Cost or valuation</b>	
At 1 April 2023	67,512
Additions	3,004
At 31 March 2024	70,516
<b>Depreciation</b>	
At 1 April 2023	48,651
Charge for the year	9,525
At 31 March 2024	58,176
<b>Net book value</b>	
At 31 March 2024	12,340
<i>At 31 March 2023</i>	18,861

**14. Fixed asset investments**

	Investment in joint ventures £
At 1 April 2023	10,000
Disposals	(10,000)
At 1 April 2023	5,000
Charge for the year	939
Impairment on disposals	(5,939)
<b>Net book value</b>	
<i>At 31 March 2023</i>	5,000

**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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

**15. Debtors**

	2024 £	2023 £
<b>Due within one year</b>		
Trade debtors	324,987	359,855
Other debtors	9,186	4,726
Prepayments and accrued income	27,546	32,848
	361,719	397,429

**16. Creditors: Amounts falling due within one year**

	2024 £	2023 £
Bank overdrafts	22	-
Trade creditors	33,020	39,413
Other taxation and social security	19,716	16,365
Pension fund loan payable	6,075	5,981
Other creditors	15,958	21,951
Accruals and deferred income	59,458	62,113
	134,249	145,823
	2024 £	2023 £
Deferred income at 1 April 2023	8,750	-
Resources deferred during the year	135	8,750
Amounts released from previous periods	(8,750)	-
<b>Deferred income at 31 March 2024</b>	<b>135</b>	<b>8,750</b>

Income has been deferred in respect of work to be carried out in the 2024-25 financial year.

**17. Creditors: Amounts falling due after more than one year**

	2024 £	2023 £
Accruals and deferred income	26,042	52,083

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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

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**18. Financial instruments**

	2024	2023
	£	£
<b>Financial assets</b>		
Financial assets measured at fair value through income and expenditure	<b><u>346,296</u></b>	<u>396,400</u>

Financial assets measured at fair value through income and expenditure comprise cash at bank and in hand.

**19. Prior year adjustments**

Following an internal audit at a Local Authority, the Charity was made aware that long term placement discounts had not been reflected within income. A prior year adjustment has been recognised to reduce income and recognise the amount now owed to the Local Authority within creditors.

This impacts the year ended 31 March 2023 by an amount of £17,549; reducing income in the financial year and increasing creditors at year end.

£41,010 relates to long term placement discounts for the year ended 31 March 2022 and previous financial years. This has been reflected within the financial statements through an adjustment to brought forward funds for the year ended 31 March 2023. The creditor balance of £58,559 owed to the Local Authority is aged in line with the repayment plan agreed with the Local Authority.

**COMMUNITY FOSTER CARE**  
(A Company Limited by Guarantee)

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

**20. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2023 £	Income £	Expenditure £	Balance at 31 March 2024 £
<b>Unrestricted funds</b>				
General Funds	619,784	2,369,737	(2,429,457)	560,064

**Statement of funds - prior year**

	<i>Balance at</i> <i>1 April 2022</i> £	<i>Income</i> £	<i>Expenditure</i> £	<i>Balance at</i> <i>31 March</i> <i>2023</i> £
<b>Unrestricted funds</b>				
General Funds - all funds	684,165	2,325,011	(2,389,392)	619,784

**21. Summary of funds**

**Summary of funds - current year**

	Balance at 1 April 2023 £	Income £	Expenditure £	Balance at 31 March 2024 £
General funds	619,784	2,369,737	(2,429,457)	560,064

**Summary of funds - prior year**

	<i>Balance at</i> <i>1 April 2022</i> £	<i>Income</i> £	<i>Expenditure</i> £	<i>Balance at</i> <i>31 March</i> <i>2023</i> £
General funds	684,165	2,325,011	(2,389,392)	619,784

**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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

**22. Analysis of net assets between funds**

**Analysis of net assets between funds - current period**

	<b>Unrestricted funds 2024 £</b>	<b>Total funds 2024 £</b>
Tangible fixed assets	12,340	12,340
Current assets	708,015	708,015
Creditors due within one year	(134,249)	(134,249)
Creditors due in more than one year	(26,042)	(26,042)
<b>Total</b>	<b>560,064</b>	<b>560,064</b>

**Analysis of net assets between funds - prior period**

	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Tangible fixed assets	18,861	18,861
Fixed asset investments	5,000	5,000
Current assets	793,829	793,829
Creditors due within one year	(145,823)	(145,823)
Creditors due in more than one year	(52,083)	(52,083)
<b>Total</b>	<b>619,784</b>	<b>619,784</b>

**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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

**23. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Net expenditure for the period (as per Statement of Financial Activities)	<b>(59,720)</b>	<b>(64,381)</b>
<b>Adjustments for:</b>		
Depreciation charges	<b>9,525</b>	<b>11,014</b>
Dividends, interests and rents from investments	<b>(1,099)</b>	<b>(393)</b>
Decrease/(increase) in debtors	<b>35,710</b>	<b>(136,128)</b>
Increase/(decrease) in creditors	<b>(37,616)</b>	<b>11,649</b>
<b>Net cash used in operating activities</b>	<b>(53,200)</b>	<b>(178,239)</b>

**24. Analysis of cash and cash equivalents**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Cash in hand	<b>346,295</b>	<b>396,400</b>
<b>Total cash and cash equivalents</b>	<b>346,295</b>	<b>396,400</b>

**25. Analysis of changes in net debt**

	<b>At 1 April 2023</b>	<b>Cash flows</b>	<b>At 31 March 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Cash at bank and in hand	<b>396,400</b>	<b>(50,104)</b>	<b>346,296</b>
Bank overdrafts repayable on demand	<b>-</b>	<b>(22)</b>	<b>(22)</b>
Debt due within 1 year	<b>(5,981)</b>	<b>(94)</b>	<b>(6,075)</b>
	<b>390,419</b>	<b>(50,220)</b>	<b>340,199</b>

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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

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**26. Pension commitments**

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the defined contribution scheme fund and amounted to £35,210 (2023: £35,434). Contributions totalling £5,857 (2023: £5,981) were payable to the fund at the balance sheet date and are included within creditors.

**27. Operating lease commitments**

At 31 March 2024 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>2024</b>	<i>As restated</i>
	<b>£</b>	<i>2023</i>
		<i>£</i>
Not later than 1 year	<b>18,980</b>	<i>41,070</i>
Later than 1 year and not later than 5 years	<b>8,495</b>	<i>27,475</i>
	<b>27,475</b>	<i>68,545</i>

The prior year operating lease disclosure has been restated to include an operating lease which had previously not been included. The expense in relation to operating lease rentals has also been restated to include this lease.

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

	<b>2024</b>	<i>As restated</i>
	<b>£</b>	<i>2023</i>
		<i>£</i>
Operating lease rentals	<b>41,070</b>	<i>32,576</i>

**28. Related party transactions**

During the year, Trustee M Straton was paid £5,901 (2023: £6,005) in relation to her work as Agency Decision Maker. £3,045 (2023: £593) remained payable at year end.

During the year, Trustee J Jansen was paid £617 (2023: £525) in relation to her work as an Independent Panel Member. £Nil (2023: £Nil) remained payable at year end.

During the year ended 31 March 2018, the Charity invested £10,000 in Skyrocket Partnership. This is a joint venture arrangement but equity accounting has not occurred on the basis that the Charity's share of the net income is immaterial. An impairment charge of £5,000 was recognised in the year ended 31 March 2021. This was reviewed in year and a further impairment charge of £939 was recognised. Please also see the following post balance sheet events note.

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**COMMUNITY FOSTER CARE**  
**(A Company Limited by Guarantee)**

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

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**29. Post balance sheet events**

The Charity withdrew their investment in the joint venture arrangement, Skyrocket Partnership, with the decision being made prior to the year ended 31 March 2024 and the proceeds from the withdrawal being received in April 2024. This has been reflected within the financial statements as an adjusting post balance sheet event with the disposal of the investment on the balance sheet and recognition of the proceeds from sale of £4,061 within other debtors at the balance sheet date.



**COMMUNITY FOSTER CARE**

England & Wales - Charity number 1084124

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# Accounts

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Registered number: 03719101  
Charity number: 1084124

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Trustees**

J Dwight, Chair, as of July 2022  
M Straton  
J Jansen  
C Wade  
S Malone  
M Cox  
J Comerford (appointed 31 March 2022)

**Company registered number**

03719101

**Charity registered number**

1084124

**Registered office and principal address**

Unit A, 76 Kingsholm Road, Gloucester, Gloucestershire, GL1 3BD

**Company secretary**

J Dwight

**Chief executive officer**

M Kingston

**Registered manager**

E Weaver

**Senior leadership team**

M Kingston  
E Weaver  
S Hart  
D Whitson-Jones

**Independent auditor**

Crowe U.K. LLP, Fourth Floor, St James House, St James' Square, Cheltenham, GL50 3PR

**Bankers**

NatWest, 2nd Floor, The Quadrangle, The Promenade, Cheltenham, Gloucestershire, GL50 1PX

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS**  
**(CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Solicitors**

BPE, St James' House, St James' Square, Cheltenham, Gloucestershire, GL50 3PR

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**CHAIR'S STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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During this year the rise in the cost of living had a considerable effect on the finances of Community Foster Care. The board of trustees believe in investing in our Staff and Foster Carers and so made strategic decisions to instigate payments to these groups to mitigate the effects of the challenging times. This resulted in a slight loss making year and we forecast another small loss in 2023-2024. These decisions to invest in people have been taken with the knowledge of healthy reserves and a solid marketing strategy.

The effects of the Covid pandemic were still apparent during the year with Community Foster Care striving to assist with the mental Health of Young People, Staff and Carers. We have been assisted in this by an amazing team of psychotherapists who have enabled us to further develop our Therapeutic Fostering approach. This approach has contributed to fantastic stability ratings, meaning that Young People in our care experienced settled, loving environments and thus increased their life chances.

I am proud that our Board of Trustees has pursued the core value of putting our Young People at the heart of all we do. This has been possible due to the great leadership and drive of our C.E.O and the Senior Leadership team, along with our committed and talented staff team. However, without our dedicated carers nothing would be possible and so I express my heartfelt thanks for the amazing work that they carry out each and every day.

Name: Jennie Dwight   
Chair of the Board of Directors and Trustees

Date: 5/12/23

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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The Trustees present their report and audited financial statements for the year ended 31st March 2023.

**The Board of Trustees**

Jennie Dwight (Chair)  
Joanna Jansen (Trustee)  
Mariana Straton (Trustee)  
Charles Wade (Trustee)  
Stephenie Malone (Trustee)  
Mary Cox (Trustee)  
Jane Comerford (Trustee)

**Structure, Governance and Management**

Governing Document

The organisation is a charitable company limited by guarantee, incorporated on 24 February 1999 (registration number 03719101) and registered as a Charity on 15 December 2000 (Charity number 1084124). The Charity was established under a Memorandum of Association, as amended by Special Resolutions dated 25 November 2009, 1 February 2012, and 30 May 2012, which established the objectives and powers of the charitable company and is governed under its Articles of Association. On the 30 July 2018 these articles were extended to incorporate the work undertaken by Community Family Care and to enable this work to be continued by Community Foster Care.

Recruitment and Appointment of Trustees

The Directors of the Charity are also Trustees for the purposes of Charity law. During the year (July 2022) Jennie Dwight was appointed Chair, taking over from Charles Wade, who remains a trustee. The board continues to be made up of seven Trustees. In addition to the Trustees there are two Foster Carers (non-voting) who regularly attend the Board meetings. One from the service in the north and one from the service in the south. Their role is primarily to represent the views of the foster carers.

All of the Charity's work focuses upon children, young people and their families and the Board of Trustees has sought to ensure that the needs of this group are appropriately reflected on the Board. For example, we have Trustees with professional backgrounds in family law, education, fostering, compliance, and employment law. The Board is always seeking to ensure it has the appropriate skill sets required to further develop the Charity.

Community Foster Care ensures that any new Trustee is selected and recruited safely in line with expected practice and regulations.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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Trustee Training

All Trustees are required to undertake an induction, along with prospective Trustees, to familiarise themselves with all aspects of the Charity and the context within which it operates.

We ensure Trustees are provided with information regarding:

- The obligations of Trustees (rules of engagement)
- The main documents which set out the operational framework for the Charity including the Memorandum and Articles and the Fostering Service (England) Regulations 2011
- The Charity's business strategy.

The Trustees & SLT continue to operate within the Scheme of Delegation that was revised in 20-21 year. This Scheme of Delegation set out Terms of Reference for three subgroups, each of which report to the Trustees. Each of these groups has responsibility for, and consideration of two areas of the organisation's strategy. The three Sub-Groups are:

- The Fostering Quality Assurance Group
- Promoting Good Outcomes, People & Safeguarding Group
- Finance and Resources Group

Each of these groups and the Board of Trustees meet three times a year. Therefore, there is formal board involvement with the charity on a monthly basis. There is also provision for an extraordinary Trustee's meeting to be called if it is required. There were no extraordinary Trustees meetings held in the period.

Risk Management

The organisation continues to embed its Risk Register which is now a live and active part of the organisations conversation. Regular reviews of the Risk Register have been embedded in the organisations governance structure and is a standing item on the agenda of each subgroup with each subgroup taking ownership of appropriate identified risks. A log of any change to the risk register is recorded with justification.

The Charity's policies are regularly reviewed in light of new guidance and/or legislation received from the Government. CFC strives for excellence in all its work and is committed to ensuring the appropriate regulations are adhered to which protect the children living with our families, the Foster Carers, the staff team and the Board of Trustees. Furthermore, the organisation works with Tri.X to ensure policies are reviewed externally to ensure they are held to the highest standard and in line with changes in legislation or recommended best practice.

A key risk area is the reduction of income from our foster placements. Significant work has been taking place to mitigate this risk, including enhanced financial procedures, a recruitment strategy, ensuring purchasers meet additional ongoing costs identified within placements and routine robust financial monitoring.

Community Foster Care continues to comply with GDPR and engages with the ICO regularly to ensure its guidance is up to date, all staff are appropriately trained and any data breaches or near misses are reported appropriately. The organisation commissioned a gap analysis of its compliance with GDPR legislation which identified some areas of improvement. An action plan is being developed to implement these changes.

The health and safety of employees is constantly under review and procedures are in place to ensure compliance with the health and safety of staff, volunteers, Foster Carers and visitors. The health and safety of children and Foster Carers is given the highest priority and the governance for this is dictated under the Fostering Service (England) Regulations 2011.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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Organisational Structure

Community Foster Care has a Board of Trustees which is responsible for the strategic direction of the charity and meets as a full Board three times a year. Recruitment of new Trustees is ongoing and continually kept under review by the Board.

The day-to-day responsibility for the provision of the service rests with the Chief Executive, who is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met.

The Chief Executive is supported by a Senior Leadership Team which is made up of a Registered Manager, a Service Manager and a Business Development Manager.

Salaries for the whole staff, including the senior leadership team are benchmarked against the wider market. This work is conducted by the HR officer. This is then reviewed and approved by the board of trustees.

The organisation continues to successfully operate with one Ofsted registration. During the year we were visited by Ofsted (June 2022). The outcome of the inspection was a good rating in all areas. The inspection report can be found here. In particular Ofsted noted that the organisation is working well under one registration.

The Business Support Team has continued to grow in line with the organisation's business plan. The organisation is seeing the benefit of bringing finance, HR and marketing functions 'in-house'. With each area developing more robust processes.

The organisation awarded a cost-of-living increment and a one off payment (weighted to lower earners) to foster carers and staff in the year. The organisation continues to monitor the competitiveness of its salaries and undertook a benchmarking process in year. It concluded that no member of staff was being under paid for their role.

Public Benefit and Social Impact

A significant public benefit of Community Foster Care is providing opportunities for members of the local community to foster. Community Foster Care believes that good foster carers come from all communities and backgrounds. We actively seek carers from all communities to strengthen our ability to meet the diverse needs of the children in the care population. The work Community Foster Care undertakes is in line with its Memorandum and Articles of Association, the geographical restriction was amended in 2004. The Trustees amended the Memorandum and Articles of Association in May 2017 to bring them in line with recent guidance. The Trustees also noted in early 2018, that the revised Memorandum and Articles of Association should be widened to allow for the wider activities of our parent charity, Community Family Care to be undertaken within Community Foster Care. These revisions were rectified in the special resolution on the 30 July 2018 by the Trustees. This enabled the Trustees to dissolve the parent charity, Community Family Care on [7th May 2019], but the important work of this Charity continues within Community Foster Care.

The Board of Trustees confirms that they have complied with their duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission for England and Wales.

The social impact of the work of the charity is deemed significant. Community Foster Care looks after some of the most disadvantaged children and young people in society. The majority will have experienced some form of abuse and neglect, experienced difficulties with educational attainment and are commonly isolated from their peer groups. Through our work, we provide security of family life, encouragement and guidance in education and develop self-esteem to play a more active and constructive role in society.

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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At the end of March 2023, we cared for 43 (2022; 368 ) children and young people on behalf of Local Authorities and, during the year 2022-2023, over 61 (2021-2022; 41) children and young people benefitted from our care.

As the organisation develops its fostering model it increases its work with more complex arrangements where young people may need more support than is set out in the specifications set out by Local Authorities. This work has led to the organisation achieving a stability rate of over 94%. Over the coming year the organisation will continue to develop this work with in its Therapeutic Fostering model.

