



Directors' and Trustees' Report For the Year Ended 31 March 2023

Cornerstone UK

Room 2 – Oxford House
Sixth Avenue
Doncaster
DN9 3GG



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1 Reference and administrative information

Trustees as at 5th April 2023

- Dr Jenny Simpson (Chair)
- Nadine Parker (Vice Chair)
- Andrew Church (Treasurer, Vice Chair)
- Charles Thomson
- Hamish Baillie
- Ken de Soyza
- Gillian Horner
- Michael Horner
- Janet Lancefield

Chief Executive Officer: Joshua MacDonald

Independent Company Secretary: Sarah Murray

Registered office: Oxford House, Sixth Avenue, Doncaster, DN9 3GG

Company registered number (CRN): 05663749

Charity registered numbers: 1114213 (England) and SC050836 (Scotland)

Independent auditors: Kinnair Associates Limited (Chartered Accountants) (Aston House, Redburn Road, Newcastle upon Tyne NE5 1NB)

Bankers: Yorkshire Bank (York House, Thornaby, Stockton On Tees, TS17 9PL)

2 Message from the Chair

In recent years it could be said that the path travelled by Cornerstone has been akin to the children of Israel journeying to the promised land. This year, as an organisation we have seen the Lord lead us by day and by night. He has never left us and has been entirely faithful. Proof of His faithfulness is that we have continued to touch the lives of children through our wonderful foster carers. We have continued to provide our post-adoption service to families, and we have seen breakthrough for our individual foster families as they have sought to meet the needs of the children who have been placed with them. We have also had the enormous privilege of seeing children thrive and develop.

As the children of Israel prepared to enter the promised land, there was a change of leadership. We too have seen the baton passed from our Founder Pam Birtle to our new Chief Executive Officer, Joshua MacDonald. We thank Pam for her commitment and vision, and we want to encourage our new CEO to follow after the Lord in all matters concerned with Cornerstone.

This year has also seen Cornerstone achieve ratings of Good for both its Fostering and Post-Adoption services. This is an incredible achievement on the part of all the staff, foster carers, Fostering Panel members and particularly, our Fostering Manager. As a result, we find ourselves on the cusp of new endeavours that will allow us to further consolidate our position and also reach out to more families that share the Father's heart for children who need a foster home.

In closing, as Cornerstone enters the 'promised land' of new endeavours, we take our example from Joshua who called the children of Israel to commit themselves to the Lord and to follow Him. We are committed to following the Lord's leading in each of the organisation's endeavours. We are also committed to serving, supporting and enabling all members of the Cornerstone family to achieve their best as part of meeting the needs of children and young people.

