

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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**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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**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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**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**  
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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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**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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**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 too:

- 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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**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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**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.

Number of Children living with CFC carers										
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
North	10	13	13	17	10	20	19	18	16	13
South	34	31	35	33	31	31	24	20	27	19
Total	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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**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
North	15	13	11	13	14	15	14	15	11	9
South	30	35	36	34	37	31	28	26	25	22
Total	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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**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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**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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**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:

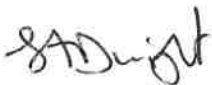
- So far as we are aware, there is no relevant audit information of which the Company's auditors are unaware; and
- As the directors of the Company, we have taken all the steps that we ought to have taken to make ourselves aware of any relevant audit information and establish that Charity's auditors 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**  
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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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**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 £	As restated 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)
<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>£</b>	<b>£</b>
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>(53,200)</b>	<b>(178,239)</b>
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	<b>1,099</b>	<b>393</b>
Purchase of tangible fixed assets	<b>(3,004)</b>	<b>(15,587)</b>
Proceeds from sale of investments	<b>4,061</b>	<b>-</b>
Impairment of investment	<b>939</b>	<b>-</b>
<b>Net cash provided by/(used in) investing activities</b>	<b>3,095</b>	<b>(15,194)</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>(50,105)</b>	<b>(193,433)</b>
Cash and cash equivalents at the beginning of the year	<b>396,400</b>	<b>589,833</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>346,295</b>	<b>396,400</b>

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>

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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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**6. Investment income**

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

**7. Other incoming resources**

	<b>Unrestricted funds 2024 £</b>	<b>Total funds 2024 £</b>
Other income	43,573	43,573
	<u>43,573</u>	<u>43,573</u>
	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Other income	13,992	13,992
	<u>13,992</u>	<u>13,992</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	352,382
Depreciation	9,525	9,525
Foster carers' costs	26,122	26,122
Insurance	14,758	14,758
Children's care and activities	18,201	18,201
Travel & Subsistence	8,386	8,386
Staff training	25,493	25,493
Printing, postage & stationery	342	342
Telephone	3	3
Legal, professional & accountancy	12,478	12,478
Miscellaneous	13,038	13,038
Subscriptions	5,255	5,255
Equipment maintenance	46,578	46,578
Recruitment	2,194	2,194
Advertising & promotion	46,564	46,564
Accountancy & Audit	10,458	10,458
	<u>591,777</u>	<u>591,777</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
	<u>669,935</u>	<u>669,935</u>

**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	<u><b>1,995</b></u>	<u>1,580</u>

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**11. Staff costs**

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

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

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

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

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).

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**13. Tangible fixed assets**

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

**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>	
At 31 March 2023	<u>5,000</u>

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**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
	<u>361,719</u>	<u>397,429</u>

**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
	<u>134,249</u>	<u>145,823</u>
	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>	<u>135</u>	<u>8,750</u>

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	<u>26,042</u>	<u>52,083</u>

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

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**18. Financial instruments**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<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.

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**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**

	Balance at 1 April 2022 £	Income £	Expenditure £	Balance at 31 March 2023 £
<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**

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

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

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**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	<b>12,340</b>
Current assets	708,015	<b>708,015</b>
Creditors due within one year	(134,249)	<b>(134,249)</b>
Creditors due in more than one year	(26,042)	<b>(26,042)</b>
<b>Total</b>	<u><u>560,064</u></u>	<u><u>560,064</u></u>

**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>	<u><u>619,784</u></u>	<u><u>619,784</u></u>



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

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

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

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

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

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash at bank and in hand	<b>396,400</b>	<b>(50,104)</b>	<b>346,296</b>
Bank overdrafts repayable on demand	-	(22)	(22)
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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**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>2023</b>
	<b>£</b>	<b>£</b>
Not later than 1 year	<b>18,980</b>	41,070
Later than 1 year and not later than 5 years	<b>8,495</b>	27,475
	<b><u>27,475</u></b>	<b><u>68,545</u></b>

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>2023</b>
	<b>£</b>	<b>£</b>
Operating lease rentals	<b><u>41,070</u></b>	<b><u>32,576</u></b>

**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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**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.