### **Fundraising**

The Charity has no fundraising activities requiring disclosure under S162A of the Charities Act 2011.

### **Objectives and Activities**

The objects of the Charity as amended on 30 July 2018 are:

1. **OBJECTS**

1.1 The Charity's objects, restricted specifically for the public benefit, are:

- (a) To operate a foster care agency in the United Kingdom regarding training and approving Foster Carers in particular but not exclusively from social and economically deprived areas.
- (b) To provide relief to children and young people in need and in particular those in the care of, or accommodated by, a local authority by:
  - (i) providing them with, or otherwise assisting in the provision of, a placement or placements in suitable accommodation and providing them with, or assisting in the provision of, appropriate carers with the aim of providing them with a stable family life; and
  - (ii) providing for their education and establishment in life.
- (c) To promote and protect the good health of children, young people, adults, and their families who are in need or who are socially and economically disadvantaged in any way and in particular those who have been in the care of, or accommodated by, a Local Authority by:
  - (i) providing training, support and guidance;
  - (ii) providing them with, or otherwise assisting in the provision of, a placement or placements in suitable accommodation and providing them with, or assisting in the provision of, appropriate carers with the aim of improving family life; and
  - (iii) providing for their education and establishment in life.
- (d) The relief of poverty and in particular the assistance of children and adults who have as children been in Local Authority care and their families.

A key strand of the Community Foster Care approach is to develop longstanding relationships with communities – often disadvantaged communities. Potential foster carers are targeted from all areas of the community including socially and economically disadvantaged areas. Community Foster Care's approach has been to develop the skills and social capital within these specific neighbourhoods, with a view to enabling families within these communities to provide warm stable homes to children in need of them. This approach sees our interventions building the knowledge and resources within these communities. We have introduced an innovative approach to the recruitment of foster carers.

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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Community Foster Care aims to provide:

- A commitment to a child centred approach
- High quality foster care in a family setting for children and young people
- Respect for racial, cultural and religious backgrounds of all the children and young people
- Care for the disability, gender and sexuality of foster children during the matching process
- 24-hour support for foster carers
- Carers who will respect the children's rights in their homes under the UN Convention on Children's Rights and not administer corporal punishment to any child
- A commitment to the on-going learning and training of foster carers
- A commitment to the on-going learning and training of all Placement Support Workers and Social Workers employed by Community Foster Care and all other support staff.

**Business Planning**

After considerable progress on our previous strategy (2019-2022), SLT, supported by the trustees and wider staff team reviewed and began to implement a new strategy that was based on the success and learning of the previous one. Our new strategy continues to consider six threads. These are:

- Fostering Better Outcomes
- Talented Inspired People
- Empowering Efficient Systems
- Connecting Children with Families
- Effective Use of Resources
- Charity Viability.

Senior Managers have worked closely with the Trustees to develop this ambitious plan for this period. This strategy has built a firm foundation underpinned by our values and purpose, which were reviewed with staff, foster carers and children in 2018. Based on a deep understanding of these we have created a plan that further develops our ability to achieve our purpose.

**Achievements and Performance during 2022-23**

The table below details the number of children placed with our carers at the end of each fiscal year. Planned breaks and staying put arrangements are not included.

Number of Children living with CFC carers										
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>North</b>	14	10	13	13	17	10	20	19	18	16
<b>South</b>	30	34	31	35	33	31	31	24	20	27
<b>Total</b>	44	44	44	48	50	41	51	43	38	43

The number of Children living with CFC families remains consistent. The average over the last 10 years being 44.6. However, the needs of the young people CFC looks after has increased and therefore more resource is needed to ensure stability of arrangements. The organisation ensures that additional resource required is identified and agreed with purchasers.

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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<b>Numbers of Fostering Households</b>										
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>North</b>	<b>9</b>	<b>15</b>	<b>13</b>	<b>11</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>14</b>	<b>15</b>	<b>11</b>
<b>South</b>	<b>28</b>	<b>30</b>	<b>35</b>	<b>36</b>	<b>34</b>	<b>37</b>	<b>31</b>	<b>28</b>	<b>26</b>	<b>25</b>
<b>Total</b>	<b>37</b>	<b>45</b>	<b>48</b>	<b>47</b>	<b>47</b>	<b>51</b>	<b>46</b>	<b>42</b>	<b>41</b>	<b>36</b>

The recruitment of carers remains a key issue for Community Foster Care, as it does for all agencies across the country. We continue to invest in a marketing and recruitment officer which has started to show dividend, with our enquiry numbers increasing year on year.

Financial performance as detailed in this report shows the Charity making a deficit of £46,832 for the year. This performance is in line the budget agreed by the board pre year. However there was a fund for investment budgeted in year. This spend was not realised, however the trustees made a one of payment to all Foster Carers and Staff to help with the Cost of Living crisis which was not budgeted at the beginning of the year.

During 2022/2023 the Charity continued to make use of social media and is continuing to develop its strategy of online recruitment. Our 'organic' following has grown over the year. However, as part of our recruitment strategy we are focusing more heavily on reaching more people who may not be aware of Community Foster Care through 'paid for' advertising on Facebook and Google AdWords.

We have offices in Royal Wootton Bassett, Lancaster and Workington which meet the needs of our carers in these localities. A Social Worker and a Placement Support Worker operate from these offices, which is also a base for training. As we continue to adopt a 'one organisation' approach other key roles are based in these offices.

Our registered office is in Gloucester. Although this office provides for the organisations core functionality, we are increasingly distributing functionality across our footprint and using technology to enable succinct working. The organisation has worked hard to ensure our office spaces are used more effectively, by staff, carers and young people. It is still a vital part of Community Foster Care's approach to be embedded in our community and as such there are no plans to reduce our office provision.

Community Foster Care is committed to providing a range of activities and support to our children and young people. After a challenging year in 2020-2021, engaging young people face to face, a lot of work has been putting this back in place. In the year many activities took place including successful community events, children's activities and the always popular summer residential.

Our Annual carer Christmas dinners were held across the organisation. We invited guest speakers and recognised some of our longer serving foster carers for their commitment to the children and young people in their care. There were also several activities at Christmas for all our children.

### **Community Family Care**

Our Family Care section has continued its work in the following areas:

#### **Family/Placement Support Work**

Support Workers support families through family support work at an 'early help' level. Main support themes are supporting with morning/evening routines, managing challenging behaviour in the home, and improving parental confidence in implementing parenting strategies.

Support Workers are also providing regular support to looked after young people living in our foster families in order to support placement stability.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Art Journal Project**

Support Workers are currently supporting young people on a 1:1 or group basis through the Art Journal project. The sessions are either being completed at school or in a confidential space within the community.

Community Family Care continues to deliver on two block contracts awarded in 18/19:

**Bradford on Avon Youth Services**

A 3.5 year contract to deliver a youth service for Bradford on Avon consisting of

- Centre Based Provision
- Detached work
- 1:1 work
- Participation

This is a continuation of an initial contract that ran from 2018-2021. The current contract runs through until March 2025.

**Family Group Conferences – North Somerset**

Family Group Conference (FGC) service covering North Somerset. The service launched on 1st January 2019 and CFC is commissioned to provide a minimum of 24 completed FGCs per year.

FGCs are an effective tool for supporting families to problem solve for themselves. Referrals are received from Social Workers who have identified families:

- On the verge of family breakdown.
- With a Child who is at risk of becoming Looked After.
- With a Child needing a Child Protection Plan.
- With a Child in Pre-Proceedings.
- With a Child subject to Care Proceedings.

The family must be in agreement with being put forward for an FGC and must consent to a referral. A Co-ordinator is allocated to the family and arranges the FGC, which is a meeting. The meeting is split into different parts. Professionals are present for the initial information giving part, the family are then given time alone to talk and come up with a plan for addressing the issues raised by professionals in the first part of the meeting. The plan needs to be agreed by professionals and is then reviewed after 3 months.

This service was referred to favourably in the North Somerset Council's Ofsted report.

This contract was for an initial period of 3 years with an optional extension of 2 years. North Somerset Council enacted this extension, and the current arrangement continues to December 2023. We are currently in discussions with the Local Authority about their recommissioning intentions.

This contract was ended early by North Somerset Council in June 2023 for financial reasons. The performance of CFC was not questioned.

Post year end the board held an extraordinary meeting to review the practicalities of continuing the work of Community Family Care & Skyrocket. It was unanimously agreed that during the 23/24 year the organisation would wind up both of these areas to focus on the organisations core work – Fostering.

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Financial Review 2022-2023**

The continued financial pressure on Local Authorities is having a major impact upon the Independent Fostering Sector. The level of turnover in many of the larger foster care agencies is declining. Due to this Community Foster Care has made a loss in 2022-2023.

There was a loss of £46,832 in 2022/23 (2% of turnover).

Turnover for the year was £2,342,560, a 0.57% decrease from the previous year. Community Foster Care's principal funding source is the income from Local Authority contracts. This has decreased/increased from c.£2.23M in 21-22 to c.£x.xxM in 22-23.

The funds available as at 31st March 2023 are £678,343 of which £0 is restricted.

It is vital that the Charity increases the number of Foster Carers to offer more choice to authorities when making placements and to ensure that Community Foster Care maintains its strong ethical matching of children policy, whilst increasing its turnover. The Charity would not be fulfilling its purpose, if pursuing increased turnover compromised the needs of children.

Investment Policy

The organisation doesn't currently have reserves capital to invest for the purposes of capital gain. The Trustees' position is that if there is an excess of reserves this will be invested in furthering the charity's mission. This will be reviewed in the 2023-24 year.

Reserves Policy

The Trustees continue to examine the Charity's requirements for reserves considering the main risks to the Charity on a yearly basis. We calculate for a combination of adverse events plus the funds needed for a managed close down. These reserves are needed to meet the working capital requirements of the Charity and the Trustees are confident that at this level they would be able to continue the current activities of the Charity in the event of a significant drop in funding. Additionally, in the event that Community Foster Care ceases to operate, the additional reserves will ensure that children and young people enjoy a lengthy transition period into their new placements. This position is currently reviewed annually and was last reviewed in September 2022.

At the end of the year, the reserves available to the Charity were c.£678k which is 31% higher than the funds required by the reserves policy (£517.5K). Ordinarily the Trustees and Senior Management Team would be exploring the best ways to invest these additional funds to benefit CYP and families. However, in light of the concern about significant reduction in carer numbers and the Cost of Living crisis it is felt prudent to hold an enhanced level of reserves for at least the short term.

**Plans for the Future Periods**

The charity has been operating within its strategic plan to drive the charity forward over the last three years. Underpinned by a renewed belief in the charity's purpose and values this strategy will guide the charity into a period of measured growth. Over the coming three years the charity will prioritise:

- Carer recruitment
- Developing the placement offer
- Ensuring the website, marketing and communication strategy remain live and active
- Securing block purchase contracts for Family Care service developments where available and aligned with our strategic intent.

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Responsibilities of the Trustees**

The Trustees (who are also directors of Community Foster Care for purposes of Company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial year. 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to;

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- 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 charitable company will continue in business.

The Trustees are responsible for ensuring that adequate accounting records are maintained 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 ensuring their proper application in accordance with Charity law and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Members of the Board of Trustees**

Members of the Board of Trustees, who are Directors for the purposes of company law and Trustees for the purposes of Charity law, who served during the year and up to the date of this report are set out on page one of this report.

In accordance with company law, as the Company's Directors, we certify that:

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

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Auditor**

Crowe U.K. LLP have expressed their willingness to continue in office as auditor.

This report has been prepared in accordance with the Statement of Recommended Practice; Accounting and Reporting by Charities and in accordance with the special provisions of Section 415A of the Companies Act 2006 relating to small entities.

Approved by order of the members of the board of Trustees and signed on their behalf by:

**J Dwight**  
Chair



Date: 5/12/23

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**COMMUNITY FOSTER CARE**  
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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**

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**Opinion**

We have audited the financial statements of Community Foster Care (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, 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).

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 income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

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

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

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**COMMUNITY FOSTER CARE**  
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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**  
**(CONTINUED)**

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**Other information**

The trustees are responsible for the other information contained within the annual report. 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' 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 Directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

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

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' directors' report and from the requirement to prepare a strategic report.

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**COMMUNITY FOSTER CARE**  
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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**  
**(CONTINUED)**

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**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**

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company's for fraud. The laws and regulations we considered in this context for the UK operations were Ofsted, General Data Protection Regulations, and health and safety legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

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**COMMUNITY FOSTER CARE**  
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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**  
**(CONTINUED)**

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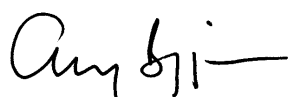
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management.

Our audit procedures to respond to these risks included enquiries of management and the Finance and Resources Committee about their own identification and assessment of the risks of irregularities, review and discussion of non-routine transactions, sample testing on the posting of journals and review of accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and Ofsted, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

**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 trustees 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Guy Biggin (Senior statutory auditor)**

for and on behalf of

**Crowe U.K. LLP**

Statutory Auditor

Fourth Floor

St James House

St James' Square

Cheltenham

GL50 3PR

Date: 19 December 2023

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

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

	Note	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
<b>Income from:</b>				
Donations and grants	4	2,036	2,036	116
Charitable activities:				
Placement income		2,207,102	2,207,102	2,229,968
Early Intervention Services		119,037	119,037	107,685
Investments	5	393	393	205
Other income		13,992	13,992	17,900
<b>Total income</b>		<b>2,342,560</b>	<b>2,342,560</b>	<b>2,355,874</b>
<b>Expenditure on:</b>				
Charitable activities	6	2,389,392	2,389,392	2,339,942
<b>Total expenditure</b>		<b>2,389,392</b>	<b>2,389,392</b>	<b>2,339,942</b>
<b>Net movement in funds</b>		<b>(46,832)</b>	<b>(46,832)</b>	<b>15,932</b>
<b>Reconciliation of funds:</b>				
Total funds brought forward		725,175	725,175	709,243
Net movement in funds		(46,832)	(46,832)	15,932
<b>Total funds carried forward</b>		<b>678,343</b>	<b>678,343</b>	<b>725,175</b>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 21 to 38 form part of these financial statements.

**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 03719101**

**BALANCE SHEET**  
**AS AT 31 MARCH 2023**

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	11	18,861	14,288
Investments	12	5,000	5,000
		<b>23,861</b>	<b>19,288</b>
<b>Current assets</b>			
Debtors	13	397,429	261,300
Cash at bank and in hand		396,400	589,833
		<b>793,829</b>	<b>851,133</b>
Creditors: amounts falling due within one year	14	<b>(139,347)</b>	<b>(145,246)</b>
<b>Net current assets</b>		<b>654,482</b>	<b>705,887</b>
<b>Total net assets</b>		<b>678,343</b>	<b>725,175</b>
<b>Charity funds</b>			
Unrestricted funds	15	678,343	725,175
<b>Total funds</b>		<b>678,343</b>	<b>725,175</b>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

J Dwight   
Chair of the Board of Directors and Trustees

Date: 5/12/23

The notes on pages 21 to 38 form part of these financial statements.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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

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	Note	2023 £	2022 £
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	17	<b>(178,239)</b>	<b>(5,075)</b>
<b>Cash flows from investing activities</b>			
Dividends, interests and rents from investments		<b>393</b>	<b>205</b>
Purchase of tangible fixed assets		<b>(15,587)</b>	<b>(4,580)</b>
<b>Net cash used in investing activities</b>		<b>(15,194)</b>	<b>(4,375)</b>
<b>Change in cash and cash equivalents in the year</b>			
Cash and cash equivalents at the beginning of the year		<b>589,833</b>	<b>599,283</b>
<b>Cash and cash equivalents at the end of the year</b>	18	<b>396,400</b>	<b>589,833</b>

The notes on pages 21 to 38 form part of these financial statements

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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

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**1. General information**

Community Foster Care is registered with the Charity Commission for England and Wales (registered number 1084124). The Charity is also a company limited by guarantee (registered number 03719101). Its registered and principal office is Unit A, 76 Kingsholm Road, Gloucester, GL1 3BD.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Community Foster Care meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**2.2 Going concern**

The Charity has cash resources and no requirement for external funding. The Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future.

Although the budgeted position for the 23/24 year is set at a further deficit due to significant pressures from the Cost of Living Crisis, the trustees believes its reserves position is strong enough to mitigate the ongoing risk to the charity.

**2.3 Income**

Income from donations and fundraising are accounted for on a receipts basis unless the income will be received and its value can be measured with sufficient reliability. Those funds provided for specific purposes are taken to the relevant restricted fund.

Investment income is recognised on a receivable basis. Charitable activities and other income such as grants is accounted for when the Charity is entitled to the income, it is probable the income will be received and the amount can be quantified with reasonable accuracy.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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

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**2. Accounting policies (continued)**

**2.4 Expenditure**

Expenditure on charitable activities comprises those costs incurred by the Charity in the delivery of its activities. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Charitable activities expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity.

Governance costs are those incurred in connection with the compliance of constitutional and statutory requirements and are included within support costs.

**2.5 Tangible fixed assets and depreciation**

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following basis:

Office equipment	- 25% - 33% on cost
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**2.6 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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

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**2. Accounting policies (continued)**

**2.7 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments, these being investments, debtors, creditors and cash at bank. Basic financial instruments are initially recognised at transaction value and subsequently measured at settlement value.