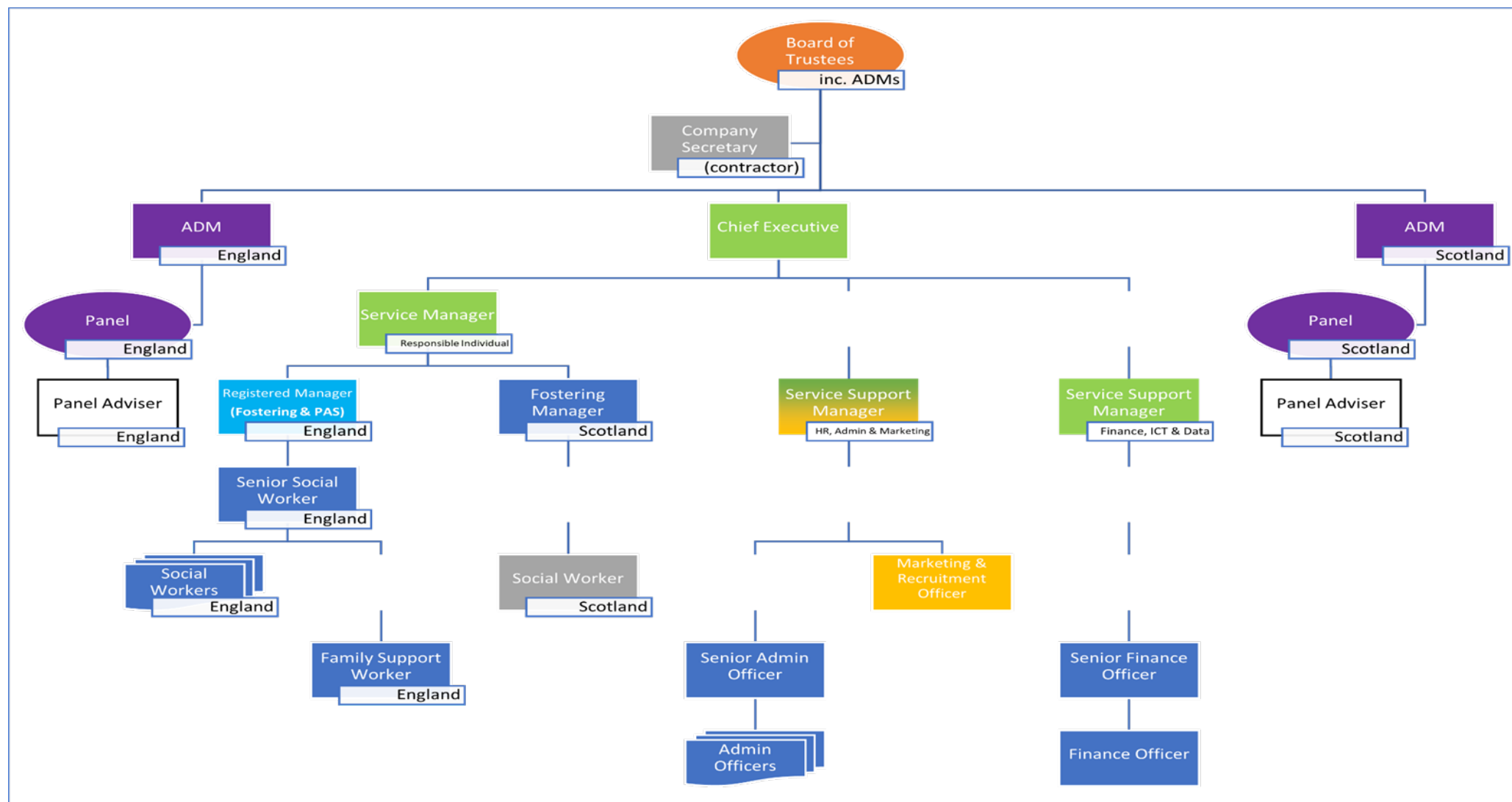
By order of the Board of Trustees



Dr Jenny Simpson
Chair of Trustees

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3 Structure and governance





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TRUSTEES' REPORT

The Trustees present their annual report together with the audited financial statements of the Charitable company for the year 1 April 2022 to 31 March 2023. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Charitable company qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Purposes and aims of the Charity and main activities undertaken in relation to those purposes

Cornerstone's overall aim is 'to improve the outcomes for children and young people in public care through the provision of a quality childcare service'. The activities of Cornerstone are carried out to further its charitable purpose for the public benefit. Cornerstone is a Christian charity. Each person within the organisation has an active Christian Faith, but collectively come from a diversity of cultural and ethnic backgrounds, which Cornerstone respects and promotes.

When reviewing the aims and objectives of the charity, and in exercising their powers and duties and planning future activities, the Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Commission including the guidance 'Public benefit: running a charity (PB2)'.

Strategies for achieving objectives

Cornerstone specialises in providing high quality permanent substitute homes to children and young people in public care. The provision of permanent 'forever families' is achieved both through fostering and adoption. The children and young people are fully accepted into Cornerstone families and, whether fostered or adopted, they are cared for beyond the age of eighteen if this is their wish. Children placed through Cornerstone are often older children for whom the Local Authorities have been unable to find an adoptive family, sibling groups or children with special needs. We also offer a range of short-term placements. The Fostering Statement of Purpose (SOP) was updated in 2022 to reflect changes in the scope and range of the service.

Criteria used to assess success in the reporting period

The primary criterion used to assess success in the reporting period was the number of children that the charity has successfully placed with foster families. The charity measures twenty-four other supportive, secondary key performance indicators (KPIs).



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TRUSTEES' REPORT

Constitution

The charity is constituted as a company limited by guarantee and is governed by its memorandum and articles of association. Trading as Cornerstone, the company was launched as an independent agency on 1 April 2006.

The Charitable company also conducts its activities under the name Foundations Matter in Scotland.

