

**REGISTERED COMPANY NUMBER: 03798480 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1139773**

**Report of the Trustees and**  
**Financial Statements for the Year Ended 31 March 2024**  
**for**  
**PHOENIX COMMUNITY CARE LIMITED**

Knox Cropper LLP  
153-155 London Road  
Hemel Hempstead  
Hertfordshire  
HP3 9SQ

**PHOENIX COMMUNITY CARE LIMITED**

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for the Year Ended 31 March 2024**

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**Report of the Trustees  
for the Year Ended 31 March 2024**

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The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024. The trustees have adopted the provisions of 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).

**Report of the Trustees  
for the Year Ended 31 March 2024**

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**OBJECTIVES AND ACTIVITIES**

**Purpose**

- a) The relief of those in need, hardship, or distress especially those that are vulnerable, young people, asylum seekers and refugees by the provision of supported housing for their benefit.
- b) To advance in life and relieve the needs of young people by the operation of a foster care agency and by providing care and support for their benefit.
- c) To advance the education of the public by delivering training and education for young people (between the ages of 14-19), asylum seekers and refugees who are not in education or employment.
- d) The relief of poverty but not exclusively in Sri Lanka, Romania and Kenya by funding and providing support to orphanages, schools and to feeding programs that affect members of deprived communities; and by the provision of volunteers to further this work.

**Supported Accommodation**

We started our supported accommodation programme back in 2001. This service takes young vulnerable adults, the majority being 16yrs - 18yrs old and are refugees or asylum seekers. We provide semi-independent accommodation; help enrol them into college or training programmes and support their legal and medical needs. During their stay with us, their allocated keyworker will help them develop their independent living skills. A recognised qualification that all our service users can obtain while with us. During 2018 PCC registered with OCR (Oxford Cambridge Royal Society of Art) to be able to deliver courses in life skills, and to certificate them up to level 3. Also working with Met Police and 'You Vs You' in training courses / life skills.

This service became OFSTED registered in 2023.

We have always been in this financial year at standard occupancy with a 90% capacity for the year of our 28 possible placements. This has slowly been less from our 98% from the year before so we have started to advertise with other local authorities.

**Contact Centre**

Looked after children have need to use registered contact centres. PCC have moved offices within the current premises to facilitate such a need. The new facilities are more accessible and practical for our staff and users. We started the process of registration with the NACCC, a recognised body. Successful registration and approval enable us to facilitate the contact arrangements that Local Authorities have need for. We have started to charge for these services. They are an add on to our current foster care agency services.

**Foster Care Agency**

Our foster care agency opened in 2005. We went from 19 (+ 2 respite carers) households on April 1st 2023, to 22 households (+3 respite carers) on March 31st 2024 with 4 new families approved / 2 respite carers approved / 1 family left the agency in this period. Our occupancy is still high within the agency with 24 in placement (plus another 4 on 'Staying Put') on 31st March 2024, with 4 classed as long-term placements.

Monitoring continues to evolve to meet the needs of the service with CHARMS audits done monthly and always looking at ways of improving our monitoring.

We continue to aspire to sustainable growth at our current pace with a strong focus on the approval of a mature and diverse pool of foster carers that reflect the community that we occupy and the needs of the children we foster.

PCC also continue to pursue working in the Northeast of England but have struggled to grow since the first household joined in 2019. This is something we continue to investigate with a planned recruitment strategy for implementation during the next financial year.

**Report of the Trustees  
for the Year Ended 31 March 2024**

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**Short Term Aims**

During the next financial year, build up to 25 households that can accommodate 35 placements.

**Long Term Aims**

A long-term business goal would be to establish more of a presence in the North of England. We had target of 5 households in the next two years in last financial year but have already reached that target, we hope to add two more household within the next two years. We are promoting PCC nationally via our online presence and by attending regional promotional events, conferences, and festivals.

**Continuous Professional Development**

Foster Carers are expected to participate in a minimum amount of training and this is delivered by PCC's team. Topics this year have included safeguarding, child development, communication, education and ACEs. This is delivered regularly through Zoom across the year as well as in person training being delivered annually to the carers.