**2.8 Debtors**

Trade debtors, other debtors and accrued income are recognised at the settlement amount after impairments. Prepayments are valued at the amount prepaid.

**2.9 Cash at bank and in hand**

Cash at bank and in hand is represented by cash in hand and deposits with financial institutions.

**2.10 Creditors**

Creditors are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

**2.11 Taxation**

As a registered Charity, Community Foster Care is generally exempt from Income Tax and Capital Gains Tax so far as it relates to its main charitable objective but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

**2.12 Operating leases**

Rentals paid under operating leases are charged to the Statement of financial activities on a straight-line basis over the lease term.

**2.13 Pensions**

The Charity operates a defined contribution pension scheme and makes regular contributions to the individual pension plans on behalf of certain staff. These are a direct charge in the Statement of Financial Activities in the year that the contributions are due.

**2.14 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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

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**3. Critical accounting estimates and areas of judgement**

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

Critical accounting estimates and assumptions:

**Useful economic lives of tangible fixed assets**

The annual depreciation charge for the tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates, economic utilisation and the physical condition of the assets.

See Note 11 for the carrying amount of tangible assets and Note 2.5 for the useful lives for each class of asset.

**Rebate accruals**

The Charity has arrangements with local authorities whereby rebates are awarded based on turnover exceeding certain thresholds.

The accrual for these rebates are calculated based on turnover using rebate percentages outlined within the contract.

**4. Income from donations and grants**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>
Donations	36	36
Grants	2,000	2,000
	<u>2,036</u>	<u>2,036</u>
	<u><u>2,036</u></u>	<u><u>2,036</u></u>
	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Donations	116	116
	<u>116</u>	<u>116</u>
	<u><u>116</u></u>	<u><u>116</u></u>

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

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

**5. Investment income**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>
Bank interest	393	393
	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Bank interest	205	205

**6. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2023 £</b>	<b>Total 2023 £</b>
Provision of foster care	2,260,619	2,260,619
Early Intervention Services	128,773	128,773
	2,389,392	2,389,392
	<i>Unrestricted funds 2022 £</i>	<i>Total 2022 £</i>
Provision of foster care	2,233,423	2,233,423
Early Intervention Services	106,519	106,519
	2,339,942	2,339,942

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

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

**6. Analysis of expenditure on charitable activities (continued)**

**Summary by expenditure type**

	Staff costs 2023 £	Depreciation 2023 £	Other costs 2023 £	Total 2023 £
Provision of foster care	902,335	11,014	1,347,270	2,260,619
Early Intervention Services	-	-	128,773	128,773
	<u>902,335</u>	<u>11,014</u>	<u>1,476,043</u>	<u>2,389,392</u>

	Staff costs 2022 £	Depreciation 2022 £	Other costs 2022 £	Total 2022 £
Provision of foster care	852,854	11,173	1,369,396	2,233,423
Early Intervention Services	-	-	106,519	106,519
	<u>852,854</u>	<u>11,173</u>	<u>1,475,915</u>	<u>2,339,942</u>

**7. Analysis of expenditure by activities**

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Provision of foster care	1,652,543	608,076	2,260,619
Early Intervention Services	128,773	-	128,773
	<u>1,781,316</u>	<u>608,076</u>	<u>2,389,392</u>

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

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

**7. Analysis of expenditure by activities (continued)**

	<i>Activities undertaken directly 2022 £</i>	<i>Support costs 2022 £</i>	<i>Total funds 2022 £</i>
Provision of foster care	1,646,765	586,658	2,233,423
Early Intervention Services	106,519	-	106,519
	<u>1,753,284</u>	<u>586,658</u>	<u>2,339,942</u>

**Analysis of direct costs**

	<b>Provision of foster care 2023 £</b>	<b>Early Intervention Services 2023 £</b>	<b>Total funds 2023 £</b>
Staff costs	407,539	-	407,539
Depreciation	4,975	-	4,975
Foster carers' costs	1,057,605	109,414	1,167,019
Insurance	15,329	-	15,329
Children's care and activities	20,970	12,208	33,178
Travel & subsistence	12,372	1,650	14,022
Staff training	23,630	1,242	24,872
Cleaning	1,691	-	1,691
Premises expenses	26,682	-	26,682
Printing, postage & stationery	4,266	89	4,355
Telephone	6,444	-	6,444
Legal, professional & accountancy	8,890	-	8,890
Social worker	95	-	95
Miscellaneous	5,546	2,008	7,554
Subscriptions	3,536	-	3,536
Equipment maintenance	17,459	-	17,459
Recruitment	9,702	-	9,702
Advertising & promotion	25,812	2,162	27,974
	<u>1,652,543</u>	<u>128,773</u>	<u>1,781,316</u>

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

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

**7. Analysis of expenditure by activities (continued)**

**Analysis of direct costs (continued)**

	<i>Provision of foster care 2022 £</i>	<i>Early Intervention Services 2022 £</i>	<i>Total funds 2022 £</i>
Staff costs	385,190	-	385,190
Depreciation	5,046	-	5,046
Foster carers' costs	1,077,011	96,656	1,173,667
Insurance	11,988	-	11,988
Children's care & activities	23,660	4,828	28,488
Travel and subsistence	9,077	1,770	10,847
Staff training	13,088	1,608	14,696
Cleaning	1,691	-	1,691
Premises expenses	25,179	-	25,179
Printing, postage and stationery	2,451	55	2,506
Telephone	8,012	60	8,072
Legal, professional & accountancy	12,983	-	12,983
Social worker	5,697	50	5,747
Miscellaneous	6,407	662	7,069
Subscriptions	3,557	-	3,557
Equipment maintenance	16,095	-	16,095
Recruitment	15,425	-	15,425
Advertising & promotion	24,208	830	25,038
	<u>1,646,765</u>	<u>106,519</u>	<u>1,753,284</u>

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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

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**7. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	<b>Provision of foster care 2023 £</b>	<b>Total funds 2023 £</b>
Staff costs	494,796	<b>494,796</b>
Depreciation	6,039	<b>6,039</b>
Travel and subsistence	17,023	<b>17,023</b>
Cleaning	2,053	<b>2,053</b>
Premises expenses	32,396	<b>32,396</b>
Printing, postage & stationery	497	<b>497</b>
Telephone	7,824	<b>7,824</b>
Legal, professional & accountancy	7,300	<b>7,300</b>
Accountancy & audit	10,200	<b>10,200</b>
Miscellaneous	4,458	<b>4,458</b>
Subscriptions	4,293	<b>4,293</b>
Equipment maintenance	21,197	<b>21,197</b>
	<hr/> <b>608,076</b> <hr/>	<hr/> <b>608,076</b> <hr/>

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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

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**7. Analysis of expenditure by activities (continued)**

**Analysis of support costs (continued)**

	<i>Provision of foster care 2022 £</i>	<i>Total funds 2022 £</i>
Staff costs	467,664	467,664
Depreciation	6,127	6,127
Travel and subsistence	13,169	13,169
Cleaning	2,053	2,053
Premises expenses	30,569	30,569
Printing, postage & stationery	275	275
Telephone	9,801	9,801
Legal, professional & accountancy	12,328	12,328
Accountancy & audit	10,200	10,200
Miscellaneous	10,613	10,613
Subscriptions	4,318	4,318
Equipment maintenance	19,541	19,541
	<u>586,658</u>	<u>586,658</u>

Included within support costs above are governance costs of £11,744 (2022: £14,031), which includes £10,200 (2022: £10,200) for audit and accountancy and other support costs of £1,544 (2022: £3,831).

**8. Auditor's remuneration**

The auditor's remuneration amounts to an auditor fee of £7,590 (2022 - £6,900), and accounts preparation fee of £1,580 (2022 - £1,445).

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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

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**9. Staff costs**

	2023 £	2022 £
Wages and salaries	796,423	756,575
Social security costs	70,478	64,900
Contribution to defined contribution pension schemes	35,434	31,379
	<u>902,335</u>	<u>852,854</u>

During the year ended 31 March 2023, the charitable company made termination payments to one member of staff amounting to £1,500 (2022: £Nil).

The average number of persons employed by the charitable company during the year was as follows:

	2023 No.	2022 No.
Senior staff	4	4
Other staff members	28	27
	<u>32</u>	<u>31</u>

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

	2023 No.	2022 No.
In the band £80,001 - £90,000	-	1
In the band £90,001 - £100,000	1	-

The remuneration of the key management personnel amounted to £299,414 (2022: £271,147). Key management personnel are defined as the Chief Executive, Registered Manager, Service Manager, and Business Development Manager.

**10. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 March 2023, no Trustee expenses have been incurred (2022 - £NIL).

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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

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**11. Tangible fixed assets**

	Office equipment £
<b>Cost or valuation</b>	
At 1 April 2022	51,925
Additions	15,587
At 31 March 2023	<u>67,512</u>
<b>Depreciation</b>	
At 1 April 2022	37,637
Charge for the year	11,014
At 31 March 2023	<u>48,651</u>
<b>Net book value</b>	
At 31 March 2023	<u>18,861</u>
<i>At 31 March 2022</i>	<u>14,288</u>

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

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

**12. Fixed asset investments**

	<b>Investment in participating interests £</b>
<b>Cost or valuation</b>	
At 1 April 2022	10,000
At 31 March 2023	<u>10,000</u>
<b>Impairment</b>	
At 1 April 2022	5,000
At 31 March 2023	<u>5,000</u>
<b>Net book value</b>	
At 31 March 2023	5,000
At 31 March 2022	<u>5,000</u>

During the year ended 31 March 2018 the Charity invested £10,000 in Sky Rocket Partnership. This is a joint venture arrangement but equity accounting has not occurred on the basis that the Charity's share of the net income is immaterial. This will be reviewed annually.

During the year ended 31 March 2021 an impairment loss of £5,000 was recognised in the Statement of Financial Activities.

**13. Debtors**

	<b>2023 £</b>	<b>2022 £</b>
<b>Due within one year</b>		
Trade debtors	359,855	218,826
Other debtors	4,726	4,334
Prepayments and accrued income	32,848	38,140
	<u>397,429</u>	<u>261,300</u>

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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

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**14. Creditors: Amounts falling due within one year**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Trade creditors	<b>39,416</b>	33,296
Other taxation and social security	<b>16,365</b>	18,050
Pension fund loan payable	<b>5,981</b>	5,131
Other creditors	<b>21,950</b>	30,830
Accruals and deferred income	<b>55,635</b>	57,939
	<b>139,347</b>	145,246
	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
<b>Deferred income analysis</b>		
Deferred income at 1 April	-	3,940
Resources deferred during the year	<b>8,750</b>	-
Amounts released from previous periods	-	(3,940)
<b>Deferred income at 31 March</b>	<b>8,750</b>	-

Income has been deferred in respect of work to be carried out in the 2023/24 financial year.

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

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

**15. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2022 £	Income £	Expenditure £	Balance at 31 March 2023 £
<b>Unrestricted funds</b>				
General Funds	725,175	2,342,560	(2,389,392)	678,343

**Statement of funds - prior year**

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Savings Fund	800	-	-	(800)	-
<b>General funds</b>					
General Funds	708,443	2,355,874	(2,339,942)	800	725,175
<b>Total Unrestricted funds</b>	709,243	2,355,874	(2,339,942)	-	725,175

Designated funds related to amounts held as a savings fund for a child in placement.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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

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**16. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>
Tangible fixed assets	18,861	18,861
Fixed asset investments	5,000	5,000
Current assets	793,829	793,829
Creditors due within one year	(139,347)	(139,347)
<b>Total</b>	<b>678,343</b>	<b>678,343</b>

**Analysis of net assets between funds - prior year**

	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Tangible fixed assets	14,288	14,288
Fixed asset investments	5,000	5,000
Current assets	851,133	851,133
Creditors due within one year	(145,246)	(145,246)
<b>Total</b>	<b>725,175</b>	<b>725,175</b>

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

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

**17. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>2023</b>	<b>2022</b>
	£	£
Net (expenditure)/income for the year (as per Statement of Financial Activities)	<b>(46,832)</b>	15,932
<b>Adjustments for:</b>		
Depreciation charges	<b>11,014</b>	11,173
Dividends, interests and rents from investments	<b>(393)</b>	(205)
Increase in debtors	<b>(136,129)</b>	(20,738)
Decrease in creditors	<b>(5,899)</b>	(11,237)
<b>Net cash used in operating activities</b>	<b>(178,239)</b>	<b>(5,075)</b>

**18. Analysis of cash and cash equivalents**

	<b>2023</b>	<b>2022</b>
	£	£
Cash at bank and in hand	<b>396,400</b>	589,833

**19. Analysis of changes in net debt**

	<b>At 1 April 2022</b>	<b>Cash flows</b>	<b>At 31 March 2023</b>
	£	£	£
Cash at bank and in hand	<b>589,833</b>	<b>(193,433)</b>	<b>396,400</b>
Debt due within 1 year	<b>(5,131)</b>	<b>(850)</b>	<b>(5,981)</b>
	<b>584,702</b>	<b>(194,283)</b>	<b>390,419</b>

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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

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**20. Pension commitments**

The pension cost charge for the period represents contributions payable to the defined contribution scheme and amounted to £35,434 (2022: £31,379).

Contributions totalling £5,981 (2022: £5,131) were payable to the scheme at the year end and are included within creditors.

**21. Operating lease commitments**

At 31 March 2023 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023 £	2022 £
Not later than 1 year	12,009	11,729
Later than 1 year and not later than 5 years	-	12,009
	<u>12,009</u>	<u>23,738</u>

The following lease payments have been recognised as an expense in the Statement of financial activities:

	2023 £	2022 £
Operating lease rentals	<u>11,729</u>	<u>13,138</u>

**22. Related party transactions**

During the year, Trustee, M Straton, was paid £6,005 (2022: £5,530) in relation to her work as Agency Decision Maker. £593 remained payable at year end (2022: £Nil).

During the year, Trustee J Jansen, was paid £525 (2022: £669) in relation to her work as an Independent Panel Member. £Nil remained payable at year end (2022: £Nil).

During the year ended 31 March 2018 the charity invested £10,000 in Skyrocket Partnership. This is a joint venture arrangement but equity accounting has not occurred on the basis that the charity's share of the net income is immaterial. An impairment charge of £5,000 was recognised in the year ended 31 March 2021. This was reviewed in year and no further impairment was required. This will continue to be reviewed annually.

**COMMUNITY FOSTER CARE**

England & Wales - Charity number 1084124

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# Accounts

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Registered number: 03719101  
Charity number: 1084124

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**Trustees**

M Straton  
J Jansen  
C Wade  
J Dwight, Chair, as of July 2022  
D Conaty (resigned 28 February 2022)  
S Malone  
M Cox

**Company registered number**

03719101

**Charity registered number**

1084124

**Registered office and principal address**

Unit A, 76 Kingsholm Road, Gloucester, Gloucestershire, GL1 3BD

**Company secretary**

J Dwight

**Chief executive officer**

M Kingston

**Registered manager**

E Weaver

**Senior leadership team**

M Kingston  
E Weaver  
S Hart  
D Whitson-Jones

**Independent auditor**

Crowe U.K. LLP, Fourth Floor, St James House, St James Square, Cheltenham, GL50 3PR

**Bankers**

NatWest, 2nd Floor, The Quadrangle, The Promenade, Cheltenham, Gloucestershire, GL50 1PX

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**COMMUNITY FOSTER CARE**  
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS**  
**(CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Solicitors**

BPE, St James' House, St James' Square, Cheltenham, Gloucestershire, GL50 3PR

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**CHAIRMAN'S STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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The COVID-19 pandemic continued to have an adverse effect on Community Foster Care (CFC) this year in terms of additional pressures on staff and carers. Despite this the community continued to utilise new technology and ensured that young people, staff, and carers remained as safe as possible in this period.

Financially the charity finished the year in positive terms and trustees were able to commit to a development fund to be carried forward into next year. The aim of this is to promote innovation and utilise as many resources as possible for the benefit of Young People in the next few years.

We are aware that marketing our services is an essential part of retaining and growing our team of carers, the mainstay of our business. We have, therefore, invested in marketing and are utilising media sources to continue this work.

Strategically our therapeutic approach was further developed and has resulted in excellent progress in enabling Community Foster Care to thrive as a trauma informed organisation.

None of this would be possible without the drive and commitment of our C.E.O and the Senior Leadership Team, along with our dedicated and talented staff team. Our amazing carers have also worked tirelessly to ensure that the aims of our organisation are achieved and that Young People within our care flourish.

Thank you to all involved.

I am excited to embark on my tenure as Chair of Trustees at CFC. The organisation is in a strong position to grow through the implementation of its new strategy. This would not have been possible without the stewardship of Charles Wade, the previous Chair, who has guided the organisation with passion and vigour through some challenging times. I would like to extend my thanks, and those of the wider organisation to Charles for all that he has done, and I am grateful he has agreed to remain a valued member of the board of trustees.



Name: Jennie Dwight  
**Chair of the Board of Directors and Trustees**

Date: 3/11/22

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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The Trustees present their report and audited financial statements for the year ended 31st March 2022.