Structure

Additional explanatory notes on our Organisational Chart:

- Oval represents a group/board
- Green represents Senior Management Team (SMT)
- Grey represents contractor/non-employee
- Purple represents outside staffing structure
- Yellow represents vacant post
- Light blue represents multiple services

Our team has evolved and will continue to evolve. The current shape displayed here accommodates our fledgling staff team and provisional service in Scotland, and provides for a seven-band approach to staff salaries and career progression from Admin Officers/Finance Officer (1) up to Chief Executive (7) that we have developed this year. Our Senior SMT has been streamlined from 5 down to 4 members, with 2 Business Divisions (Service, and Service Support) and 5 Business Departments:

- Fostering (England)
- Post-Adoption Support England
- Fostering (Scotland)
- Service Support (HR, Admin & Marketing)
- Service Support (Finance, ICT & Data)

Governance

Our Trustees lead on governance and, as Directors of the charity, retain ultimate accountability over the affairs of the charity. Below them we have developed four new groups or committees that take delegated responsibility for day-to-day decision-making:

- Risk and Governance Committee
- Remuneration Committee
- Grants Committee
- Senior Management Team (SMT)



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Related parties – payments to Trustees

It is a legal requirement for Cornerstone to employ an Agency Decision Maker (ADM). The ADM makes decisions on the approval and registration of foster carers, based on the agency panel's recommendations. This is a specialist function requiring a qualified social worker, and the role is paid by the hour. Payment is not for the Trustee role as such. Two of our Board members, Jen Frampton and Jenny Simpson, fulfilled this role during the reporting period.

The charity has also continued and completed the Working Practice Review carried out by Josh MacDonald that was commenced last year.

Methods of appointment of Trustees

All the directors of the company are also Trustees of the charity, and there are no other Trustees. The directors and Trustees who served during the year are set out on page 2. In accordance with the Articles of Association there is no limit on the period the Trustees are allowed to serve. At every AGM one third of the Trustees who are subject to retirement by rotation, shall retire from office, and being eligible, can offer themselves for re-election.

The appointment of new Trustees requires the unanimous approval of all existing trustees and receipt of DBS and reference checks.

Policies adopted for the induction and training of Trustees

All new Trustees are informed of their duties and responsibilities in the Charity's 'Information for Trustees' brochure. Practical training is provided as appropriate.

4 Activities and achievements

Trustees

During the past twelve months Trustees have met quarterly in a formal manner as a full Board, and have also adopted additional interim 'catch-up' meetings in-between formal Board meetings to increase the level of support to and oversight of the CEO and staff team.

Hazael Hornsby, Jeremy Craxford, Joshua MacDonald, Laura MacDonald and Jen Frampton resigned from the Board during the reporting period. Andrew Church and Hamish Baillie joined the Board.

The Board of Trustees agreed a Development Plan that includes for future recruitment based on a skills analysis.



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TRUSTEES' REPORT

Employees

During the past twelve months we have seen a number of staff members leave the Cornerstone team (including Founder and CEO Pam Birtle), with a number of individuals joining the team in their place including (one of which was new CEO Joshua MacDonald). Substantial future recruitment is planned.

Foundations Matter

Registration with the Care Inspectorate in Scotland as a fostering agency (contained within Cornerstone UK) remained pending, but is expected following the conclusion of legal proceedings (see below). Prospective foster carers, staff and panel members have been identified and many have been formally and safely recruited, with a view to us launching as quickly as possible following approval of our application.

Ofsted

Our Post-Adoption Support Service was inspected by Ofsted between 31st January and 2nd February (inclusive), achieving a 'Good' rating. The full report is available on our website.

Our Fostering Service was inspected by Ofsted between 13th and 17th March 2023 (inclusive), achieving a 'Good' rating. The full report is available on our website.

These inspections and their subsequent reports confirm not only that we are providing a 'good' level of service, but also make clear our compliance with legislation such as the Equality Act 2010 and the Human Rights Act 1998.

Fostering

In the last year, we:

- have received expressions of interest from 67 potential foster households;
- have completed the assessment of 1 foster household;
- began assessing 3 foster households;
- approved 1 foster household;
- completed the annual review for 15 foster households;
- delivered a significant number of training sessions, feedback on which has been positive;
- have seen 8 foster carers resign:
 - two adopted the children in their care;
 - two resigned to move back to Brazil;
 - four resigned because of the negative impact fostering was having on their birth children;
- received approximately 40 local authority placement referrals per day;
- made 15 new placements;
- ended 8 placements;
- ran one annual holiday and regular family days in multiple locations.

Our fostering panel met six times within this reporting period.



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Post-Adoption Support

At the end of the reporting period, we were formally supporting one adoptive family, and informally supporting a number of other families who have now adopted children following a period of serving as foster carers with Cornerstone.