All PCC staff undertake scheduled training through the Atlas system which gives us access to specific training topics that are relevant to our roles as employees as well as to our individual roles. For example, fire safety, health and safety, safeguarding and conflict management. In relation to our social work staff as part of their ongoing registration they need to maintain a level of CPD and this year it had to include peer reflection. The social workers in staff have been undertaking regular meetings to facilitate peer reflection and this has been evidenced and submitted, along with additional CPD.

**Strategies**

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the charity commission relating to public benefit and to its supplementary public benefit guidance on grant making charity. We also seek the advice and guidance of parties we are affiliated to and registered with, such as NAFPP & Foster Talk. We are also governed by OFSTED and our practice is closely scrutinised. We have obtained recognition from Investors in People and have held onto this award for 13 years.

We employ qualified personnel to facilitate the following roles within the organisation:

- Key working
- Administration & Accounts including DBS
- Placements
- Maintenance
- Data control & IT
- Social work
- Foster care management & governance
- Training OCR and CPD
- Practice Educators / training and monitoring student social workers.

We offer student social workers 70- and 100-day placements to the University of Hertfordshire, Sussex University and Middlesex University using our service and practice educators. This is providing work experience and valuable training to those who seek to become effective and influential in the field of social work.

**Measuring**

Examining and measuring success seems improper when dealing with looked after children's lives and young people but for the purpose of this report we do the following: -

Foster Care: We monitor placement availability and referrals from local authorities by use of the CHARMS system. OFSTED carry out three-year inspections (last one was in 2022) and make recommendations of how we can improve our service.

Unaccompanied children (UAM's) - Supported Housing: We monitor the number of referrals being received as well as the ethnicity and country of origin of the service user. Our team meet monthly to review all cases and individual needs of service users. We also use CHARMS for all our record keeping. This part of our service will be now governed / inspected by OFSTED since 2023.

**Report of the Trustees  
for the Year Ended 31 March 2024**

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**Charity Income:**

We have seen a steady and stable increase in the amount of regular donations being received into PCC. Various projects here and overseas are being supported. This information is compiled into a monthly report and reviewed by the Trustees. PCC is a specialist in handling finance for special projects in Romania, Kenya and Sri Lanka and other organisations have asked us to help them in the transfer of funds to their non-UK projects. We are particularly helping our partner charity in South London who regularly contribute to Rain Edge in Kenya, to Dare to Dream in Romania and to the Tumaini Project also in Kenya. We charge no admin fees for this service. We do incur bank charges. This we will keep under review by the trustees.

**Friends of PCC:**

We occasionally have people wanting to donate to the local work we are doing with our unaccompanied asylum-seeking children. We also have individuals regularly sponsoring our work here in the UK and they are considered 'Friends of PCC'.

**Significant activities**

To run all our programmes and the following, we have 17 staff members, facilitate 8 or 9 student social worker placements, & various volunteers. We will be adding our 2nd apprentice social worker to our team.

**Phoenix Community Care** actively promotes and raises funds for the work of the following projects as well as our own projects here in the UK.

All being successful we are supporting work in:

- Rainedge International, Nakuru, Kenya.
- Paalam Project, Wattala, Sri Lanka
- Dare to Dream, Romania

**Grant making**

We collect regular donations from individuals for the work in Kenya and pass these on to the various projects.

In March 2023 we were awarded a grant worth £38,760.25 from an organisation called Beyond Sport. This was to deliver to 40 young people, mindfulness workshops, mental health self-care and NFL training. We have successfully completed this contract in March 2024.

We receive small grants for facilitating student social work placements and for helping new social work graduates complete their AYSE.

**Public benefit**

We provide services to support some of the most vulnerable people within our community. Looked after children, asylum seekers and refugees need consistent support, reliable advocacy and to have a voice. Our provision helps bring stability and make a difference to those in need. It also seeks to educate everyone to understand the complex needs that the most vulnerable have. Our services have been effective in helping to reduce homelessness, youth offending, teenage pregnancy, loneliness and improve mental health. It helps encourage a greater understanding of cultural diversity thus reducing fear and misunderstanding. We want our local community to grow peacefully, addressing the needs of those less fortunate and be a place of safety and empathy.

**Social investments**

We continue to put investment into Football United working with various charities to bring weekly training and activities for young refugees/asylum seekers. A project initially funded through Model City London.

**Volunteers**

Unfortunately, we did have any volunteers this financial year.