**The Board of Trustees**

Jennie Dwight (Chair)  
Joanna Jansen (Trustee)  
Mariana Straton (Trustee)  
Charles Wade (Trustee)  
Stephenie Malone (Trustee)  
Mary Cox (Trustee)  
Jane Comerford (Trustee)

**Structure, Governance and Management**

Governing Document

The organisation is a charitable company limited by guarantee, incorporated on 24 February 1999 (registration number 03719101) and registered as a Charity on 15 December 2000 (Charity number 1084124). The Charity was established under a Memorandum of Association, as amended by Special Resolutions dated 25 November 2009, 1 February 2012, and 30 May 2012, which established the objectives and powers of the charitable company and is governed under its Articles of Association. On the 30 July 2018 these articles were extended to incorporate the work undertaken by Community Family Care and to enable this work to be continued by Community Foster Care.

Recruitment and Appointment of Trustees

The Directors of the Charity are also Trustees for the purposes of Charity law. During the year, one new Trustee has been appointed and one Trustee resigned. After the year end (July 2022) Jennie Dwight was appointed Chair, taking over from Charles Wade, who remains a trustee. The board continues to be made up of seven Trustees. In addition to the Trustees there are two Foster Carers (non-voting) who regularly attend the Board meetings. One from the service in the north and one from the service in the south. Their role is primarily to represent the views of the foster carers.

All of the Charity's work focuses upon children, young people and their families and the Board of Trustees has sought to ensure that the needs of this group are appropriately reflected on the Board. For example, we have Trustees with professional backgrounds in family law, education, fostering, compliance, and employment law. The Board is always seeking to ensure it has the appropriate skill sets required to further develop the Charity.

Community Foster Care ensures that any new Trustee is selected and recruited safely in line with expected practice and regulations.

Trustee Training

All Trustees are required to undertake an induction, along with prospective Trustees, to familiarise themselves with all aspects of the Charity and the context within which it operates.

We ensure Trustees are provided with information regarding:

- The obligations of Trustees (rules of engagement)
- The main documents which set out the operational framework for the Charity including the Memorandum and Articles and the Fostering Service (England) Regulations 2011
- The Charity's business strategy.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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The Trustees & SLT continue to operate within the Scheme of Delegation that was revised in 20-21 year. This Scheme of Delegation set out Terms of Reference for three subgroups, each of which report to the Trustees. Each of these groups has responsibility for, and consideration of two areas of the organisation's strategy. The three Sub-Groups are:

- The Fostering Quality Assurance Group
- Promoting Good Outcomes, People & Safeguarding Group
- Finance and Resources Group

Each of these groups and the Board of Trustees meet three times a year. Therefore, there is formal board involvement with the charity on a monthly basis. There is also provision for an extraordinary Trustee's meeting to be called if it is required. There were no extraordinary Trustees meetings held in the period.

#### Risk Management

The organisations Risk Register was reviewed in the year with oversight from our Accountants, Crowe. This was presented to and adopted by the board in June 2020. Regular reviews of the Risk Register have been embedded in the organisations governance structure and is a standing item on the agenda of each subgroup with each subgroup taking ownership of appropriate identified risks.

The Charity's policies are regularly reviewed in light of new guidance and/or legislation received from the Government. CFC strives for excellence in all its work and is committed to ensuring the appropriate regulations are adhered to which protect the child in placement, the Foster Carers, the staff team and the Board of Trustees. Furthermore, the organisation works with Tri.X to ensure policies are reviewed externally to ensure they are held to the highest standard and in line with changes in legislation or recommended best practice.

A key risk area is the reduction of income from our foster placements. Significant work has been taking place to mitigate this risk, including enhanced financial procedures, a recruitment strategy, ensuring purchasers meet additional ongoing costs identified within placements and routine robust financial monitoring.

Community Foster Care continues to comply with GDPR and engages with the ICO regularly to ensure its guidance is up to date, all staff are appropriately trained and any data breaches or near misses are reported appropriately. The organisation commissioned a gap analysis of its compliance with GDPR legislation which identified some areas of improvement. An action plan is being developed to implement these changes.

The health and safety of employees is constantly under review and procedures are in place to ensure compliance with the health and safety of staff, volunteers, Foster Carers and visitors. The health and safety of children and Foster Carers is given the highest priority and the governance for this is dictated under the Fostering Service (England) Regulations 2011.

#### Covid-19

Although COVID-19 is having less impact on day-to-day life, it is still being felt at Community Foster Care. Learning and impact from the pandemic, has led to developments in how the organisation works, including an evolution of our working style. However, we also ensure face to face meetings take place, where these are seen to be beneficial.

The organisation wasn't immune from the 'great resignation' (a phenomenon, that saw people change roles globally). We experienced higher than normal resignations from staff and Foster Carers. Despite the challenges this created, CFC now has a full complement of staff, and is strategically over staffed in the social work team to allow greater focus on carer recruitment, assessment and in turn approval.

The Trustees and management team monitor this closely and have reviewed contingency processes should they

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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be required.

Organisational Structure

Community Foster Care has a Board of Trustees which is responsible for the strategic direction of the charity and meets as a full Board three times a year. Recruitment of new Trustees is ongoing and continually kept under review by the Board.

The day-to-day responsibility for the provision of the service rests with the Chief Executive, who is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met.

The Chief Executive is supported by a Senior Leadership Team which is made up of a Registered Manager, a Service Manager and a Business Development Manager.

In line with the business plan, our fostering service moved from holding two Ofsted registrations to one. This transition was managed in close discussion with Ofsted. This means the organisation operates with one Registered Manager who is overseeing the whole of Community Foster Care's Fostering Services.

After the end of the financial reporting year, we were visited by Ofsted (June 2022). The outcome of the inspection was a good rating in all areas. The inspection report can be found [here](#). In particular Ofsted noted that the organisation is working well under one registration.

The Business Support Team has continued to grow in line with the organisation's business plan. Most significantly the process of recruiting an internal Finance Manager and Finance Business Support Officer. This has been a successful venture and has significantly increased the financial reporting and analysis capability within the organisation. In addition, the organisation continues to invest in Marketing & Recruitment, HR and Administration functions.

The organisation awarded all staff and Foster Carers a cost-of-living increment in year and continues to monitor the competitiveness of its salaries. Pay Scales are also currently under review. This is being conducted by the HR officer who is bench marking against similar organisations seeking to ensure salaries, including those of the senior leadership team are in line with the market. This will continue to include a clear, consistent, incremental pay scale across the organisation.

Public Benefit and Social Impact

A significant public benefit of Community Foster Care is providing opportunities for members of the local community to foster. Community Foster Care believes that good foster carers come from all communities and backgrounds. We actively seek carers from all communities to strengthen our ability to meet the diverse needs of the children in the care population. The work Community Foster Care undertakes is in line with its Memorandum and Articles of Association, the geographical restriction was amended in 2004. The Trustees amended the Memorandum and Articles of Association in May 2017 to bring them in line with recent guidance. The Trustees also noted in early 2018, that the revised Memorandum and Articles of Association should be widened to allow for the wider activities of our parent charity, Community Family Care to be undertaken within Community Foster Care. These revisions were rectified in the special resolution on the 30 July 2018 by the Trustees. This enabled the Trustees to dissolve the parent charity, Community Family Care on [7th May 2019], but the important work of this Charity continues within Community Foster Care.

The Board of Trustees confirms that they have complied with their duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission for England and Wales.

The social impact of the work of the charity is deemed significant. Community Foster Care looks after some of the most disadvantaged children and young people in society. The majority will have experienced some form of abuse and neglect, experienced difficulties with educational attainment and are commonly isolated from their

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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peer groups. Through our work, we provide security of family life, encouragement and guidance in education and develop self-esteem to play a more active and constructive role in society.

At the end of March 2022, we cared for 36 (2021; 43) children and young people on behalf of Local Authorities and, during the year 2021-2022, over 41 (2020-2021; 74) children and young people benefitted from our care. Although the number of young people in our care was reduced at the end of March, we are encouraged that a number of those young people reached independence in the last quarter of the year, and we continue to see growth of young people in our care since the year end.

### **Fundraising**

The Charity has no fundraising activities requiring disclosure under S162A of the Charities Act 2011.

### **Objectives and Activities**

The objects of the Charity as amended on 30 July 2018 are:

#### **1. OBJECTS**

1.1 The Charity's objects, restricted specifically for the public benefit, are:

- a) To operate a foster care agency in the United Kingdom regarding training and approving Foster Carers in particular but not exclusively from social and economically deprived areas.
- b) To provide relief to children and young people in need and in particular those in the care of, or accommodated by, a local authority by:
  - (i) providing them with, or otherwise assisting in the provision of, a placement or placements in suitable accommodation and providing them with, or assisting in the provision of, appropriate carers with the aim of providing them with a stable family life; and
  - (ii) providing for their education and establishment in life.
- c) To promote and protect the good health of children, young people, adults, and their families who are in need or who are socially and economically disadvantaged in any way and in particular those who have been in the care of, or accommodated by, a Local Authority by:
  - (i) providing training, support and guidance;
  - (ii) providing them with, or otherwise assisting in the provision of, a placement or placements in suitable accommodation and providing them with, or assisting in the provision of, appropriate carers with the aim of improving family life; and
  - (iii) providing for their education and establishment in life.
- d) The relief of poverty and in particular the assistance of children and adults who have as children been in Local Authority care and their families.

A key strand of the Community Foster Care approach is to develop longstanding relationships with communities – often disadvantaged communities. Potential foster carers are targeted from all areas of the community including socially and economically disadvantaged areas. Community Foster Care's approach has been to develop the skills and social capital within these specific neighbourhoods, with a view to enabling families within these communities to provide warm stable homes to children in need of them. This approach sees our interventions building the knowledge and resources within these communities. We have introduced an innovative approach to the recruitment of foster carers.

Community Foster Care aims to provide:

- A commitment to a child centred approach
- High quality foster care in a family setting for children and young people
- Respect for racial, cultural and religious backgrounds of all the children and young people
- Care for the disability, gender and sexuality of foster children during the matching process
- 24-hour support for foster carers

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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- Carers who will respect the children's rights in their homes under the UN Convention on Children's Rights and not administer corporal punishment to any child
- A commitment to the on-going learning and training of foster carers
- A commitment to the on-going learning and training of all Placement Support Workers and Social Workers employed by Community Foster Care and all other support staff.

**Business Planning**

After considerable progress on our previous strategy (2019-2022), SLT, supported by the trustees and wider staff team reviewed and began to implement a new strategy that was based on the success and learning of the previous one. Our new strategy continues to consider six threads. These are:

- Fostering Better Outcomes
- Talented Inspired People
- Empowering Efficient Systems
- Connecting Children with Families
- Effective Use of Resources
- Charity Viability.

Senior Managers have worked closely with the Trustees to develop this ambitious plan for this period. This strategy has built a firm foundation underpinned by our values and purpose, which were reviewed with staff, foster carers and children in 2018. Based on a deep understanding of these we have created a plan that further develops our ability to achieve our purpose.

**Achievements and Performance during 2021-22**

The table below details the number of children placed with our carers at the end of each fiscal year. Planned breaks and staying put arrangements are not included.

<b>Numbers of Children living with CFC carers</b>									
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>North</b>	14	10	13	13	17	10	20	19	18
<b>South</b>	30	34	31	35	33	31	31	24	20
<b>Total</b>	44	44	44	48	50	41	51	43	38

There is a reduction in the numbers of children living with CFC carers, which the management team have reviewed and implemented plans to grow these numbers. Most notably the main reason for the drop in placements has been that a significant number of young people have moved on for planned and positive reasons i.e. moving into independence. This is something the agency celebrates and is proud of. Similarly, the table below illustrates the number of approved fostering households at the end of each year.

<b>Numbers of Fostering Households</b>									
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>North</b>	9	15	13	11	13	14	15	14	15
<b>South</b>	28	30	35	36	34	37	31	28	26
<b>Total</b>	37	45	48	47	47	51	46	42	41

The recruitment of carers remains a key issue for Community Foster Care, as it does for all agencies across the country. We continue to invest in a marketing and recruitment officer which has started to show dividends.

Financial performance as detailed in this report shows the Charity making a surplus of £15,932 for the year. This

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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performance is a slight improvement on the budget agreed by the board pre year. The main reasons for this increase are:

- Improved income on forecast.
- Underspend in areas restricted by the pandemic

During 2021/2022 the Charity continued to make use of social media and is continuing to develop its strategy of online recruitment. Our 'organic' following has grown over the year. However, as part of our recruitment strategy we are focusing more heavily on reaching more people who may not be aware of Community Foster Care through 'paid for' advertising on Facebook and Google AdWords.

We have reported on page likes and followers in previous annual reports, however, as our understanding and use of online marketing tools becomes more sophisticated, we are focusing more on our 'reach' to people who don't organically follow us. Our paid-for and organic posts have reached an estimated 1,487,688 people (20-21: est 2,000,000 people) in the reporting period. This reduction is because we implemented better targeting of paid for adverts to reach more appropriate people. As we learn more, refine our approach and utilise our new branding and website we hope to see further benefit.

We have offices in Royal Wootton Bassett, Lancaster and Workington which meet the needs of our carers in these localities. A Social Worker and a Placement Support Worker operate from these offices, which is also a base for training. As we continue to adopt a 'one organisation' approach other key roles are based in these offices.

Our registered office is in Gloucester. Although this office provides for the organisations core functionality, we are increasingly distributing functionality across our footprint and using technology to enable succinct working. The organisation has worked hard to ensure our office spaces are used more effectively, by staff, carers and young people, having moved away from periods of lock downs. It is still a vital part of Community Foster Care's approach to be embedded in our community and as such there are no plans to reduce our office provision.

Community Foster Care is committed to providing a range of activities and support to our children and young people. Although numerous outings and one to one support activities were planned in both our regions during the year many have had to be cancelled or rearranged. The team has been really creative in using technology to continue to support young people during lockdown, but this does mean there has been an underspend on activities in the year.

We were able to reinstate our annual Carer Award events in both regions after they didn't go ahead last year. They were held in recognition of the work our carers undertake and to reward their commitment to the children and young people in their care. There were also several activities at Christmas for all our children.

### **Community Family Care**

Our Family Care section has continued its work in the following areas:

#### **Family/Placement Support Work**

Support Workers support families through family support work at an 'early help' level. Main support themes are supporting with morning/evening routines, managing challenging behaviour in the home, and improving parental confidence in implementing parenting strategies.

Support Workers are also providing regular support to looked after young people living in our foster families in order to support placement stability.

This has continued throughout COVID-19 with most interventions being conducted digitally. However, where a face-to-face contact has been deemed critical to a CYPs safety and/or placement stability a risk assessment has

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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been conducted.

**Art Journal Project**

Support Workers are currently supporting young people on a 1:1 or group basis through the Art Journal project. The sessions are either being completed at school or in a confidential space within the community.

Community Family Care continues to deliver on two block contracts awarded in 18/19:

**Bradford on Avon Youth Services**

A 3.5 year contract to deliver a youth service for Bradford on Avon consisting of

- Centre Based Provision
- Detached work
- 1:1 work
- Participation

This is a continuation of an initial contract that ran from 2018-2021. The current contract runs through until March 2025.

**Family Group Conferences – North Somerset**

Family Group Conference (FGC) service covering North Somerset. The service launched on 1st January 2019 and CFC is commissioned to provide a minimum of 24 completed FGCs per year.

FGCs are an effective tool for supporting families to problem solve for themselves. Referrals are received from Social Workers who have identified families:

- On the verge of family breakdown.
- With a Child who is at risk of becoming Looked After.
- With a Child needing a Child Protection Plan.
- With a Child in Pre-Proceedings.
- With a Child subject to Care Proceedings.

The family must be in agreement with being put forward for an FGC and must consent to a referral. A Co-ordinator is allocated to the family and arranges the FGC, which is a meeting. The meeting is split into different parts. Professionals are present for the initial information giving part, the family are then given time alone to talk and come up with a plan for addressing the issues raised by professionals in the first part of the meeting. The plan needs to be agreed by professionals and is then reviewed after 3 months.

This service was referred to favourably in the North Somerset Council's Ofsted report.

This contract was for an initial period of 3 years with an optional extension of 2 years. North Somerset Council enacted this extension, and the current arrangement continues to December 2023. We are currently in discussions with the Local Authority about their recommissioning intentions.

**Financial Review 2021-2022**

The continued financial pressure on Local Authorities is having a major impact upon the Independent Fostering Sector. The level of turnover in many of the larger foster care agencies is declining. Despite this Community Foster Care has made a surplus in 2021-2022.

There was a Surplus of £15,932 in 2021/22 (0.67% of turnover).

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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Turnover for the year was £2,335,874, a 4.16% decrease from the previous year. Community Foster Care's principal funding source is the income from Local Authority contracts. This has decreased from c.£2.33M in 20-21 to c.£2.23M in 21-22.

The funds available as at 31st March 2022 are £725,175 of which £0 is restricted.

It is vital that the Charity increases the number of Foster Carers to offer more choice to authorities when making placements and to ensure that Community Foster Care maintains its strong ethical matching of children policy, whilst increasing its turnover. The Charity would not be fulfilling its purpose, if pursuing increased turnover compromised the needs of children.

### **Investment Policy**

The organisation doesn't currently have reserves capital to invest for the purposes of capital gain. The Trustees' position is that if there is an excess of reserves this will be invested in furthering the charity's mission.

### **Reserves Policy**

The Trustees continue to examine the Charity's requirements for reserves considering the main risks to the Charity on a yearly basis. We calculate for a combination of adverse events plus the funds needed for a managed close down. These reserves are needed to meet the working capital requirements of the Charity and the Trustees are confident that at this level they would be able to continue the current activities of the Charity in the event of a significant drop in funding. Additionally, in the event that Community Foster Care ceases to operate, the additional reserves will ensure that children and young people enjoy a lengthy transition period into their new placements. This position is currently reviewed annually and was last reviewed in September 2022.