Principal risks and uncertainties

The Charity Trustees have considered the major risks to which the Charity is exposed and have satisfied themselves that systems or procedures have been established and updated to manage those risks. We ensure that policies and procedures are reviewed regularly and updated as necessary.

The principal risks and uncertainties for the charity are:

- litigation stemming from suspected non-compliance with equalities or human rights legislation;
- income deficit and resultant cashflow challenges;
- inability to recruit the right employees, and in sufficient number.

The strategies for managing those risks are...

- ensuring policies and codes of practice are compliant;
- pro-active recruitment of foster carers, combined with an effective and energetic marketing strategy;
- pro-active recruitment of high-quality employees, combined with an effective retention strategy.

5 Financial report

The charity's principal funding comes from charges made to local authorities in carrying out the charitable activities.

In overall terms the accounts show an actual deficit of £80k against a budgeted deficit of £200k. This was due to a number of contributory factors:

- Income from fostering and adoption services was higher than anticipated due, primarily, to placements lasting longer than forecast.
- Staff costs were lower than anticipated. This was a result of staff leaving and the lead time in finding suitable replacements.
- Office costs and external fees were lower than budget. However, travel costs were higher than budget in part due to distances between the location of staff and the situation of placements.
- 'Other costs' were higher than budget due to the unforeseen write off of irrecoverable fees.

This performance is very positive when set against the backdrop of changes in key personnel and ongoing legal proceedings.



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TRUSTEES' REPORT

A significant amount of work has been satisfactorily undertaken in bringing the month-on-month debtors' figure down to a level which can be reasonably be expected. Furthermore, relations with Local Authorities have improved resulting in a much quicker turnaround of invoice payment and the more prompt resolution of queries.

Looking forward to 2023/24, the position is a very positive one and we anticipate a month-on-month break-even situation by March/April 2024. Having seen the conclusion of legal proceedings we now are in a strong position in terms of our application to the Scottish Care Inspectorate.. Furthermore, our continued promotional activities in England and Scotland should provide additional fostering families enabling us to expand our activities.

The Jubilee Fund continues to operate. The current balance of £15.5k compares with £18.5k at the end of 2021/22. Three grants were made totalling £8.7k and we look forward to receiving positive progress reports.

Additional staffing in the Finance Department has enabled resources to be channelled into updating key regulatory documentation including finance procedures and risk management documentation which will have a positive impact across the organisation.

Reserves policy

The policy of Cornerstone is to hold sufficient reserves to operate for three months expenditure assuming no further income comes in.

At the year end, the charity held total reserves of £274,813 of which free reserves (after adjusting for non liquid funds and funds held in designated and restricted reserves) amounted to £123,479. This would equate to approximately 1.4 months' activity. The Trustees are satisfied that the three months reserves position can be recovered.

Included within the charity's designated reserves is a future losses reserve which was set up by the charity last year to reflect forecast future losses so that a fair view of the funds held by the charity and their future use could be made. Transfers are made from this fund to the unrestricted general fund to reflect losses made in the year over the period predicted by the forecast. The Trustees anticipate that the remaining balance on this reserve will be utilised within the 2023/24 year.

6 Future plans

Cornerstone's over-arching charitable objective remains unchanged and is as follows:

'The Charity's objects are to provide a high quality adoption and fostering child care service according to Christian principles to alleviate the needs of children and young people who are or may be temporarily or permanently separate from their families and to promote the relief and care of children without families or parents able to care for them by the provision of substitute families able to meet their needs with the aim of improving the conditions of life and future of such children and young people.'



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In addition to this core objective, at their meeting on 21st April 2023 Trustees approved a medium-term Strategic Business Plan to commence April 2023 and conclude March 2026. It contained the following nine key objectives for the forthcoming three-year period:

1. Approve foster carers
2. Place children into foster care in England and Scotland
3. Become an adoption agency in England and Scotland
4. Maintain our common-interest community ('the Cornerstone family')
5. Develop and support foster carers & adoptive parents
6. Raise funds
7. Make grants
8. Recruit, develop and retain employees
9. Recruit, develop and retain Trustees and panel members

Further to these aims, the Strategic Business Plan commits Cornerstone to a more detailed set of twenty-five targets to be measured through a system of Key Performance Indicators (KPIs).