**Report of the Trustees  
for the Year Ended 31 March 2024**

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**STRATEGIC REPORT**

**Achievement and performance**

**Charitable activities**

**Foster Care** - Less Carers but more placements. Provided different methods of support to our carers helping them to keep children safe.

**UASC Supported Housing** - Even higher occupancy and even more training activities (using 'You Vs You and the Met Police).

**Charity** - managed to secure a substantial number of sponsors for Sure 24, Nakuru, Kenya, a project which funds children's care and educational needs. We continued our 'sponsor a child' scheme with a Norwegian charity.

**Financial review**

**Financial position**

Our overarching financial income is generated through the services we provide through our supported housing and our fostering agency as these services are paid for at time of referral. Our income this year was £2,060,211 which is a 3.63% increase on last year. Our contracts with the placing authorities are open ended as they are based on spot purchasing. Out of these funds we are endeavouring to build up a reserve large enough to cover the business activities for a further three months should any disaster occur. None of our current activities make a loss.

The charity receives various donations that are used for the projects they have been designated to. In the past year the total donations have been £156,489.

We have various policies in place explaining financial procedures and accountability. Our payroll and pension liabilities are calculated for us by JMH Partnership.

**Reserves policy**

The trustees have examined Phoenix Community Care Charity's requirements for reserves in the light of the main risks to the organisation and has determined that a reserve of three months expenditure be held.

The present level of reserve available to the Charity is £247,298 and PCC are looking to increase this over the next 12 months.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**

03798480 (England and Wales)

**Registered Charity number**

1139773

**Registered office**

The Trampery  
639 High Road  
London  
N17 8AA

**Report of the Trustees  
for the Year Ended 31 March 2024**

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**Trustees**

Ms M Burnett (resigned 24.5.23)  
J A Coates  
Mrs P A Hawkes  
G I J Hawkes  
A L Hawkes  
Mrs A Kelly  
Mrs C S Mayer

**Company Secretary**

Mrs A Kelly

**Auditors**

Knox Cropper LLP  
153-155 London Road  
Hemel Hempstead  
Hertfordshire  
HP3 9SQ

**Accountants**

The JMH Partnership Ltd  
Chartered Certified Accountants  
481 Green Lanes  
London N13 4BS

**FUNDS HELD AS CUSTODIAN FOR OTHERS**

Rainedge International, Nakuru, Kenya  
Tunaimi, Nairobi, Kenya  
Dare to Dream, Soard, Kenya  
Paalam Project, Sri Lanka

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

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

Company law requires the trustees to prepare financial statements for each financial year which 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 those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.



**Report of the Trustees  
for the Year Ended 31 March 2024**

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued**

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

**AUDITORS**

The auditors, Knox Cropper LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 10-12-2024 and signed on the board's behalf by:



Mrs P A Hawkes - Trustee

### **Opinion**

We have audited the financial statements of Phoenix Community Care Limited (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (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 UK, including the FRC'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.

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

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

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

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

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

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

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

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, 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.

**Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- The Charitable Company is required to comply with both company law and charity law and, based on our knowledge of its activities, we identified that the legal requirement to accurately account for restricted funds was of key significance.
- We gained an understanding of how the charitable company complied with its legal and regulatory framework, including the requirement to properly account for restricted funds, through discussions with management and a review of the documented policies, procedures and controls.
- The audit team, which is experienced in the audit of charities, considered the charitable company's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
- Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

There are inherent limitations in the audit procedures described above and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 Report of the Independent Auditors.

**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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Stephen Anderson (Senior Statutory Auditor)  
for and on behalf of Knox Cropper LLP  
153-155 London Road  
Hemel Hempstead  
Hertfordshire  
HP3 9SQ

Date: .....