At the end of the year, the reserves available to the Charity were c.£725k which is 40.2% higher than the funds required by the reserves policy. Ordinarily the Trustees and Senior Management Team would be exploring the best ways to invest these additional funds to benefit CYP and families. However, in light of the concern about significant reduction in carer numbers it is felt prudent to hold an enhanced level of reserves for at least the short term.

### **Plans for the Future Periods**

The charity has been operating within its strategic plan to drive the charity forward over the last three years. Underpinned by a renewed belief in the charity's purpose and values this strategy will guide the charity into a period of measured growth. Over the coming three years the charity will prioritise:

- Carer recruitment
- Developing the placement offer
- Ensuring the website, marketing and communication strategy remain live and active
- Securing block purchase contracts for Family Care service developments where available and aligned with our strategic intent.

### **Responsibilities of the Trustees**

The Trustees (who are also directors of Community Foster Care for purposes of Company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial year. 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 charitable company and of the incoming resources and application of resources,

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to;

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and 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 charitable company will continue in business.

The Trustees are responsible for ensuring that adequate accounting records are maintained 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 ensuring their proper application in accordance with Charity law and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Members of the Board of Trustees**

Members of the Board of Trustees, who are Directors for the purposes of company law and Trustees for the purposes of Charity law, who served during the year and up to the date of this report are set out on page one of this report.

In accordance with company law, as the Company's Directors, we certify that:

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

**Auditor**

Crowe U.K. LLP have expressed their willingness to continue in office as auditor.

This report has been prepared in accordance with the Statement of Recommended Practice; Accounting and Reporting by Charities and in accordance with the special provisions of Section 415A of the Companies Act 2006 relating to small entities.

Approved by order of the members of the board of Trustees and signed on their behalf by:



**J Dwight**

Chair

Date: 3/11/22

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**

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**Opinion**

We have audited the financial statements of Community Foster Care (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, 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).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

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

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE (CONTINUED)**

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**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

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

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

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

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

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE (CONTINUED)**

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**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.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE (CONTINUED)**

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity and the group for fraud. The laws and regulations we considered in this context for the UK operations were Ofsted, General Data Protection Regulation and health and safety legislation.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and Ofsted, and reading minutes of meetings of those charged with governance.

In accordance with International Auditing Standards, we planned our audit so that we have a reasonable expectation of detecting material misstatements in the financial statements or accounting records including any material misstatements resulting from fraud, error or non-compliance with law or regulations.

However, owing to the inherent limitations of an audit, there is an unavoidable risk that some material misstatements of the financial statements may not be detected even though the audit is properly planned and performed in accordance with the ISAs (UK). No internal control structure, no matter how effective, can eliminate the possibility that errors or irregularities may occur and remain undetected. In addition, because we use selective testing in our audit, we cannot guarantee that errors or irregularities, if present, will be detected. Accordingly, our audit should not be relied upon to disclose all such misstatements or frauds, errors or instances of non-compliance as may exist.

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

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

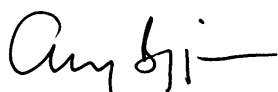
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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE (CONTINUED)**

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**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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Guy Biggin (Senior statutory auditor)**

for and on behalf of

**Crowe U.K. LLP**

Statutory Auditor

Fourth Floor

St James House

St James Square

Cheltenham

GL50 3PR

Date: 23 December 2022

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>				
Donations	4	116	116	70
Charitable activities:				
Placement income		2,229,968	2,229,968	2,334,783
Early Intervention Services		107,685	107,685	115,371
Investments	5	205	205	12
Other income	6	17,900	17,900	7,940
<b>Total income</b>		<b>2,355,874</b>	<b>2,355,874</b>	<b>2,458,176</b>
<b>Expenditure on:</b>				
Charitable activities	7	2,339,942	2,339,942	2,270,838
<b>Total expenditure</b>		<b>2,339,942</b>	<b>2,339,942</b>	<b>2,270,838</b>
<b>Net movement in funds</b>		<b>15,932</b>	<b>15,932</b>	<b>187,338</b>
<b>Reconciliation of funds:</b>				
Total funds brought forward		709,243	709,243	521,905
Net movement in funds		15,932	15,932	187,338
<b>Total funds carried forward</b>	16	<b>725,175</b>	<b>725,175</b>	<b>709,243</b>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 21 to 40 form part of these financial statements.

**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 03719101**

**BALANCE SHEET**  
**AS AT 31 MARCH 2022**

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	12	14,288	20,881
Investments	13	5,000	5,000
		19,288	25,881
<b>Current assets</b>			
Debtors	14	261,300	240,562
Cash at bank and in hand		589,833	599,283
		851,133	839,845
Creditors: amounts falling due within one year	15	(145,246)	(156,483)
		705,887	683,362
<b>Net current assets</b>		705,887	683,362
<b>Total assets less current liabilities</b>		725,175	709,243
<b>Total net assets</b>		725,175	709,243
<b>Charity funds</b>			
Unrestricted funds	16	725,175	709,243
<b>Total funds</b>		725,175	709,243

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees on and signed on their behalf by:

3/11/22

JADwight

**J Dwight**  
**Chair of the Board of Directors and Trustees**

The notes on pages 21 to 40 form part of these financial statements.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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	<b>2022</b>	<i>2021</i>
	<b>£</b>	<b>£</b>
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>(5,054)</b>	<i>258,928</i>
	<hr/>	<hr/>
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	<b>205</b>	<i>12</i>
Purchase of tangible fixed assets	<b>(4,580)</b>	<i>(7,908)</i>
	<hr/>	<hr/>
<b>Net cash used in investing activities</b>	<b>(4,375)</b>	<i>(7,896)</i>
	<hr/>	<hr/>
<b>Change in cash and cash equivalents in the year</b>	<b>(9,429)</b>	<i>251,032</i>
Cash and cash equivalents at the beginning of the year	<b>599,283</b>	<i>348,251</i>
	<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the year</b>	<b>589,854</b>	<i>599,283</i>
	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 21 to 40 form part of these financial statements

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**1. General information**

Community Foster Care is registered with the Charity Commission for England and Wales (registered number 1084124). The Charity is also a company limited by guarantee (registered number 03719101). Its registered and principal office is Unit A, 76 Kingsholm Road, Gloucester, GL1 3BD.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Community Foster Care meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**2.2 Going concern**

The Charity has cash resources and no requirement for external funding. The Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future.

The Trustees have assessed the impact of Covid-19 on the Charity's operations and have implemented measures to mitigate the risk to the Charity. The Trustees continue to monitor the impact of Covid-19 on a regular basis and they continue to believe the going concern basis of accounting appropriate in preparing the annual financial statements.

**2.3 Income**

Income from donations and fundraising are accounted for on a receipts basis unless the income will be received and its value can be measured with sufficient reliability. Those funds provided for specific purposes are taken to the relevant restricted fund.

Investment income is recognised on a receivable basis. Charitable activities and other income such as grants is accounted for when the Charity is entitled to the income, it is probable the income will be received and the amount can be quantified with reasonable accuracy.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**2. Accounting policies (continued)**

**2.4 Expenditure**

Expenditure on charitable activities comprises those costs incurred by the Charity in the delivery of its activities. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Charitable activities expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity.

Governance costs are those incurred in connection with the compliance of constitutional and statutory requirements and are included within support costs.

**2.5 Tangible fixed assets and depreciation**

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following basis:

Office equipment	- 25% - 33% on cost
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**2.6 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment.

**2.7 Debtors**

Trade debtors, other debtors and accrued income are recognised at the settlement amount after impairments. Prepayments are valued at the amount prepaid.

**2.8 Cash at bank and in hand**

Cash at bank and in hand is represented by cash in hand and deposits with financial institutions.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**2. Accounting policies (continued)**

**2.9 Creditors**

Creditors are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

**2.10 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments, these being investments, debtors, creditors and cash at bank. Basic financial instruments are initially recognised at transaction value and subsequently measured at settlement value.

**2.11 Taxation**

As a registered Charity, Community Foster Care is generally exempt from Income Tax and Capital Gains Tax so far as it relates to its main charitable objective but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

**2.12 Operating leases**

Rentals paid under operating leases are charged to the Statement of financial activities on a straight-line basis over the lease term.

**2.13 Pensions**

The Charity operates a defined contribution pension scheme and makes regular contributions to the individual pension plans on behalf of certain staff. These are a direct charge in the Statement of Financial Activities in the year that the contributions are due.

**2.14 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**3. Critical accounting estimates and areas of judgment**

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

**Useful economic lives of tangible fixed assets**

The annual depreciation charge for the tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates, economic utilisation and the physical condition of the assets.

See Note 13 for the carrying amount of tangible assets and Note 2.5 for the useful lives for each class of asset.

**Rebate accruals**

The Charity has arrangements with local authorities whereby rebates are awarded based on turnover exceeding certain thresholds.

The accrual for these rebates are calculated based on turnover using rebate percentages outlined within the contract.

**4. Income from donations**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Donations	116	<b>116</b>

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Donations	70	70

**5. Investment income**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Bank interest	205	<b>205</b>

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**5. Investment income (continued)**

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Bank interest	12	12

**6. Other incoming resources**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Other income	17,900	<b>17,900</b>

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Other income	7,940	7,940

**7. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Provision of foster care	2,233,423	<b>2,233,423</b>
Early Intervention Services	106,519	<b>106,519</b>
	2,339,942	<b>2,339,942</b>

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**7. Analysis of expenditure on charitable activities (continued)**

**Summary by fund type (continued)**

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Provision of foster care	2,109,384	2,109,384
Early Intervention Services	161,454	161,454
	<u>2,270,838</u>	<u>2,270,838</u>

**Summary by expenditure type**

	<b>Staff costs 2022 £</b>	<b>Depreciation 2022 £</b>	<b>Other costs 2022 £</b>	<b>Total funds 2022 £</b>
Provision of foster care	852,854	11,173	1,369,396	<b>2,233,423</b>
Early Intervention Services	-	-	106,519	<b>106,519</b>
	<u>852,854</u>	<u>11,173</u>	<u>1,475,915</u>	<u><b>2,339,942</b></u>

	<i>Staff costs 2021 £</i>	<i>Depreciation 2021 £</i>	<i>Other costs 2021 £</i>	<i>Total funds 2021 £</i>
Provision of foster care	777,925	12,360	1,319,099	2,109,384
Early Intervention Services	-	-	161,454	161,454
	<u>777,925</u>	<u>12,360</u>	<u>1,480,553</u>	<u>2,270,838</u>

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**8. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2022 £</b>	<b>Support costs 2022 £</b>	<b>Total funds 2022 £</b>
Provision of foster care	1,646,765	586,658	<b>2,233,423</b>
Early Intervention Services	106,519	-	<b>106,519</b>
	<u>1,753,284</u>	<u>586,658</u>	<u><b>2,339,942</b></u>
	<u><u>1,753,284</u></u>	<u><u>586,658</u></u>	<u><u><b>2,339,942</b></u></u>
	<i>Activities undertaken directly 2021 £</i>	<i>Support costs 2021 £</i>	<i>Total funds 2021 £</i>
Provision of foster care	1,559,614	549,770	2,109,384
Early Intervention Services	161,454	-	161,454
	<u>1,721,068</u>	<u>549,770</u>	<u>2,270,838</u>
	<u><u>1,721,068</u></u>	<u><u>549,770</u></u>	<u><u>2,270,838</u></u>

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**8. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

	<b>Provision of foster care 2022 £</b>	<b>Early Intervention Services 2022 £</b>	<b>Total funds 2022 £</b>
Staff costs	385,190	-	<b>385,190</b>
Depreciation	5,046	-	<b>5,046</b>
Foster carers' costs	1,077,011	96,656	<b>1,173,667</b>
Insurance	11,988	-	<b>11,988</b>
Children's care and activities	23,660	4,828	<b>28,488</b>
Travel & subsistence	9,077	1,770	<b>10,847</b>
Staff training	13,088	1,608	<b>14,696</b>
Cleaning	1,691	-	<b>1,691</b>
Premises expenses	25,179	-	<b>25,179</b>
Printing, postage & stationery	2,451	55	<b>2,506</b>
Telephone	8,012	60	<b>8,072</b>
Legal, professional & accountancy	12,983	-	<b>12,983</b>
Social worker	5,697	50	<b>5,747</b>
Miscellaneous	6,407	662	<b>7,069</b>
Subscriptions	3,557	-	<b>3,557</b>
Equipment maintenance	16,095	-	<b>16,095</b>
Recruitment	15,425	-	<b>15,425</b>
Advertising & promotion	24,208	830	<b>25,038</b>
	<b>1,646,765</b>	<b>106,519</b>	<b>1,753,284</b>
	<b>1,646,765</b>	<b>106,519</b>	<b>1,753,284</b>

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**8. Analysis of expenditure by activities (continued)**

**Analysis of direct costs (continued)**

	<i>Provision of foster care 2021 £</i>	<i>Early Intervention Services 2021 £</i>	<i>Total funds 2021 £</i>
Staff costs	351,349	-	351,349
Depreciation	5,582	-	5,582
Foster carers' costs	1,046,059	155,385	1,201,444
Insurance	11,686	-	11,686
Children's care & activities	5,817	1,747	7,564
Travel and subsistence	1,548	591	2,139
Staff training	18,754	3,292	22,046
Cleaning	1,634	-	1,634
Premises expenses	24,670	-	24,670
Printing, postage and stationery	4,743	111	4,854
Telephone	7,536	200	7,736
Legal, professional & accountancy	22,526	-	22,526
Miscellaneous	5,834	128	5,962
Subscriptions	4,046	-	4,046
Equipment maintenance	15,095	-	15,095
Recruitment	4,637	-	4,637
Advertising & promotion	28,098	-	28,098
	<u>1,559,614</u>	<u>161,454</u>	<u>1,721,068</u>

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**8. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	<b>Provision of foster care 2022 £</b>	<b>Total funds 2022 £</b>
Staff costs	467,664	<b>467,664</b>
Depreciation	6,127	<b>6,127</b>
Travel and subsistence	13,169	<b>13,169</b>
Cleaning	2,053	<b>2,053</b>
Premises expenses	30,569	<b>30,569</b>
Printing, postage & stationery	275	<b>275</b>
Telephone	9,801	<b>9,801</b>
Legal, professional & accountancy	12,328	<b>12,328</b>
Accountancy & audit	10,200	<b>10,200</b>
Miscellaneous	10,613	<b>10,613</b>
Subscriptions	4,318	<b>4,318</b>
Equipment maintenance	19,541	<b>19,541</b>
	<hr/> <b>586,658</b> <hr/>	<hr/> <b>586,658</b> <hr/>

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**8. Analysis of expenditure by activities (continued)**

**Analysis of support costs (continued)**

	<i>Provision of foster care 2021 £</i>	<i>Total funds 2021 £</i>
Staff costs	426,576	426,576
Depreciation	6,778	6,778
Travel and subsistence	2,596	2,596
Cleaning	1,983	1,983
Premises expenses	29,958	29,958
Printing, postage & stationery	159	159
Telephone	9,392	9,392
Legal, professional & accountancy	20,231	20,231
Accountancy & audit	10,226	10,226
Miscellaneous	13,633	13,633
Subscriptions	4,912	4,912
Equipment maintenance	18,326	18,326
Impairment of Joint Venture	5,000	5,000
	<u>549,770</u>	<u>549,770</u>

Included within support costs above are governance costs of £14,031 (2021: £16,620), which includes £10,200 (2021: £10,226) for audit and accountancy and other support costs of £3,831 (2021: £6,394).

**9. Auditor's remuneration**

The auditor's remuneration amounts to an auditor fee of £6,900 (2021 - £6,600), and accounts preparation fee of £1,445 (2021 - £1,375).

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**COMMUNITY FOSTER CARE**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**10. Staff costs**

	<b>2022</b>	<i>2021</i>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>756,575</b>	688,178
Social security costs	<b>64,900</b>	59,886
Contribution to defined contribution pension schemes	<b>31,379</b>	29,861
	<b>852,854</b>	777,925

The average number of persons employed by the Charity during the year was as follows:

	<b>2022</b>	<i>2021</i>
	<b>No.</b>	<b>No.</b>
Senior staff	<b>4</b>	4
Other staff members	<b>27</b>	26
	<b>31</b>	30

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

	<b>2022</b>	<i>2021</i>
	<b>No.</b>	<b>No.</b>
In the band £70,001 - £80,000	-	1
In the band £80,001 - £90,000	<b>1</b>	-

The remuneration of the key management personnel amounted to £271,147 (2021: £262,747). Key management personnel are defined as the Chief Executive, Registered Manager, Service Manager, and Business Development Manager.