Key to making good on the nine key objectives above is delivery of our marketing strategy. This can be summarised practically as follows:

1. Digital
 - a. Pay for regular targeted Facebook and Instagram adverts
 - b. Write and publish regular website blog posts
 - c. Write and publish regular email newsletters
2. In-person
 - a. Write and publish regular paper newsletters
 - b. Provide an information stand at small, medium and large Christian events.
 - c. Speak at partner churches and other venues/events
3. Strategic partnerships with similar Christian charities and organisations
4. In-house administration and management
 - a. Build an improved enquiry tracker database
 - b. Build a newsletter distribution list
 - c. Build a database of official members
 - d. Build a team of ambassadors
 - e. Build a database of partner churches

Statement of Trustees' responsibilities

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



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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 its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the Charitable company 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 Charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors


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

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

Auditors

The auditors, Kinnair Associates Limited, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 7th July 2023 and signed on their behalf by:

DocuSigned by:

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Dr Jenny Simpson

(Chair of Trustees)

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
(A Company Limited by Guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CORNERSTONE (NORTH EAST) ADOPTION
AND FOSTERING SERVICE**

Opinion

We have audited the financial statements of Cornerstone (North East) Adoption and Fostering Service (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 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 Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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.

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
(A Company Limited by Guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CORNERSTONE (NORTH EAST) ADOPTION
AND FOSTERING SERVICE (CONTINUED)**

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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- sufficient and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE (CONTINUED)

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

- the engagement partner ensured that the engagement team had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the Charity through discussions with trustees and other management, and from our commercial knowledge and experience of the sector;
- we focussed on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Charity, including the Companies Act 2006, the Charities Act 2011 and Charity Commission regulation, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006, Fostering National Minimum Standards and the requirements of Ofsted under which the Charity is regulated.
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- we ensured that the identified laws and regulations are communicated within the audit team regularly and the team remain alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud and their knowledge of actual, suspected and alleged fraud;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:-

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the notes to the financial statements are indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included: -

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims;
- reviewing correspondence with HMRC, relevant regulators including Ofsted and legal advisors.

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
(A Company Limited by Guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CORNERSTONE (NORTH EAST) ADOPTION
AND FOSTERING SERVICE (CONTINUED)**

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This 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 or misrepresentation.

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. 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 Part 4 of the Charities (Accounts and Reports) Regulations 2008 and regulation 10 of the Charities Accounts (Scotland) Regulations 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.

DocuSigned by:

91D015DD4D1845B...
Kinnair Associates Limited
Chartered Accountants
Statutory Auditors
Aston House
Redburn Road
Newcastle Upon Tyne
NE51NB
Date: 09-Jul-2023

Kinnair Associates Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
(A Company Limited by Guarantee)

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

	Note	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	3	8,245	5,703	13,948	9,273
Charitable activities	4	-	962,235	962,235	894,908
Investments	5	-	121	121	592
Total income		8,245	968,059	976,304	904,773
Expenditure on:					
Raising funds	6	-	18,720	18,720	-
Charitable activities	8	-	1,038,252	1,038,252	914,607
Total expenditure		-	1,056,972	1,056,972	914,607
Net movement in funds		8,245	(88,913)	(80,668)	(9,834)
Reconciliation of funds:					
Total funds brought forward		-	355,481	355,481	365,315
Net movement in funds		8,245	(88,913)	(80,668)	(9,834)
Total funds carried forward	17	8,245	266,568	274,813	355,481

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

The notes on pages 21 to 35 form part of these financial statements.

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
(A Company Limited by Guarantee)
REGISTERED NUMBER: 05663749

BALANCE SHEET
AS AT 31 MARCH 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	13	3,216	2,359
		3,216	2,359
Current assets			
Debtors	14	121,180	148,299
Cash at bank and in hand		190,371	243,190
		311,551	391,489
Creditors: amounts falling due within one year	15	(39,954)	(38,367)
Net current assets		271,597	353,122
Total assets less current liabilities		274,813	355,481
Total net assets		274,813	355,481
Charity funds			
Restricted funds	16	8,245	-
Unrestricted funds	16	266,568	355,481
Total funds		274,813	355,481

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 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005.


CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
(A Company Limited by Guarantee)
REGISTERED NUMBER: 05663749

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2023

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 07 July 2023 and signed on their behalf by:

DocuSigned by:

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Dr Jenny Simpson
Chair of Trustees

The notes on pages 21 to 35 form part of these financial statements.