**PHOENIX COMMUNITY CARE LIMITED**

**Statement of Financial Activities  
for the Year Ended 31 March 2024**

		Unrestricted fund £	Restricted funds £	2024 Total funds £	2023 Total funds £
	Notes				
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	6,416	190,833	197,249	207,039
<b>Charitable activities</b>	4				
Foster Care/Semi-independent Accommodation & Support		1,858,318	-	1,858,318	1,780,042
Investment income	3	3,958	-	3,958	1,005
Other income		686	-	686	-
<b>Total</b>		<b>1,869,378</b>	<b>190,833</b>	<b>2,060,211</b>	<b>1,988,086</b>
<b>EXPENDITURE ON</b>					
Raising funds	5	216	-	216	700
<b>Charitable activities</b>	6				
Foster Care/Semi-independent Accommodation & Support		1,840,283	-	1,840,283	1,707,355
Other		44,206	188,278	232,484	240,937
<b>Total</b>		<b>1,884,705</b>	<b>188,278</b>	<b>2,072,983</b>	<b>1,948,992</b>
<b>NET INCOME/(EXPENDITURE)</b>		<b>(15,327)</b>	<b>2,555</b>	<b>(12,772)</b>	<b>39,094</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		251,101	8,969	260,070	220,976
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>235,774</b>	<b>11,524</b>	<b>247,298</b>	<b>260,070</b>

The notes form part of these financial statements

**Balance Sheet**  
**31 March 2024**

	Notes	Unrestricted fund £	Restricted funds £	2024 Total funds £	2023 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	12	37,232	-	37,232	35,235
<b>CURRENT ASSETS</b>					
Debtors	13	213,449	-	213,449	129,692
Cash at bank and in hand		92,170	11,524	103,694	217,882
		<u>305,619</u>	<u>11,524</u>	<u>317,143</u>	<u>347,574</u>
<b>CREDITORS</b>					
Amounts falling due within one year	14	(107,077)	-	(107,077)	(122,739)
<b>NET CURRENT ASSETS</b>		<u>198,542</u>	<u>11,524</u>	<u>210,066</u>	<u>224,835</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>235,774</u>	<u>11,524</u>	<u>247,298</u>	<u>260,070</u>
<b>NET ASSETS</b>		<u>235,774</u>	<u>11,524</u>	<u>247,298</u>	<u>260,070</u>
<b>FUNDS</b>	16				
Unrestricted funds				235,774	251,101
Restricted funds				11,524	8,969
<b>TOTAL FUNDS</b>				<u>247,298</u>	<u>260,070</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 10.12.2024 and were signed on its behalf by:

Pamlin A. Hawkes

P A Hawkes - Trustee

**PHOENIX COMMUNITY CARE LIMITED**

**Cash Flow Statement  
for the Year Ended 31 March 2024**

	Notes	2024 £	2023 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	(81,485)	58,576
Interest paid		(2,165)	-
Net cash (used in)/provided by operating activities		<u>(83,650)</u>	<u>58,576</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(21,932)	(17,315)
Sale of tangible fixed assets		8,800	1,600
Interest received		958	255
Net cash used in investing activities		<u>(12,174)</u>	<u>(15,460)</u>
<b>Cash flows from financing activities</b>			
Capital repayments in year		<u>(18,364)</u>	<u>8,292</u>
Net cash (used in)/provided by financing activities		<u>(18,364)</u>	<u>8,292</u>
<b>Change in cash and cash equivalents in the reporting period</b>		<u>(114,188)</u>	<u>51,408</u>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>217,882</u>	<u>166,474</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>103,694</u></u>	<u><u>217,882</u></u>

The notes form part of these financial statements

Notes to the Cash Flow Statement  
for the Year Ended 31 March 2024

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	2023 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(12,772)	39,094
Adjustments for:		
Depreciation charges	11,821	9,464
(Profit)/loss on disposal of fixed assets	(686)	423
Interest received	(958)	(255)
Interest paid	2,165	-
(Increase)/decrease in debtors	(83,757)	42,559
Increase/(decrease) in creditors	2,702	(32,709)
Net cash (used in)/provided by operations	<u>(81,485)</u>	<u>58,576</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.23 £	Cash flow £	At 31.3.24 £
Net cash			
Cash at bank and in hand	<u>217,882</u>	<u>(114,188)</u>	<u>103,694</u>
	<u>217,882</u>	<u>(114,188)</u>	<u>103,694</u>
Debt			
Finance leases	<u>(18,364)</u>	<u>18,364</u>	<u>-</u>
	<u>(18,364)</u>	<u>18,364</u>	<u>-</u>
Total	<u>199,518</u>	<u>(95,824)</u>	<u>103,694</u>

The notes form part of these financial statements



## 1. ACCOUNTING POLICIES

### **Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

### **Allocation and apportionment of costs**

Support costs are attributed on the basis of the cost incurred and the time spent on foster care and fundraising activities.