**11. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, no Trustee expenses have been incurred (2021 - £NIL).

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**12. Tangible fixed assets**

	<b>Office equipment £</b>
<b>Cost or valuation</b>	
At 1 April 2021	<b>47,345</b>
Additions	<b>4,580</b>
At 31 March 2022	<b>51,925</b>
<b>Depreciation</b>	
At 1 April 2021	<b>26,464</b>
Charge for the year	<b>11,173</b>
At 31 March 2022	<b>37,637</b>
<b>Net book value</b>	
At 31 March 2022	<b>14,288</b>
<i>At 31 March 2021</i>	<b>20,881</b>

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**13. Fixed asset investments**

	<b>Investment in participating interests £</b>
<b>Cost</b>	
At 1 April 2021	10,000
	<hr/>
At 31 March 2022	10,000
	<hr/> <hr/>
<b>Impairment</b>	
At 1 April 2021	5,000
	<hr/>
At 31 March 2022	5,000
	<hr/> <hr/>
<b>Net book value</b>	
At 31 March 2022	5,000
	<hr/>
At 31 March 2021	5,000
	<hr/> <hr/>

During 2018 the Charity invested £10,000 in Sky Rocket Partnership. This is a joint venture arrangement but equity accounting has not occurred on the basis that the Charity's share of the net income is immaterial. This will be reviewed annually.

During the prior year an impairment loss of £5,000 was recognised in the Statement of Financial Activities. This was recognised within support costs, see note 8.

**Principal joint ventures**

The following was a joint venture of the Company:

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**14. Debtors**

	<b>2022</b>	<i>2021</i>
	<b>£</b>	<b>£</b>
<b>Due within one year</b>		
Trade debtors	<b>218,826</b>	<i>210,979</i>
Other debtors	<b>4,334</b>	<i>4,334</i>
Prepayments and accrued income	<b>38,140</b>	<i>25,249</i>
	<b>261,300</b>	<i>240,562</i>

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**15. Creditors: Amounts falling due within one year**

	<b>2022</b>	<i>2021</i>
	<b>£</b>	<b>£</b>
Trade creditors	<b>33,296</b>	53,626
Other taxation and social security	<b>18,050</b>	16,919
Pension fund loan payable	<b>5,131</b>	10,709
Other creditors	<b>30,830</b>	13,717
Accruals and deferred income	<b>57,939</b>	61,512
	<hr/> <b>145,246</b> <hr/>	<hr/> 156,483 <hr/>
	<b>2022</b>	<i>2021</i>
	<b>£</b>	<b>£</b>
<b>Deferred income analysis</b>		
Deferred income at 1 April	<b>3,940</b>	3,940
Resources deferred during the year	<b>-</b>	3,940
Amounts released from previous periods	<b>(3,940)</b>	(3,940)
	<hr/> <b>-</b> <hr/>	<hr/> 3,940 <hr/>
<b>Deferred income at 31 March</b>		

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**16. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Savings Fund	800	-	-	(800)	-
<b>General funds</b>					
General Funds	708,443	2,355,874	(2,339,942)	800	725,175
<b>Total Unrestricted funds</b>	<b>709,243</b>	<b>2,355,874</b>	<b>(2,339,942)</b>	<b>-</b>	<b>725,175</b>

**Statement of funds - prior year**

	<i>Balance at</i> <i>1 April 2020</i> £	<i>Income</i> £	<i>Expenditure</i> £	<i>Transfers</i> <i>in/out</i> £	<i>Balance at</i> <i>31 March</i> <i>2021</i> £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Savings Fund	-	-	-	800	800
<b>General funds</b>					
General Funds	521,905	2,458,176	(2,270,838)	(800)	708,443
<b>Total Unrestricted funds</b>	<b>521,905</b>	<b>2,458,176</b>	<b>(2,270,838)</b>	<b>-</b>	<b>709,243</b>

Designated funds relates to amounts held as a savings fund for a child currently in placement.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**17. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Tangible fixed assets	14,288	<b>14,288</b>
Fixed asset investments	5,000	<b>5,000</b>
Current assets	838,882	<b>838,882</b>
Creditors due within one year	(132,995)	<b>(132,995)</b>
<b>Total</b>	<u>725,175</u>	<u><b>725,175</b></u>

**Analysis of net assets between funds - prior year**

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Tangible fixed assets	20,881	20,881
Fixed asset investments	5,000	5,000
Current assets	839,845	839,845
Creditors due within one year	(156,483)	(156,483)
<b>Total</b>	<u>709,243</u>	<u>709,243</u>

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**18. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>2022</b>	<i>2021</i>
	£	£
Net income for the year (as per Statement of Financial Activities)	<b>15,932</b>	187,338
<b>Adjustments for:</b>		
Depreciation charges	<b>11,173</b>	12,360
Dividends, interests and rents from investments	<b>(205)</b>	(12)
Decrease/(increase) in debtors	<b>(8,487)</b>	35,941
Increase/(decrease) in creditors	<b>(23,467)</b>	18,301
Impairment of Joint Venture	-	5,000
<b>Net cash provided by/(used in) operating activities</b>	<b>(5,054)</b>	258,928

**19. Analysis of cash and cash equivalents**

	<b>2022</b>	<i>2021</i>
	£	£
Cash in hand	<b>589,854</b>	599,283
<b>Total cash and cash equivalents</b>	<b>589,854</b>	599,283

**20. Analysis of changes in net debt**

	<b>At 1 April</b>	<b>Cash flows</b>	<b>At 31 March</b>
	2021	£	2022
	£	£	£
Cash at bank and in hand	599,283	(9,450)	589,833
Debt due within 1 year	(10,709)	5,578	(5,131)
	<b>588,574</b>	<b>(3,872)</b>	<b>584,702</b>

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**21. Pension commitments**

The pension cost charge for the period represents contributions payable to the defined contribution scheme and amounted to £31,379 (2021: £29,861).

Contributions totalling £5,131 (2021: £10,709) were payable to the scheme at the year end and are included within creditors.

**22. Operating lease commitments**

At 31 March 2022 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>2022</b>	<i>2021</i>
	<b>£</b>	<b>£</b>
Not later than 1 year	<b>11,729</b>	<i>13,137</i>
Later than 1 year and not later than 5 years	<b>12,009</b>	<i>23,738</i>
	<b>23,738</b>	<i>36,875</i>

The following lease payments have been recognised as an expense in the Statement of financial activities:

	<b>2022</b>	<i>2021</i>
	<b>£</b>	<b>£</b>
Operating lease rentals	<b>13,138</b>	<i>15,676</i>

**23. Related party transactions**

During the year, Trustee, M Straton, was paid £5,530 (2021: £5,373) in relation to her work as Agency Decision Maker. £nil remained payable at year end (2021: £39).

During the year, Trustee J Jansen, was paid £669 (2021: £1,050) in relation to her work as an Independent Panel Member. £nil remained payable at year end (2021: £nil).

During the prior year, payments totalling £925 were made to L Jones, a related party via D Whitson-Jones, the Business Development Manager, in her capacity as a contractor. £nil remained payable at the prior year end. There was no transactions during 2022.

During 2018 the Charity invested £10,000 in Sky Rocket Partnership. This is a joint venture arrangement but equity accounting has not occurred on the basis that the Charity's share of net income is immaterial. An impairment charge of £5,000 was recognised in the prior year. This will continue to be reviewed annually.

**COMMUNITY FOSTER CARE**

England & Wales - Charity number 1084124

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# Accounts

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Registered number: 03719101  
Charity number: 1084124

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Trustees**

E Haines (resigned 1 January 2021)  
M Straton  
J Jansen  
C Wade, Chair  
J Dwight  
D Conaty  
S Malone (appointed 6 June 2020)  
M Cox (appointed 4 March 2021)

**Company registered number**

03719101

**Charity registered number**

1084124

**Registered office and principal address**

Unit A, 76 Kingsholm Road, Gloucester, Gloucestershire, GL1 3BD

**Company secretary**

J Dwight

**Chief executive officer**

M Kingston

**Senior management team**

M Kingston  
E Weaver  
S Hart  
D Whitson-Jones

**Independent auditor**

Crowe U.K. LLP, 4th Floor, St James House, St James Square, Cheltenham, GL50 3PR

**Bankers**

NatWest, 2nd Floor, The Quadrangle, The Promenade, Cheltenham, Gloucestershire, GL50 1PX

**Solicitors**

BPE, St James' House, St James' Square, Cheltenham, Gloucestershire, GL50 3PR

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**CHAIRMAN'S STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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I am very pleased to be able to present a positive statement this year, as part of the annual report. Last year's statement was somewhat dominated by the arrival of the COVID-19 pandemic, which at that time created a good deal of anxiety and uncertainty, not only for Community Foster Care (CFC). Yet again, much resilience has been demonstrated by foster carers and our hard working staff. The restrictions imposed upon us all in our nation have involved significant changes in working practices, but it has been very encouraging to see how this has not prevented the charity operating well and in the best interests of the children and young people in our care. Whilst we all hope that we shall see the end of the pandemic soon, the benefits of remote working and meeting on zoom, and other innovative ways of working may well continue into the future. Yet again this year the Board of Trustees thanks the CEO, Mark Kingston, the Senior Leadership Team, and all our dedicated carers for their contributions to the success of CFC during this challenging period of time.

In recent years, whilst our financial position has been satisfactory, our capital reserves have been relatively modest, and significant investment has not been a realistic possibility. However, largely as a result of greater efficiency in our operations, and savings in costs brought about by changes in working practices resulting from the pandemic, the financial position of the charity is improved, with significantly increased reserves, and we move forward into the next year with some confidence. In more normal times it might be considered that investment in new areas of operation, both in fostering and family services would be justified. As a not for profit organisation, the ethos of CFC has never been to accumulate reserves of capital without a strategy for developing the services we offer by appropriate utilisation of reserves. Last year I said that the Board considered it necessary to take a cautious approach in uncertain times. The current view of the Board has been that it is not yet time to engage in such investment, but that we should continue to be cautious until current COVID related difficulties are behind us. However, when the time is right, this will be reviewed.

CFC has undertaken much in the way of strategic development over the past two years, with much achievement, and this continues to be implemented. Examples of this are attitude to risk, and effective delegation of authority through out the organisation. There is still work to be done in a number of areas.

CFC also has a new look! We have been fortunate in engaging a website developer which has enabled us to create a brand identity and website which it is hoped will act as a magnet for all those with whom we engage, whether as, for example, prospective foster carers, children and young people, local authorities, and those looking for the services offered by Family Care. We hope that this will prove to be an effective means of promoting our charity to a wide audience.

Name Charles Wade  
**Chair of the Board of Directors and Trustees**

Date 8 July 2021

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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The Trustees present their report and audited financial statements for the year ended 31 March 2021.

**The Board of Trustees**

Jennie Dwight (Company Secretary)  
Joanna Jansen (Trustee)  
Mariana Straton (Trustee)  
Charles Wade (Chair)  
Derek Conaty (Vice Chair)  
Stephanie Malone (Trustee)  
Elaine Haines (Trustee) (Resigned 1 January 2021)  
Mary Cox (Trustee) (Appointed 4 March 2021)

**Structure, Governance and Management**

Governing Document

The organisation is a charitable company limited by guarantee, incorporated on 24 February, 1999 (registration number 03719101) and registered as a Charity on 15 December, 2000 (Charity number 1084124). The Charity was established under a Memorandum of Association, as amended by Special Resolutions dated 25 November 2009, 1 February 2012, and 30 May 2012, which established the objectives and powers of the charitable company and is governed under its Articles of Association. On the 30 July 2018 these articles were extended to incorporate the work undertaken by Community Family Care and to enable this work to be continued by Community Foster Care.

Recruitment and Appointment of Trustees

The Directors of the Charity are also Trustees for the purposes of Charity law. During the year one new Trustee has been appointed and one has resigned, so the board continues to consist of seven Trustees. In addition to the Trustees there are two foster carers (non-voting) who regularly attend the Board meetings. One from the service in the North and one from the service in the South. Their role is primarily to represent the views of the foster carers.

All of the Charity's work focuses upon children and young people and the Board of Trustees has sought to ensure that the needs of this group are appropriately reflected on the Board.

For example, we have Trustees with professional backgrounds in health, family law, education, fostering and employment law. The Board is always seeking to ensure it has the appropriate skill sets required to further develop the Charity.

Community Foster Care ensures that any new Trustee is selected and recruited safely in line with expected practice and regulations.

Trustee Training

All Trustees are required to undertake an induction, along with prospective Trustees, to familiarise themselves with all aspects of the Charity and the context within which it operates.

We ensure Trustees are provided with information regarding:

- The obligations of Trustees (rules of engagement)
- The main documents which set out the operational framework for the Charity including the Memorandum and Articles and the Fostering Service (England) Regulations 2011
- The Charity's business strategy.

Recently Trustees have looked regularly at aspects of the "Good Governance Code". It was agreed to look at a

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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different section within the code at each Trustees meeting to consider current practice and what relevant steps we would take to improve practice. This practice continued in the year with the June meeting considering Diversity. Whilst the organisation recognises the importance and reward of diversity it was acknowledged that there is more to do to. Following this, in the December's meeting, the Trustees considered Decision Making, Risks and Controls.

During the year the Trustees developed and agreed a revised Scheme of Delegation. This Scheme of Delegation set out Terms of Reference for three sub groups who rep, each of which report in to the Trustees. Each of these groups has responsibility and consideration for two areas of the organisations Strategy. The three Sub-Groups are:

- The Fostering Quality Assurance Group
- Promoting Good Outcomes, People & Safeguarding Group
- Finance and Resources Group.

Each of these groups and the board of Trustees meet three times a year. Therefore, there is formal board involvement with the charity on a monthly basis. There is also provision for an extraordinary Trustee's meeting to be called if it is required. This happened in the year to oversee the organisations response to the Covid Pandemic.

#### Risk Management

The organisations Risk Register was reviewed in the year with oversight from Guy Biggin. This was presented to and adopted by the board in June 2020. Review of the Risk Register has been embedded in the organisations governance structure and is a standing item on the Agenda of each sub group with each sub group taking ownership of appropriate identified risks.

The Charity's policies are regularly reviewed in light of new guidance and/or legislation received from the Government. The Agency strives for excellence in all its work and is committed to ensuring the appropriate Regulations are adhered to which protect the child in placement, the foster carers, the staff team and the Board of Trustees. Furthermore the organisation works with Tri.X to ensure Policies are reviewed externally to ensure they are held to the highest standard and in line with changes in legislation or recommended best practice.

A key risk area was the reduction of income from our foster placements. Significant work has been taking place to mitigate this risk, including enhanced financial procedures, preparing a recruitment strategy (including recruiting a Marketing and Recruitment Manager), ensuring purchasers meet additional ongoing costs identified within placements and routine robust financial monitoring.

Community Foster Care continues to comply with GDPR and engages with the ICO regularly to ensure its guidance is up to date, all staff are appropriately trained and any data breaches or near misses are reported appropriately.

The health and safety of employees is constantly under review and procedures are in place to ensure compliance with the health and safety of staff, volunteers, carers and visitors. The health and safety of children and foster carers is given the highest priority and the governance for this is dictated under the Fostering Service (England) Regulations 2011.

#### Covid-19

As with all organisations Covid-19 has had a considerable impact on how Community Foster Care has operated.

The organisation had systems in place that allowed it to move to remote working within 2 hours. This allowed the organisation to focus on support of the young people in its care, as well as our foster carers and staff. The organisation moved quickly to develop a robust Risk Assessment and mitigations that considered:

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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- Staff/Carer Shortages
- IT Systems
- Remote Working
- CYP not complying with Social Distancing
- Staff/Carer/CYP illness
- Regulatory Compliance
- Social & emotional impacts
- Implementation of Business Plan
- Drop in Placement numbers (therefore income)
- Cashflow

The organisation implemented a host of provisions to mitigate the above risks which have, prevented substantial impact on the organisation. There has been a small reduction in income and the risk of this continuing persists. The Trustees and management team monitor this closely and have reviewed contingency processes should they be required.

Community Foster Care has been investing in its digital infrastructure over the recent years to strengthen its Business Continuity provision. This paid dividends in lock down and the organisation was able to move seamlessly into remote working. The organisation also acted quickly to expand its digital communication resources by training all staff in using additional video and telephone conferencing tools to enable multiple communication routes.

By far the biggest challenge of Covid-19 has been the social and emotional impact on CYP, foster carers and staff. The Management team has invested a lot of time and energy in offering layered ongoing support to the wider team.

The Trustees have considered the above steps and believe that the Charity can continue as a going concern for the foreseeable future, being at least twelve months from the date of approval of these financial statements and therefore have prepared the financial statements on a going concern basis.

#### Organisational Structure

Community Foster Care has a Board of Trustees which is responsible for the strategic direction of the Charity and meets as a full Board three times a year. Recruitment of new Trustees is ongoing and continually kept under review by the Board. The Board are currently reviewing the tenure of its members.

A Safeguarding Sub-Committee, chaired by a Trustee and attended by two others, meets each quarter to monitor the safeguarding of children, review policies and monitor the schedules required by Foster Care Regulations.

A Finance Sub Committee meets four times a year to examine in full detail the budget planning and accounting practices of the Charity. On an annual basis this group reviews the Charity's reserves policy.

The day-to-day responsibility for the provision of the service rests with the Chief Executive, who is responsible for ensuring that the Charity delivers the services specified and that key performances are met.

The Chief Executive is supported by a Senior Leadership Team of Registered Managers, a Family Care Service Manager and a Business Development Manager.

In line with the business plan for the Fostering Services to align its practices, the organisation, with the support of Ofsted, moved from holding two Ofsted registrations to one. This means the organisation operates with one Registered Manager who is overseeing the whole of Community Foster Care's Fostering Services, supported by two Operational Leads.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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The Business Support Team has continued to grow in line with the organisation's business plan. Most significantly recruiting a Finance Manager and Finance Business Support Officer. This is to replace the existing accounting and bookkeeping services provided by Bookcheck Ltd. This will significantly increase the financial reporting and analysis capability. In addition the organisation continues to invest in Marketing & Recruitment by recruiting a Business Support Officer to support this function.