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	Note	2023 £	2022 £
Cash flows from operating activities			
Net cash used in operating activities		(52,819)	22,318
		<hr/>	<hr/>
Change in cash and cash equivalents in the year		(52,819)	22,318
Cash and cash equivalents at the beginning of the year		243,190	220,872
		<hr/>	<hr/>
Cash and cash equivalents at the end of the year		190,371	243,190
		<hr/> <hr/>	<hr/> <hr/>

The notes on pages 21 to 35 form part of these financial statements

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
(A Company Limited by Guarantee)

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

1. General information

Cornerstone (North East) Adoption and Fostering Service is a charitable company limited by guarantee, registered in England and Wales. The registered office is Room 2, Oxford House, Sixth Avenue, Auckley, Doncaster, DN9 3GG.

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.

Cornerstone (North East) Adoption and Fostering Service 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.

Cornerstone (North East) Adoption and Fostering Service is a company limited by guarantee, registered in England and does not have a share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

2.2 Going concern

The Trustees consider that Cornerstone has sufficient resources to continue for the foreseeable future. Free reserves currently stand at £123,479 following a better than forecast deficit in the 2022/23 year. It is anticipated that growth in staff numbers and expansion into Scotland will bring about a further deficit in 2023/24, for which we have budgeted. We can afford to make a such a deficit. The additional uncertainties identified in last year's financial statements have lessened (around the need for the charitable company to increase its client base or to find alternative sources of income within the next 12 months). The charity has put into operation its strategy of increasing the size of the finance team so that amongst other things arrears from local authority debtors are collected on a timely basis. The charity continues to put in place other strands of its strategy for bringing the charity back into surplus in subsequent year's:

- Continued pursuit of grant funding from charitable organisations in Scotland to support our development north of the Border;
- An enhanced marketing team.

Therefore the Trustees are happy to adopt the going concern basis of accounting in preparing the accounts.

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
(A Company Limited by Guarantee)

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

2. Accounting policies (continued)

2.3 Tangible fixed assets and depreciation

Fixed assets costing more than £1,000 are capitalised. Tangible fixed assets are stated at cost less depreciation. Depreciation is calculated at the following annual rate which it is estimated will write off the original cost of the assets over their expected effective lives:

Computer and Other Equipment - over 3 years.

2.4 Income

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

Voluntary income is received by way of donations and gifts and is included in the Statement of Financial Activities when receivable.

Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant. 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.

The charitable company receives payroll services free of charge. A reasonable estimate of actual cost is included in the accounts as donations income and under professional fees.

Investment income is included when receivable.

2.5 Resources expended

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.

Included within support costs are governance costs which represent those costs incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

All expenditure is inclusive of irrecoverable VAT.

2.6 Debtors

Local authority 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.

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
(A Company Limited by Guarantee)

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

2. Accounting policies (continued)

2.7 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.

2.8 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 Charitable company 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.

2.9 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.

2.10 Unrestricted funds

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

2.11 Designated funds

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

2.12 Restricted funds

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs.

2.13 Pension costs

The charity makes employers' contributions to a defined contributions scheme. The cost of the contributions is charged to the Statement of Financial Activities in the period to which they relate.

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
(A Company Limited by Guarantee)

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

3. Income from donations and legacies

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Donations			
Donations - trusts, churches, individuals and donated services	8,245	3,827	12,072
Gift aid - donations including tax recoverable	-	1,876	1,876
	<u>8,245</u>	<u>5,703</u>	<u>13,948</u>

	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Donations		
Donations - trusts, churches, individuals and donated services	6,547	6,547
Gift aid - donations including tax recoverable	2,704	2,704
Other donations	22	22
	<u>9,273</u>	<u>9,273</u>

4. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Foster and respite carer fees	939,051	939,051	852,363
Post adoption fees	13,320	13,320	29,553
Other fees and income	9,864	9,864	12,992
	<u>962,235</u>	<u>962,235</u>	<u>894,908</u>

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

5. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Bank interest receivable	121	121	592

6. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Costs of raising voluntary income	5,367	5,367	-
Allocated wages costs	13,353	13,353	-
	18,720	18,720	-

7. Analysis of grants

	Grants to Individuals 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Grants to individuals made from Jubilee Fund	8,690	8,690	-

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2023 £	Total 2023 £	<i>Total 2022 £</i>
Fostering and adoption activities	1,038,252	1,038,252	914,607

9. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Grant funding of activities 2023 £	Support costs 2023 £	Total funds 2023 £
Fostering and adoption activities	652,408	8,690	377,154	1,038,252