### **Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	- 20% on reducing balance
Fixtures and fittings	- 20% on reducing balance
Motor vehicles	- 25% on reducing balance

### **Taxation**

The charity is exempt from corporation tax on its charitable activities.

### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

### **Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**2. DONATIONS AND LEGACIES**

	2024	2023
	£	£
Donations	156,489	198,753
Gift aid	-	8,048
Grants	40,760	238
	<u>197,249</u>	<u>207,039</u>

Grants received, included in the above, are as follows:

	2024	2023
	£	£
Other grants	<u>40,760</u>	<u>238</u>

**3. INVESTMENT INCOME**

	2024	2023
	£	£
Rents received	3,000	750
Deposit account interest	958	255
	<u>3,958</u>	<u>1,005</u>

**4. INCOME FROM CHARITABLE ACTIVITIES**

		2024	2023
	Activity	£	£
Management fees	Foster Care/Semi-independent Accommodation & Support	27,000	27,000
Reimbursed income	Foster Care/Semi-independent Accommodation & Support	6,258	36,876
Foster care, service & benefit	Foster Care/Semi-independent Accommodation & Support	1,801,983	1,704,728
Training & teaching services	Foster Care/Semi-independent Accommodation & Support	23,077	11,438
		<u>1,858,318</u>	<u>1,780,042</u>

**5. RAISING FUNDS**

**Raising donations and legacies**

	2024 £	2023 £
Fund raising expenses	<u>216</u>	<u>700</u>

**6. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £	Support costs (see note 7) £	Totals £
Foster Care/Semi-independent Accommodation & Support	<u>1,430,184</u>	<u>410,099</u>	<u>1,840,283</u>

**7. SUPPORT COSTS**

	Management £	Finance £	Totals £
Foster Care/Semi-independent Accommodation & Support	<u>395,259</u>	<u>14,840</u>	<u>410,099</u>

**8. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	2024 £	2023 £
Depreciation - owned assets	<u>11,821</u>	<u>9,464</u>
Surplus/(deficit) on disposal of fixed assets	<u>(686)</u>	<u>423</u>

**9. TRUSTEES' REMUNERATION AND BENEFITS**

The following transactions took place with trustees in the year ended the 31st March 2024.

Sabbatical Post	Salary	Employers Pension	Employers NIC	Total
M Burnett	£2,637	£64	£259	£2,960
G Hawkes	£39,552	£999	£4,203	£44,754
C Mayer	£39,552	£999	£4,203	£44,754
A Hawkes	£5,000	-	-	£5,000
J Coates	£5,000	-	-	£5,000
P Hawkes	£5,000	-	-	£5,000
A Kelly	£5,000	-	-	£5,000
<b>Total</b>	<b>£101,741</b>	<b>£2,062</b>	<b>£8,665</b>	<b>£112,468</b>

**9. TRUSTEES' REMUNERATION AND BENEFITS - continued****Trustees' expenses**

Trustees' expenses were £64,658 for the year ended 31st March 2024 (2023: £30,644).

**10. STAFF COSTS**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>363,593</b>	362,751
Social security costs	<b>22,259</b>	22,005
Other pension costs	<b>6,931</b>	3,881
	<b><u>392,783</u></b>	<b><u>388,637</u></b>

The average monthly number of employees during the year was as follows:

	<b>2024</b>	<b>2023</b>
	<b></b>	<b></b>
Administration	<b>5</b>	5
Foster care	<b>12</b>	11
	<b><u>17</u></b>	<b><u>16</u></b>

No employees received emoluments in excess of £60,000.

**11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted fund £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	1,300	205,739	207,039
<b>Charitable activities</b>			
Foster Care/Semi-independent Accommodation & Support	1,780,042	-	1,780,042
Investment income	1,005	-	1,005
<b>Total</b>	<b><u>1,782,347</u></b>	<b><u>205,739</u></b>	<b><u>1,988,086</u></b>
<b>EXPENDITURE ON</b>			
Raising funds	700	-	700
<b>Charitable activities</b>			
Foster Care/Semi-independent Accommodation & Support	1,689,739	17,616	1,707,355
Other	39,936	201,001	240,937
<b>Total</b>	<b><u>1,730,375</u></b>	<b><u>218,617</u></b>	<b><u>1,948,992</u></b>
<b>NET INCOME/(EXPENDITURE)</b>	<b>51,972</b>	<b>(12,878)</b>	<b>39,094</b>