In April 2019 the organisation undertook a pay scale review. This was conducted by an independent consultant and sought to bring salaries, including those of the senior leadership team and the wider organisation in line with each other and those of the market. This also included a clear, consistent, incremental pay scale across the organisation. This process paid particular attention to the salaries of the Senior Leadership Team. An independent consultant considered historical information and benchmarked salaries. SLT salary scales were presented to the Finance Sub-Committee for scrutiny and ultimately approved by the Board of Trustees.

This was completed and implemented successfully. This will be reviewed in 2022 with the trustees considering a Cost Of Living pay rise within the context of the charities financial position and that of the market annually.

Public Benefit and Social Impact

A significant public benefit of Community Foster Care is providing opportunities for members of the local community to foster. Community Foster Care believes that good foster carers come from all communities and backgrounds. We actively seek carers from all communities to strengthen our ability to meet the diverse needs of the children in the care population. The work Community Foster Care undertakes is in line with its Memorandum and Articles of Association, the geographical restriction was amended in 2004. The Trustees amended the Memorandum and Articles of Association in May 2017 to bring them in line with recent guidance. The Trustees also noted in early 2018, that the revised Memorandum and Articles of Association should be widened to allow for the wider activities of our parent Charity Community Family Care to be undertaken with Community Foster Care. These revisions were rectified in the special resolution on the 30 July 2018 by the Trustees. This enabled the Trustees to dissolve the parent charity, Community Family Care on [7th May 2019], but the important work of this Charity continues within Community Foster Care.

The Board of Trustees confirms that they have complied with their duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission for England and Wales.

The social impact of the work of the Charity is deemed significant. Community Foster Care looks after some of the most disadvantaged children and young people in society. The majority will have experienced some form of abuse and neglect, experienced difficulties with educational attainment and are commonly isolated from their peer groups. Through our work, we provide security of family life, encouragement and guidance in education and develop self-esteem to play a more active and constructive role in society.

At the end of March 2021, we cared for 43 (2020: 51) children and young people on behalf of Local Authorities and, during the year 2020-2021, over 74 (2019-2020; 61) children and young people benefitted from our care. Although the number of young people in our care was reduced at the end of March, this is a snap shot in time. Perhaps a better comparison is in income from fostering placements. The was down just 0.3% on the previous year. A positive position considering the challenges of Covid on Local Authorities, Foster Families and young people.

**Fundraising**

The charity has no fundraising activities requiring disclosure under S162A of the Charities Act 2011.

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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### **Objectives and Activities**

The objects of the charity as amended on 30 July 2018 are:

1. **OBJECTS**

1.1 The Charity's objects, restricted specifically for the public benefit, are:

- (a) To operate a foster care agency in the United Kingdom regarding training and approving foster carers in particular but not exclusively from social and economically deprived areas.
- (b) To provide relief to children and young people in need and in particular those in the care of, or accommodated by, a local authority by:
  - (i) providing them with, or otherwise assisting in the provision of, a placement or placements in suitable accommodation and providing them with, or assisting in the provision of, appropriate carers with the aim of providing them with a stable family life; and
  - (ii) providing for their education and establishment in life.
- (c) To promote and protect the good health of children, young people, adults and their families who are in need or who are socially and economically disadvantaged in any way and in particular those who have been in the care of, or accommodated by, a Local Authority by:
  - (i) providing training, support and guidance;
  - (ii) providing them with, or otherwise assisting in the provision of, a placement or placements in suitable accommodation and providing them with, or assisting in the provision of, appropriate carers with the aim of improving family life; and
  - (iii) providing for their education and establishment in life.
- (d) The relief of poverty and in particular the assistance of children and adults who have as children been in Local Authority care and their families.

A key strand of the Community Foster Care approach is to develop longstanding relationships with communities – often disadvantaged communities. Potential foster carers are targeted from all areas of the community including socially and economically disadvantaged areas. Community Foster Care's approach has been to develop the skills and social capital within these specific neighbourhoods, with a view to enabling families within these communities to provide warm stable homes to children in need of them. This approach sees our interventions building the knowledge and resources within these communities. We have introduced an innovative approach to the recruitment of foster carers.

Community Foster Care aims to provide:

- A commitment to a child centred approach
- High quality foster care in a family setting for children and young people
- Respect for racial, cultural and religious backgrounds of all the children and young people
- Care for the disability, gender and sexuality of foster children during the matching process
- 24-hour support for foster carers
- Carers who will respect the children's rights in their homes under the UN Convention on Children's Rights and not administer corporal punishment to any child
- A commitment to the on-going learning and training of foster carers
- A commitment to the on-going learning and training of all Placement Support Workers and Social Workers employed by Community Foster Care and all other support staff.

### **Business Planning**

The strategy was reviewed in 2019 to cover the years to 2022. It set out to consider who we are; where we've come from; where we are now; key influences and move on to look to the future

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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through the articulation of a vision through strategic priorities. The strategic priorities were split into six areas, each with one strategic priority, each with three key heads. The six areas are:

- Talented Inspired People
- Empowering Efficient Systems
- Fostering Better Outcomes
- Connecting More Children with Families
- Effective Use of Resource
- Charity Viability.

Senior Managers have worked closely with the Trustees to develop this ambitious plan for this period. This strategy has built a firm foundation based our values and purpose, which were reviewed with staff, foster carers and children in 2018. Based on a deep understanding of these we have created, a plan that further develops our ability to achieve our purpose.

In Spring/Summer 2020 the wider management team reflected on achievements and areas that still need work. The findings of this process will form part of business planning and budget setting whilst the Management Team and Trustees develop an evolved strategy for the period from 2022.

#### **Achievements and Performance during 2020-21**

The table below details the number of children placed with our carers at the end of each fiscal year. Planned breaks and staying put arrangements are not included.

<b>Numbers of Children living with CFC carers</b>								
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>North</b>	14	10	13	13	17	10	20	19
<b>South</b>	30	34	31	35	33	31	31	24
<b>Total</b>	44	44	44	48	50	41	51	51

Similarly, the table below illustrates the number of approved fostering households at the end of each year.

<b>Numbers of Fostering Households</b>								
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>North</b>	9	15	13	11	13	14	15	14
<b>South</b>	28	30	35	36	34	37	31	28
<b>Total</b>	37	45	48	47	47	51	46	42

The recruitment of carers remains a key issue for Community Foster Care, as it does for all agencies across the country. In the year the investment in a marketing a recruitment officer has started to show dividends. The pipeline of carers in assessment is stronger than it has been in many year.

Financial performance as detailed in this report shows the Charity making a surplus of £187,338 for the year. This performance is an improvement on the budget agreed by the board pre year. The main reasons for this increase are:

- Improved income on forecast
- Some significant staff vacancies, meaning the staff bill was lower than budgeted
- Underspend in areas restricted by Lockdown e.g. mileage, training & children's activities
- The agreed budget included a contingency sum to mitigate the unpredictable nature of the fostering market. This wasn't utilised.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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During 2020/2021 the Charity continued to make use of Social Media and is continuing to develop its strategy of online recruitment. Our 'organic' following has grown over the year. However, as part of our recruitment strategy we are focusing more heavily on reaching more people who may not be aware of Community Foster Care through 'Paid for' Advertising on Facebook and Google Adwords.

<b>Approximate growth of social media presence</b>		
	<b>Facebook likes</b>	<b>Twitter followers</b>
2013		120
2014		320
2015	150	500
2016	260	800
2018	1200	1200
2019	1347	1386
2020	1595	1515
2021	1914	1618

We have reported on page likes and followers in previous annual reports, however as our understanding and use of online marketing tools becomes more sophisticated we are focusing more on our 'reach' to people who don't organically follow us. A combination of our paid and organic posts reached an estimated 2 million people in the reporting period. As we learn more, refine our approach and launch our new branding and website we hope to see further benefit.

We have offices in Royal Wootton Bassett, Lancaster and Workington which meet the needs of our carers in these localities. A Social Worker and a Placement Support Worker operate from these offices, which is also a base for training. As we continue to adopt an 'one organisation' other key roles are based in these offices. Although these offices have not been accessed regularly over lockdown we are still committed to having office bases in the communities we work in.

Our registered office is in Gloucester. Although this office provides for of the organisations core functionality we are increasingly distributing functionality across our footprint and using technology to enable succinct working. More recently, however, these offices have been in minimal use through out lockdown but the organisation's core functionality has remained strong and robust. It is still a vital part of Community Foster Care's approach to be embedded in our community and as such there are no plans to reduce our office provision.

As lockdown lifts we are reviewing our working practices and staff working patterns. We are keen to learn from what has worked well and how we can support staff to be happier and healthier with an empowering work-life balance. Whilst also understanding the benefits of social contact and interaction with colleagues. This is a work in progress and is a priority for the Senior Leadership Team to review and explore in 21-22 year.

Community Foster Care is committed to providing a range of activities and support to our children and young people. Although numerous outings and one to one support activities were planned in both our regions during the year many have had to be cancelled or rearranged. The team has been really creative in using technology to continue to support young people during lockdown but this does mean there has been an underspend on activities in the year. To reflect this the Trustees have signed of an increased budget for children's activities in 21-22 financial year.

Unfortunately the annual Carer Award events in both regions were unable to go ahead this year. These are usually held in recognition of the work our carers undertake and to reward their commitment to the children and young people in their care. Instead the organisation has held several online social events. The trustees have also budgeted for the organisation to hold a celebration event for the whole organisation once it is safe to do so.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Community Family Care**

During 2018/19, Community Family Care successfully transferred all its work to Community Foster Care and has continued its work in the following areas:

**Family/Placement Support Work**

Support Workers support families through family support work at an 'early help' level. Main support themes are supporting with morning/evening routines, managing challenging behaviour in the home, and improving parental confidence in implementing parenting strategies.

Support Workers are also providing regular support to look after young people living in our foster families in order to support placement stability.

This has continued through out Covid-19 with most interventions being conducted digitally. However, where a face to face contact has been deemed critical to a CYPs safety and/or placement stability a risk assessment has been conducted.

**Art Journal Project**

Support Workers are currently supporting young people on a 1:1 or group basis through the Art Journal project. The sessions are either being completed at school or a confidential space within the community.

This work continued at a similar rate to 19/20, however it has slowed down whilst schools are closed.

Community Family Care continues to deliver on the three block contracts awarded in 18/19:

**1. Bradford on Avon Youth Services.**

A three year contract to deliver a youth service for Bradford on Avon and surrounding villages consisting of

Centre Based Provision  
Detached work  
1:1 work  
Participation

This continued remotely and digitally though out lockdown.

**2. Family Group Conferences – North Somerset**

Family Group Conference (FGC) service covering North Somerset. The service launched on 1st January 2019 and CFC is commissioned to provide a minimum of 24 completed FGC's per year.

FGCs are an effective tool for supporting families to problem solve for themselves. Referrals are received from Social Workers who have identified families:

- On the verge of family breakdown.
- With a Child who is at risk of becoming Looked After.
- With a Child needing a Child Protection Plan.
- With a Child in Pre-Proceedings.
- With a Child subject to Care Proceedings.

The family must be in agreement with being put forward for an FGC and must consent to a referral. A Co-ordinator is allocated to the family and arranges the FGC, which is a meeting. The meeting is split into different parts. Professionals are present for the initial information giving part, the family are then given time alone to talk and come up with a plan for addressing the issues raised by professionals in the first part of the meeting. The plan needs to be agreed by professionals and is then reviewed after 3 months.

This service was referred to favourably in the North Somerset Council's Ofsted report.

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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This service continued throughout lock down using video conferencing tools, leading the way amongst its counterparts across the South West.

This contract ends in December 2021. We are currently in discussions with the Local Authority to enact the extension clause in the contract. The contract can be extended for 24 months until December 2023.

### **Financial Review 2020-2021**

The continued programme of austerity being placed on Local Authorities is having a major impact upon the Independent Fostering Sector. The level of turnover in many of the larger foster care agencies is declining. Despite this Community Foster Care has made a healthy surplus in 2020-2021.

There was a Surplus of £187,338 in 2020/21 (7.6% of turnover).

Turnover for the year was £2,458,176 a 0.5% decrease from the previous year. Community Foster Care's principle funding source is the income from Local Authority contracts. This has increased from c.£2.34M in 2019 - 20 to c.£2.33M in 2020 - 21.

The funds available as at 31st March 2021 are £709,243 of which £0 is restricted.

It is vital that the Charity increases the number of foster carers to offer more choice to authorities when making placements and to ensure that Community Foster Care maintains its strong ethical matching of children policy, whilst increasing its turnover. The Charity would not be fulfilling its purpose, if pursuing increased turnover compromised the needs of children.

### Investment Policy

The organisation doesn't currently have reserves capital to invest for the purposes of capital gain. The Trustees' position is that if there is an excess of reserves this will be invested in the ongoing development of the organisation and its service.

The investment policy will be considered as part of the 2022-2025 organisation strategy in conjunction with the organisations reserves position.

### Reserves Policy

In March 2018, the Trustees examined the Charity's requirements for reserves in light of the main risks to the Charity. Work was undertaken in light of the reserves policy to ensure operation in adverse circumstances for six months, to play through a range of potentially negative events and how these would impact on the Charity. As a result, it has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the Charity should be sufficient to manage a close down over a six month period. These reserves are needed to meet the working capital requirements of the Charity and the Trustees are confident that at this level they would be able to continue the current activities of the Charity in the event of a significant drop in funding. Additionally, in the event that Community Foster Care ceases to operate, the additional reserves will ensure that children and young people enjoy a lengthy transition period into their new placements. This position is currently reviewed annually and was last reviewed in July 2021.

At the end of the year, the reserves available to the Charity were c.£709k which is 36.5% higher than the funds required by the reserves policy. Ordinarily the Trustees and Senior Management Team would be exploring the best ways to invest these additional funds to benefit CYP and families. However, in light of the significant uncertainty and unprecedented circumstances it is felt prudent to hold an enhanced level of reserves for at least the short term.

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**COMMUNITY FOSTER CARE**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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### **Plans for the Future Periods**

The Charity has been operating with in its strategic plan to drive the Charity forward over the last two years. Underpinned by a renewed belief in the Charity's purpose and values this strategy will guide the Charity into a period of measured growth. Over the coming three years the Charity will prioritise:

- Carer recruitment
- Developing the placement offer
- Ensuring the website, marketing and communication strategies remain live and active
- Securing block purchase contracts where available

### **Responsibilities of the Trustees**

The Trustees (who are also directors of Community Foster Care for purposes of Company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial year. 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to;

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- 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 charitable company will continue in business.

The Trustees are responsible for ensuring that adequate accounting records are maintained 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.

### **Members of the Board of Trustees**

Members of the Board of Trustees, who are Directors for the purposes of company law and Trustees for the purposes of charity law, who served during the year and up to the date of this report are set out on page 1 of this report.

In accordance with company law, as the Company's Directors, we certify that:

- So far as we are aware, there is no relevant audit information of which the Company's auditors are unaware; and
- As the Directors of the Company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the Charity's auditors are aware of this information.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Auditor**

Crowe U.K. LLP have expressed their willingness to continue in office as auditor.

This report has been prepared in accordance with the Statement of Recommended Practice; Accounting and Reporting by Charities and in accordance with the special provisions of Section 415A of the Companies Act 2006 relating to small entities.

Approved by the Board of Trustees on

and signed on its behalf by:

**Charles Wade**  
**Chair**

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**COMMUNITY FOSTER CARE**  
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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**

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**Opinion**

We have audited the financial statements of Community Foster Care (the 'Charity') for the year ended 31 March 2021 set out on pages 18 to 34. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In the opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted the 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 the report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to the audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled the other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for the opinion.

**Conclusions relating to going concern**

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

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

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

**Other information**

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and the 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.

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

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**

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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.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' report, which includes the Directors' 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.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

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

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

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

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

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for the audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report..

**Responsibilities of Trustees**

As explained more fully in the Trustee's responsibilities statement set out on pages 10-11, the Trustees (who are also the directors of the Charity 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.

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**COMMUNITY FOSTER CARE**  
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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**

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**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 Acts 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, Charities Act 2011 and Charities SORP (FRS 102).

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management and income. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence including that with the Charity Commission, reading minutes of meetings of those charged with governance and perform testing of income transactions to ensure recognition is correct.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions,

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY FOSTER CARE**

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collusion or the provision of intentional misrepresentations.

**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 its members, as a body, for the audit work, for this report, or for the opinions we have formed.

Guy Biggin (Senior statutory auditor)

for and on behalf of

**Crowe U.K. LLP**

Statutory Auditor

4th Floor  
St James House  
St James Square  
Cheltenham  
GL50 3PR  
Date:

**COMMUNITY FOSTER CARE**  
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**STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2021**

	Note	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
<b>Income from:</b>				
Donations		70	70	(10,127)
Charitable activities:				
Placement income		2,334,783	2,334,783	2,342,060
Early Intervention Services		115,371	115,371	132,840
Fundraising events		-	-	991
Investments	2	12	12	1,304
Other income	3	7,940	7,940	4,000
<b>Total income</b>		<u>2,458,176</u>	<u>2,458,176</u>	<u>2,471,068</u>
<b>Expenditure on:</b>				
Charitable activities		2,270,838	2,270,838	2,319,829
<b>Total expenditure</b>	6	<u>2,270,838</u>	<u>2,270,838</u>	<u>2,319,829</u>
<b>Net income before other recognised gains and losses</b>		187,338	187,338	151,239
<b>Net movement in funds</b>		187,338	187,338	151,239
<b>Reconciliation of funds:</b>				
Total funds brought forward		521,905	521,905	370,666
<b>Total funds carried forward</b>		<u>709,243</u>	<u>709,243</u>	<u>521,905</u>

The notes on pages 21 to 34 form part of these financial statements.