	<i>Activities undertaken directly 2022 £</i>	<i>Support costs 2022 £</i>	<i>Total funds 2022 £</i>
Fostering and adoption activities	568,173	346,435	914,608

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

9. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2023 £	<i>Total funds 2022 £</i>
Staff costs	133,709	98,977
Depreciation	2,197	1,551
Foster carer charges	423,233	414,737
Respite care	9,533	6,416
Therapy and Supportive Events	10,560	13,573
Foster care training	3,388	3,890
Other Costs	10,611	3,579
Contracted Social Work	10,029	5,432
Contract and other fees	49,148	20,018
	652,408	568,173

Analysis of support costs

	Total funds 2023 £	<i>Total funds 2022 £</i>
Staff costs	277,701	259,428
Insurance	7,243	6,130
Office costs	2,311	2,201
Staff training	3,011	1,637
Property costs	10,436	17,543
IT and phone	16,777	18,341
Travel and subsistence	21,953	23,767
Other costs	14,000	8,570
Governance	12,912	5,946
Legal and professional fees	10,810	2,872
	377,154	346,435

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
(A Company Limited by Guarantee)

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

10. Auditors' remuneration

The auditors' remuneration amounts to an auditor fee of £5,800 (2022 - £3,800), and accountants preparation fees of £1,200 (2022 - £760).

11. Staff costs

	2023	2022
	£	£
Wages and salaries	368,336	312,712
Social security costs	30,384	22,889
Contribution to defined contribution pension schemes	26,043	22,804
	424,763	358,405

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

	2023	2022
	No.	No.
Charitable activities	5	9
Finance and administration	8	5
	13	14

The average headcount expressed as full-time equivalents was: 10 (2021: 9).

No employee received remuneration amounting to more than £60,000 in either year.

Key management personnel comprise the Trustees and five (2022: three) senior employees of the charitable company. The Trustees are not remunerated. The remuneration of the other senior employees within key management amounts to £186,441 (2022: £128,198). This figure includes employers National Insurance and Employers Pension contributions.

12. Trustees' remuneration and expenses

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

During the year, one Trustee was paid for services in respect of provision of a working practice review for the charitable company in the total sum of £2,220.

During the year ended 31 March 2023, expenses totalling £555 were reimbursed or paid directly to 5 Trustees (2022 - £599 to 2 Trustees). These are for travel and subsistence expenses. Trustee meetings costs of £321 were also incurred.

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

13. Tangible fixed assets

	Computer equipment £
Cost	
At 1 April 2022	9,418
Additions	3,054
At 31 March 2023	<u>12,472</u>
Depreciation	
At 1 April 2022	7,059
Charge for the year	2,197
At 31 March 2023	<u>9,256</u>
Net book value	
At 31 March 2023	<u><u>3,216</u></u>
<i>At 31 March 2022</i>	<u><u>2,359</u></u>

14. Debtors

	2023 £	2022 £
Due within one year		
Trade debtors	98,499	130,424
Other debtors	2,911	2,220
Prepayments and accrued income	19,770	15,655
	<u><u>121,180</u></u>	<u><u>148,299</u></u>

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

15. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	17,505	23,234
Other taxation and social security	6,950	7,033
Other creditors	1,058	1,816
Accruals and deferred income	14,441	6,284
	<u>39,954</u>	<u>38,367</u>

16. Statement of funds

Statement of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
Unrestricted funds					
Designated funds					
Legal Fund	5,000	-	-	-	5,000
Jubilee Fund	18,528	-	(8,690)	5,703	15,541
Future losses fund	200,000	-	-	(80,668)	119,332
	<u>223,528</u>	<u>-</u>	<u>(8,690)</u>	<u>(74,965)</u>	<u>139,873</u>
General funds					
General funds	131,953	968,059	(1,048,282)	74,965	126,695
Total Unrestricted funds	<u>355,481</u>	<u>968,059</u>	<u>(1,056,972)</u>	<u>-</u>	<u>266,568</u>
Restricted funds					
Foundations Matter	-	8,245	-	-	8,245
Total of funds	<u>355,481</u>	<u>976,304</u>	<u>(1,056,972)</u>	<u>-</u>	<u>274,813</u>

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
(A Company Limited by Guarantee)

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

16. Statement of funds (continued)

Designated Funds

The Legal Fund contains monies designated by the Trustees for use in a legal matter. No monies have been expended from this fund in the year.