**11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

	Unrestricted fund £	Restricted funds £	Total funds £
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	199,129	21,847	220,976
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>251,101</u>	<u>8,969</u>	<u>260,070</u>

**12. TANGIBLE FIXED ASSETS**

	Plant and machinery £	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST</b>				
At 1 April 2023	12,862	30,641	85,928	129,431
Additions	1,507	699	19,726	21,932
Disposals	-	-	(30,713)	(30,713)
At 31 March 2024	<u>14,369</u>	<u>31,340</u>	<u>74,941</u>	<u>120,650</u>
<b>DEPRECIATION</b>				
At 1 April 2023	11,307	25,569	57,320	94,196
Charge for year	612	1,154	10,055	11,821
Eliminated on disposal	-	-	(22,599)	(22,599)
At 31 March 2024	<u>11,919</u>	<u>26,723</u>	<u>44,776</u>	<u>83,418</u>
<b>NET BOOK VALUE</b>				
At 31 March 2024	<u>2,450</u>	<u>4,617</u>	<u>30,165</u>	<u>37,232</u>
At 31 March 2023	<u>1,555</u>	<u>5,072</u>	<u>28,608</u>	<u>35,235</u>

**13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2024 £	2023 £
Trade debtors	173,101	94,175
Other debtors	24,013	23,880
Prepayments	16,335	11,637
	<u>213,449</u>	<u>129,692</u>

**14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2024	2023
	£	£
Hire purchase (see note 15)	-	18,364
Trade creditors	39,806	35,478
Social security and other taxes	6,611	6,640
Other creditors	54,120	57,457
Accrued expenses	6,540	4,800
	<u>107,077</u>	<u>122,739</u>

**15. LEASING AGREEMENTS**

Minimum lease payments fall due as follows:

	<b>Hire purchase contracts</b>	
	2024	2023
	£	£
Net obligations repayable:		
Within one year	-	18,364
	<u>-</u>	<u>18,364</u>
	<b>Non-cancellable operating leases</b>	
	2024	2023
	£	£
Within one year	103,903	58,651
Between one and five years	196,934	258,055
	<u>300,837</u>	<u>316,706</u>

During the year, operating lease payments totalling £312,155 were recognised as an expense.

**16. MOVEMENT IN FUNDS**

	At 1.4.23	Net movement in funds	At 31.3.24
	£	£	£
<b>Unrestricted funds</b>			
General fund	251,101	(15,327)	235,774
<b>Restricted funds</b>			
Sure 24	7,357	(1,282)	6,075
Tumaini Project	-	244	244
Bookshine	225	(225)	-
Romania	1,387	(1,387)	-
Sri Lanka	-	425	425
Beyond Sport NFL	-	4,780	4,780
	<u>8,969</u>	<u>2,555</u>	<u>11,524</u>
<b>TOTAL FUNDS</b>	<u>260,070</u>	<u>(12,772)</u>	<u>247,298</u>

16. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,869,378	(1,884,705)	(15,327)
<b>Restricted funds</b>			
Sure 24	100,354	(101,636)	(1,282)
Tumaini Project	32,919	(32,675)	244
Bookshine	1,575	(1,800)	(225)
Romania	16,800	(18,187)	(1,387)
Sri Lanka	425	-	425
Beyond Sport NFL	38,760	(33,980)	4,780
	<u>190,833</u>	<u>(188,278)</u>	<u>2,555</u>
<b>TOTAL FUNDS</b>	<u>2,060,211</u>	<u>(2,072,983)</u>	<u>(12,772)</u>

Comparatives for movement in funds

	At 1.4.22 £	Net movement in funds £	At 31.3.23 £
<b>Unrestricted funds</b>			
General fund	199,129	51,972	251,101
<b>Restricted funds</b>			
Sport for Good	261	(261)	-
Sure 24	2,418	4,939	7,357
Bookshine	100	125	225
Romania	1,713	(326)	1,387
Sport Unites	17,355	(17,355)	-
	<u>21,847</u>	<u>(12,878)</u>	<u>8,969</u>
<b>TOTAL FUNDS</b>	<u>220,976</u>	<u>39,094</u>	<u>260,070</u>

16. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,782,347	(1,730,375)	51,972
<b>Restricted funds</b>			
Sport for Good	-	(261)	(261)
Sure 24	105,209	(100,270)	4,939
Tumaini Project	14,790	(14,790)	-
Bookshine	1,475	(1,350)	125
Romania	83,900	(84,226)	(326)
Sport Unites	-	(17,355)	(17,355)
Afghanistan	365	(365)	-
	<u>205,739</u>	<u>(218,617)</u>	<u>(12,878)</u>
<b>TOTAL FUNDS</b>	<u>1,988,086</u>	<u>(1,948,992)</u>	<u>39,094</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.22 £	Net movement in funds £	At 31.3.24 £
<b>Unrestricted funds</b>			
General fund	199,129	36,645	235,774
<b>Restricted funds</b>			
Sport for Good	261	(261)	-
Sure 24	2,418	3,657	6,075
Tumaini Project	-	244	244
Bookshine	100	(100)	-
Romania	1,713	(1,713)	-
Sport Unites	17,355	(17,355)	-
Sri Lanka	-	425	425
Beyond Sport NFL	-	4,780	4,780
	<u>21,847</u>	<u>(10,323)</u>	<u>11,524</u>
<b>TOTAL FUNDS</b>	<u>220,976</u>	<u>26,322</u>	<u>247,298</u>



**16. MOVEMENT IN FUNDS - continued**

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	3,651,725	(3,615,080)	36,645
<b>Restricted funds</b>			
Sport for Good	-	(261)	(261)
Sure 24	205,563	(201,906)	3,657
Tumaini Project	47,709	(47,465)	244
Bookshine	3,050	(3,150)	(100)
Romania	100,700	(102,413)	(1,713)
Sport Unites	-	(17,355)	(17,355)
Afghanistan	365	(365)	-
Sri Lanka	425	-	425
Beyond Sport NFL	38,760	(33,980)	4,780
	<u>396,572</u>	<u>(406,895)</u>	<u>(10,323)</u>
<b>TOTAL FUNDS</b>	<u>4,048,297</u>	<u>(4,021,975)</u>	<u>26,322</u>

**Restricted funds**

The Sport Unites fund consists of grant income and its associated expenditure to be used to provide sporting activities to the charity's beneficiaries.

Other restricted funds represent monies raised which are to be donated to the nominated charities.

**17. RELATED PARTY DISCLOSURES**

Included in trade and other creditors are amounts due to/(from) the following related parties whose directors and members are also trustees of Phoenix Community Care Limited.

	2024 £	2023 £
Sunflower Properties Limited	7,621	11,226
Phoenix Community Care Management LLP	Nil	6,090
Phoenix Community Care (GRP) LLP	5,072	5,605
New Living Ministries	467	467
Sunflower Housing Limited	25,000	Nil
A & P Hawkes	75	21,910
C Mayer	Nil	144

Included in trade and other debtors are amounts due (to)/from the following related parties whose directors and members are also trustees of Phoenix Community Care Limited.

	2024 £	2023 £
A Hawkes	509	1,688
A & P Kelly	317	2,106
Phoenix Community Care Management LLP	8,347	14,084
Sunflower Properties Limited	1,930	Nil
Sunflower Housing Limited	9,000	Nil

**17. RELATED PARTY DISCLOSURES - continued**

During the period rent for properties was paid to related parties as follows:

	2024	2023
	£	£
A & P Kelly	59,805	56,965
New Living Ministries	20,000	19,200
Sunflower Properties Limited	190,792	179,008

During the period the following charges were issued by the following related parties:

	2024	2023
	£	£
Phoenix Community Care Management LLP	61,207	57,816
Phoenix Community Care (GRP) LLP	68,467	64,968
J A Coates	34,560	32,676

During the period the following charges were issued to the following related parties:

	2024	2023
	£	£
Sunflower Housing Limited	9,000	9,000
Sunflower Properties Limited	18,000	18,000
A & P Kelly	3,021	13,830
New Living Ministries	845	180
Sunflower Housing Limited	199	2,250
Sunflower Properties Limited	1,469	12,131

**18. MEMBERS LIABILITY**

The charitable company is limited by guarantee and therefore has no share capital, under the provision of the Companies Act. The liability of each member of the charitable company is limited to £1. At 31 March 2024 there were 6 members (2023 - 7).