**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 03719101**

**BALANCE SHEET**  
**AS AT 31 MARCH 2021**

	Note	£	2021 £	£	2020 £
<b>Fixed assets</b>					
Tangible assets	10		20,881		25,333
Investments	11		5,000		10,000
			25,881		35,333
<b>Current assets</b>					
Debtors	12	240,562		276,503	
Cash at bank and in hand		599,283		348,251	
		839,845		624,754	
<b>Creditors:</b> amounts falling due within one year	13	(156,483)		(138,182)	
<b>Net current assets</b>			683,362		486,572
<b>Net assets</b>			709,243		521,905
<b>Charity Funds</b>	15				
Unrestricted funds	14		709,243		521,905
<b>Total funds</b>	15		709,243		521,905

The Charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on \_\_\_\_\_ and signed on their behalf, by:

**Charles Wade**  
**Chair of the Board of Directors and Trustees**

The notes on pages 21 to 34 form part of these financial statements.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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	Note	2021 £	2020 £
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	16	<b>258,940</b>	79,548
<b>Cash flows from investing activities:</b>			
Dividends and interest from investments		-	1,102
Purchase of tangible fixed assets		<b>(7,908)</b>	(25,204)
<b>Net cash used in investing activities</b>		<b>(7,908)</b>	(24,102)
<b>Change in cash and cash equivalents in the year</b>		<b>251,032</b>	55,446
Cash and cash equivalents brought forward		<b>348,251</b>	292,805
<b>Cash and cash equivalents carried forward</b>	17	<b>599,283</b>	348,251

The notes on pages 21 to 34 form part of these financial statements.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**1. Accounting policies**

Community Foster Care is registered with the Charity Commission for England and Wales (registered number 1084124). The Charity is also a company limited by guarantee (registered number 03719101). Its registered and principal office is Unit A, 76 Kingsholm Road, Gloucester, GL1 3BD.

**1.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

Community Foster Care meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**1.2 Going concern**

The Charity has cash resources and no requirement for external funding. The Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future.

The Trustees have assessed the impact of Covid-19 on the Charity's operations and have implemented measures to mitigate the risk to the Charity. The Trustees continue to monitor the impact of Covid-19 on a regular basis and they continue to believe the going concern basis of accounting appropriate in preparing the annual financial statements.

**1.3 Income**

Income from donations and fundraising are accounted for on a receipts basis unless the income will be received and its value can be measured with sufficient reliability. Those funds provided for specific purposes are taken to the relevant restricted fund.

Investment income is recognised on a receivable basis. Charitable activities and other income such as grants is accounted for when the Charity is entitled to the income, it is probable the income will be received and the amount can be quantified with reasonable accuracy.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**1. Accounting policies (continued)**

**1.4 Expenditure**

Expenditure on charitable activities comprises those costs incurred by the Charity in the delivery of its activities. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Charitable activities expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity.

Governance costs are those incurred in connection with the compliance of constitutional and statutory requirements and are included within support costs.

**1.5 Tangible fixed assets and depreciation**

All assets costing more than £1,000 are capitalised.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost over their expected useful economic lives as follows:

Office equipment	-	25% - 33% on cost
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**1.6 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment.

**1.7 Debtors**

Trade debtors, other debtors and accrued income are recognised at the settlement amount after impairments. Prepayments are valued at the amount prepaid.

**1.8 Cash at Bank and in hand**

Cash at Bank and in hand is represented by cash in hand and deposits with financial institutions.

**1.9 Creditors**

Creditors are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**1. Accounting policies (continued)**

**1.10 Financial instruments**

Community Foster Care only has financial assets and financial liabilities of a kind that qualify as basic financial instruments, these being investments, debtors, creditors and cash at bank. Basic financial instruments are initially recognised at transaction value and subsequently measured at settlement value.

**1.11 Taxation**

As a registered Charity, Community Foster Care is generally exempt from Income Tax and Capital Gains Tax so far as it relates to its main charitable objective but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

**1.12 Pensions**

The Charity operates a defined contribution pension scheme and makes regular contributions to the individual pension plans on behalf of certain staff. These are a direct charge in the Statement of Financial Activities in the year that the contributions are due.

**1.13 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**1. Accounting policies (continued)**

**1.14 Critical accounting estimates and areas of judgment**

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

**Useful economic lives of tangible fixed assets**

The annual depreciation charge for the tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates, economic utilisation and the physical condition of the assets.

See Note 11 for the carrying amount of tangible assets and Note 1.5 for the useful lives for each class of asset.

**Rebate accruals**

The Charity has arrangements with local authorities whereby rebates are awarded based on turnover exceeding certain thresholds.

The accrual for these rebates are calculated based on turnover using rebate percentages outlined within the contract.

**2. Investment income**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>	<i>Total funds 2020 £</i>
Bank interest	12	12	202
Sky Rocket income (see note 12)	-	-	1,102
	<u>12</u>	<u>12</u>	<u>1,304</u>
<i>Total 2020</i>	<u>1,304</u>	<u>1,304</u>	

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**3. Other incoming resources**

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Other income	7,940	7,940	4,000
	<u>7,940</u>	<u>7,940</u>	<u>4,000</u>
<i>Total 2020</i>	<u>4,000</u>	<u>4,000</u>	

**4. Direct costs**

	Provision of foster care £	Early Intervention Services £	Total 2021 £	Total 2020 £
Foster carers' costs	1,046,059	155,385	1,201,444	1,228,741
Insurance	11,686	-	11,686	10,597
Children's care & activities	5,817	1,747	7,564	9,962
Travel and subsistence	1,548	591	2,139	16,143
Staff training	18,754	3,292	22,046	14,658
Cleaning	1,634	-	1,634	1,296
Premises expenses	24,670	-	24,670	24,409
Printing, postage and stationery	4,743	111	4,854	6,913
Telephone	7,536	200	7,736	7,632
Legal, professional and accountancy	22,526	-	22,526	23,872
Miscellaneous	5,834	128	5,962	4,996
Subscriptions	4,046	-	4,046	4,201
Equipment maintenance	15,095	-	15,095	17,524
Recruitment	4,637	-	4,637	13,807
Advertising & promotion	28,098	-	28,098	11,325
Wages and salaries	310,815	-	310,815	315,674
National insurance	27,047	-	27,047	25,957
Pension cost	13,487	-	13,487	12,337
Depreciation	5,582	-	5,582	4,091
	<u>1,559,614</u>	<u>161,454</u>	<u>1,721,068</u>	<u>1,754,135</u>
<i>Total 2020</i>	<u>1,548,839</u>	<u>205,296</u>	<u>1,754,135</u>	

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**5. Support costs**

	Provision of foster care £	Total 2021 £	Total 2020 £
Travel and subsistence	2,596	2,596	19,600
Cleaning	1,983	1,983	1,573
Premises expenses	29,958	29,958	29,637
Printing, postage and stationery	159	159	998
Telephone	9,392	9,392	9,266
Legal, professional and accountancy	20,231	20,231	22,602
Accountancy & audit	10,226	10,226	12,703
Miscellaneous	13,633	13,633	8,217
Subscriptions	4,912	4,912	5,100
Equipment maintenance	18,326	18,326	21,275
Impairment of Joint Venture	5,000	5,000	-
Wages and salaries	377,363	377,363	383,262
National insurance	32,839	32,839	31,515
Pension cost	16,374	16,374	14,978
Depreciation	6,778	6,778	4,968
	<u>549,770</u>	<u>549,770</u>	<u>565,694</u>
<i>Total 2020</i>	<u>565,694</u>	<u>565,694</u>	

Included within support costs above are governance costs of £16,620 (2020: £14,807), which includes £10,226 (2020: £12,703) for audit and accountancy and other support costs of £6,394 (2020: £2,104).

**6. Analysis of Expenditure by expenditure type**

	Staff costs 2021 £	Depreciation 2021 £	Other costs 2021 £	Total 2021 £	Total 2020 £
Provision of foster care	777,925	12,360	1,319,099	2,109,384	2,114,533
Early Intervention Services	-	-	161,454	161,454	205,296
	<u>777,925</u>	<u>12,360</u>	<u>1,480,553</u>	<u>2,270,838</u>	<u>2,319,829</u>
<i>Total 2020</i>	<u>783,723</u>	<u>9,059</u>	<u>1,527,047</u>	<u>2,319,829</u>	

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**7. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2021 £</b>	<b>Support costs 2021 £</b>	<b>Total 2021 £</b>	<i>Total 2020 £</i>
Provision of foster care	1,559,614	544,770	2,104,384	2,114,533
Family Care Services	161,454	-	161,454	205,296
	<u>1,721,068</u>	<u>544,770</u>	<u>2,265,838</u>	<u>2,319,829</u>
Total 2021	<u>1,721,068</u>	<u>544,770</u>	<u>2,265,838</u>	<u>2,319,829</u>
<i>Total 2020</i>	<u>1,754,135</u>	<u>565,694</u>	<u>2,319,829</u>	

**8. Net expenditure**

This is stated after charging:

	<b>2021 £</b>	<i>2020 £</i>
Depreciation of tangible fixed assets:		
- owned by the charity	12,360	9,059
Auditor's remuneration - audit	6,600	6,475
Auditor's remuneration - accounts preparation	1,375	1,350
Operating lease rentals	15,676	28,997
	<u>36,011</u>	<u>65,881</u>

During the year, no Trustees received any reimbursement of expenses (2020: £NIL).

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**9. Staff costs**

Staff costs were as follows:

	<b>2021</b>	<i>2020</i>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>688,178</b>	<i>698,936</i>
Social security costs	<b>59,886</b>	<i>57,472</i>
Other pension costs	<b>29,861</b>	<i>27,315</i>
	<hr/> <b>777,925</b> <hr/>	<hr/> <i>783,723</i> <hr/>

The average number of persons employed by the Charity during the year was as follows:

	<b>2021</b>	<i>2020</i>
	<b>No.</b>	<b>No.</b>
Senior staff	<b>4</b>	<i>5</i>
Other staff members	<b>26</b>	<i>20</i>
	<hr/> <b>30</b> <hr/>	<hr/> <i>25</i> <hr/>

During the year the charity made payments to employees of £nil (*2020: £13,500*) in relation to redundancy and termination payments. No balances remained payable at the year end (*2020: £Nil*).

1 employee received remuneration between £70,000 - £80,000 in the year (*2020: 1 employee received remuneration between £70,000 - £80,000*).

The remuneration for the key management personnel amounted to £262,747 (*2020: £297,299*). Key management personnel are defined as the Chief Executive, Registered Manager in the South, Registered Manager in the North and Business Development Manager.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**10. Tangible fixed assets**

	Office equipment £
<b>Cost</b>	
At 1 April 2020	39,437
Additions	7,908
At 31 March 2021	<u>47,345</u>
<b>Depreciation</b>	
At 1 April 2020	14,104
Charge for the year	12,360
At 31 March 2021	<u>26,464</u>
<b>Net book value</b>	
At 31 March 2021	<u>20,881</u>
<i>At 31 March 2020</i>	<u><u>25,333</u></u>

**11. Fixed asset investments**

	Investments in participating interests £
<b>Cost</b>	
At 1 April 2020 and 31 March 2021	<u>10,000</u>
<b>Impairment</b>	
At 1 April 2020	-
Charge for the year	5,000
At 31 March 2021	<u>5,000</u>
<b>Net book value</b>	
At 31 March 2021	<u>5,000</u>
<i>At 31 March 2020</i>	<u><u>10,000</u></u>

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**11. Fixed asset investments (continued)**

During 2018 the Charity invested £10,000 in Sky Rocket Partnership. This is a joint venture arrangement but equity accounting has not occurred on the basis that the Charity's share of net income is immaterial. This will be reviewed annually.

During the year an impairment loss of £5,000 was recognised in the Statement of Financial Activities. This has been recognised within support costs, see note 5.

**12. Debtors**

	2021 £	2020 £
Trade debtors	210,979	247,324
Other debtors	4,334	4,334
Prepayments and accrued income	25,249	24,845
	<u>240,562</u>	<u>276,503</u>

**13. Creditors: Amounts falling due within one year**

	2021 £	2020 £
Trade creditors	53,626	43,052
Other taxation and social security	16,919	15,528
Other creditors	24,426	10,166
Accruals and deferred income	61,512	69,436
	<u>156,483</u>	<u>138,182</u>

**Deferred income**

Deferred income at 1 April 2020	3,940
Income deferred during the year	3,940
Amounts released from previous years	<u>(3,940)</u>
Deferred income at 31 March 2021	<u>3,940</u>

**COMMUNITY FOSTER CARE**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**14. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/(out) £	Balance at 31 March 2021 £
<b>Designated funds</b>					
Savings Fund	-	-	-	800	800
<b>General funds</b>					
General Fund	521,905	2,458,176	(2,270,838)	(800)	708,443
Total Unrestricted funds	521,905	2,458,176	(2,270,838)	-	709,243
Total of funds	521,905	2,458,176	(2,270,838)	-	709,243

**Statement of funds - prior year**

	<i>Balance at 1 April 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 March 2020 £</i>
<b>General funds</b>				
General Fund	370,666	2,471,068	(2,319,829)	521,905

Designated funds relates to amounts held as a savings fund for a child currently in placement.

**15. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	20,881	20,881
Fixed asset investments	5,000	5,000
Current assets	839,845	839,845
Creditors due within one year	(156,483)	(156,483)
	709,243	709,243

**COMMUNITY FOSTER CARE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**15. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior year**

	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	25,334	25,334
Fixed asset investments	10,000	10,000
Current assets	624,753	624,753
Creditors due within one year	(138,182)	(138,182)
	<u>521,905</u>	<u>521,905</u>

**16. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>2021 £</b>	<b>2020 £</b>
Net income for the year (as per Statement of Financial Activities)	<b>187,338</b>	151,239
<b>Adjustment for:</b>		
Depreciation charges	<b>12,360</b>	9,059
Dividends and interest from investments	-	(1,102)
Decrease/(increase) in debtors	<b>35,941</b>	(57,381)
Increase/(decrease) in creditors	<b>18,301</b>	(22,267)
Impairment of Joint Venture	<b>5,000</b>	-
<b>Net cash provided by operating activities</b>	<u><b>258,940</b></u>	<u>79,548</u>

**17. Analysis of cash and cash equivalents**

	<b>2021 £</b>	<b>2020 £</b>
Cash in hand	<b>599,283</b>	347,008
Notice deposits (less than 3 months)	-	1,243
<b>Total</b>	<u><b>599,283</b></u>	<u>348,251</u>

**18. Pension commitments**

The pension cost charge for the period represents contributions payable to the defined contribution scheme and amounted to £29,861 (2020: £27,315).

Contributions totalling £10,709 (2020: £4,571) was payable to the scheme at the year end and are included within creditors.

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**COMMUNITY FOSTER CARE**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**19. Operating lease commitments**

At 31 March 2021 the total of the Charity's future minimum lease payments under non-cancellable operating leases was:

	2021 £	2020 £
<b>Amounts payable:</b>		
Within 1 year	13,137	15,676
Between 1 and 5 years	23,738	36,875
Total	<u>36,875</u>	<u>52,551</u>

**20. Related party transactions**

During the year, Trustee, M Straton, was paid £5,373 (2020: £3,166) in relation to her work as Agency Decision Maker, £39 remained payable at year end (2020: £574).

During the year, Trustee, J Jansen, was paid £1,050 (2020: £nil) in relation to her work as Independent Panel Member, £nil remained payable at year end (2020: £nil).

During the year, payments totalling £925 (2020: £nil) were made to L Jones, a related party via D Whitson-Jones, the Business Development Manager, in her capacity as a contractor. £Nil (2020: £Nil) remained payable at the year end.

During 2018 the Charity invested £10,000 in Sky Rocket Partnership. This is a joint venture arrangement but equity accounting has not occurred on the basis that the Charity's share of net income is immaterial. An impairment charge of £5,000 has been recognised during 2021. This will continue to be reviewed annually.

**COMMUNITY FOSTER CARE**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**21. Comparative Statement of financial activities for the year ended 31 March 2020**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
<b>Income from:</b>			
Donations	(10,127)	-	(10,127)
Charitable activities			
Placement income	2,342,060	-	2,342,060
Youth Services Bradford-on-Avon	132,840	-	132,840
Fundraising events	991	-	991
Investments	1,304	-	1,304
Other	4,000	-	4,000
<b>Total income</b>	<b>2,471,068</b>	-	<b>2,471,068</b>
<b>Expenditure on:</b>			
Charitable activities	(2,319,829)	-	(2,319,829)
<b>Total expenditure</b>	<b>(2,319,829)</b>	-	<b>(2,319,829)</b>
Net income and net movement in funds	151,239	-	151,239
<b>Reconciliation of funds:</b>			
Total funds brought forward	370,666	-	370,666
<b>Total funds carried forward</b>	<b>370,666</b>	-	<b>521,905</b>