The Jubilee Fund represents funds set aside by the Trustees in 2021 to provide support adults formerly in the care of Cornerstone who have come of age and who have one-off financial needs. One grant totalling £750 was made during the year.

The Future losses fund represents monies put aside by the Trustees in 2022 to cover a forecast loss-making period as the charity re-organises and moves into new enterprises. In this 2022/23 year, a transfer equivalent to the net deficit in the year has been made from this fund to the general fund.

Restricted Funds

The Foundations Matter fund represents donations received towards the costs of setting up the charity's branch in Scotland.

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
(A Company Limited by Guarantee)

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

16. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2022 £</i>
Unrestricted funds					
Designated funds					
Legal Fund	5,000	-	-	-	5,000
Jubilee Fund	15,015	4,263	(750)	-	18,528
Future losses fund	-	-	-	200,000	200,000
	<u>20,015</u>	<u>4,263</u>	<u>(750)</u>	<u>200,000</u>	<u>223,528</u>
General funds					
General funds	<u>345,300</u>	<u>900,510</u>	<u>(913,857)</u>	<u>(200,000)</u>	<u>131,953</u>
Total Unrestricted funds	<u>365,315</u>	<u>904,773</u>	<u>(914,607)</u>	<u>-</u>	<u>355,481</u>
Restricted funds					
Foundations Matter	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total of funds	<u><u>365,315</u></u>	<u><u>904,773</u></u>	<u><u>(914,607)</u></u>	<u><u>-</u></u>	<u><u>355,481</u></u>

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
(A Company Limited by Guarantee)

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

17. Summary of funds

Summary of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
Designated funds	223,528	-	(8,690)	(74,965)	139,873
General funds	131,953	968,059	(1,048,282)	74,965	126,695
Restricted funds	-	8,245	-	-	8,245
	<u>355,481</u>	<u>976,304</u>	<u>(1,056,972)</u>	<u>-</u>	<u>274,813</u>

Summary of funds - prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Designated funds	20,015	4,263	(750)	200,000	223,528
General funds	345,300	900,510	(913,857)	(200,000)	131,953
	<u>365,315</u>	<u>904,773</u>	<u>(914,607)</u>	<u>-</u>	<u>355,481</u>

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	-	3,216	3,216
Current assets	8,245	303,306	311,551
Creditors due within one year	-	(39,954)	(39,954)
Total	<u>8,245</u>	<u>266,568</u>	<u>274,813</u>

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
(A Company Limited by Guarantee)

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

18. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Tangible fixed assets	2,359	2,359
Current assets	391,489	391,489
Creditors due within one year	(38,367)	(38,367)
Total	<u><u>355,481</u></u>	<u><u>355,481</u></u>

19. Pension commitments

The charity operated a defined contribution pension scheme. The pension cost charge of £26,043 (2022: £22,804) represents contributions payable by the charity to a pension fund for the year.

20. Related party transactions

The charity has transacted with one related party, PACT North East, which is related through Cornerstone's previous CEO. Cornerstone has made sales of £7,328 (2022: £12,952) in the year to PACT North East and £nil (2022: £1,976) was outstanding from that charity at the year end.

The charity purchased £2,220 of services from a Trustee (2022: £3,199 from 3 Trustees), further details of which are provided in note 12. There are no amounts outstanding at the year end.

Grant payments of £3,995 and £1,000 (2022: £nil) have been made out of the charity's Jubilee Fund to dependents of Trustees and Senior management during the year. No amounts are outstanding at the year end.

Ex-gratia gifts totalling £600 have been made to three related parties comprising Trustees / senior employees in the year.

21. Ex Gratia payments

In addition to the payments to departing Trustees and senior employees noted above, payments for gifts totalling £200 were made to four departing members of staff. These payments are in addition to contributions towards parting gifts that have been made directly by Trustees, staff, carers and friends of Cornerstone from their own funds. The Trustees have recognised that the year has been one of change for the charity and believe that such payments are required to recognise the considerable efforts and achievements of longstanding members of the Trustee Board and staff. To not recognise their achievements would be contrary to the ethos of the charity.

CORNERSTONE (NORTH EAST) ADOPTION AND FOSTERING SERVICE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

22. Gifts in kind

The charity has received a gift in kind from The Christian Institute in relation to a court case (now completed) whereby the Institute has paid the charity's legal fees and has agreed to indemnify the charity in respect of any further costs to be paid in respect of the litigation.