## LETTER OF REPRESENTATION

The Board of Trustees  
Phoenix Community Care Limited  
The Trampery  
639 High Road  
London N17 8AA

Knox Cropper LLP  
Chartered Accountants  
153-155 London Road  
Hemel Hempstead  
Hertfordshire HP3 9SQ

Dear Sirs

We confirm, to the best of our knowledge and belief, and having made appropriate enquiries of other trustees and officials of the Charity, the following representations given to you in connection with your audit of the Charity's financial statements for the year ended 31<sup>st</sup> March 2024.

### **Confirmation of Responsibilities**

1. We have fulfilled our responsibilities as trustees under the Companies Act 2006 and the Charities Act 2011 ("the Act") for preparing financial statements, for the year ended 31<sup>st</sup> March 2024, which give a true and fair view in accordance with the financial reporting framework (FRS 102 and the Charity SORP).
2. We confirm that all accounting records have been made available to you for the purpose of your audit, in accordance with your terms of engagement, and that all the transactions undertaken by the charity have been properly reflected and recorded in the accounting records. All other records and related information, including minutes of all management and Trustees' meetings, have been made available to you. We have given you unrestricted access to persons within the charity in order to obtain audit evidence and have provided any additional information that you have requested for the purposes of your audit.
3. We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that:
  - so far as each Trustee is aware, there is no relevant audit information of which you as auditors are unaware; and
  - each Trustee has taken all the steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that you are aware of that information.

### **Estimates and Judgments**

4. We confirm that the methods, significant assumptions and source data used by us in making accounting estimates, and their disclosure in the financial statements, are appropriate and in compliance with the recognition, measurement and disclosure requirements of FRS 102.
5. We confirm that all known actual or possible litigation and claims, the implication of which should be considered when preparing the financial statements, have been disclosed to you and have been accounted for and disclosed in accordance with FRS102 and the Act.

**Post Balance Sheet Events and Commitments**

6. We confirm that there have been no events since the balance sheet date which necessitate revision of the figures in the financial statements, or inclusion of a note thereto, other than those matters which have already been disclosed or included in the financial statements.
7. We confirm that the charity has not contracted for any capital expenditure other than as disclosed in the financial statements.
8. We confirm that we have no plans or intentions that may materially alter the carrying value and, where relevant, the fair value measurements or classification of assets and liabilities reflected in the financial statements.

**Related Parties**

9. We confirm that we are aware of the definition of a related party as set out in FRS102 and the charity SORP.
10. We confirm that we have disclosed to you all related parties and related party transactions relevant to the charity and that we are not aware of further related party transactions other than those already disclosed in the financial statements in accordance with the requirements of FRS102 and the Act.
11. We confirm that the charity has not had, at any time during the year, an arrangement, transaction or agreement to provide credit facilities for trustees, nor to provide guarantees of any kind on behalf of the trustees, except as disclosed in the financial statements.

**Laws, Regulations and Contractual Agreements**

12. We confirm that we are not aware of any possible or actual instance of non-compliance with those laws and regulations which provide a legal framework within which the charity conducts its operations, non-compliance with which could affect the financial statements.
13. The charity has complied with all aspects of contractual and other agreements that could have a material effect on the financial statements in the event of non-compliance.

**Internal Control and Fraud**

14. We acknowledge our responsibility for the design and implementation of controls to prevent and detect fraud and we confirm that we have assessed the risk that the financial statements may be materially misstated as a result of fraud and that we have made this assessment available to you. We also confirm that, to the best of our knowledge and belief, there have been no significant deficiencies in internal control during the year.
15. We confirm that we have disclosed to you our knowledge of any actual or suspected instances of fraud involving management, employees with a significant role in internal control, and others where the fraud could have a material effect on the financial statements. We also confirm that we have disclosed to you our knowledge of any allegations of fraud or suspected fraud, affecting the financial statements, which have been communicated by employees, former employees, regulators or others.

**Going Concern**

16. We confirm that, having considered financial projections which reflect the charity's expectations and intentions for a period of at least twelve months from the date on which the financial statements are expected to be approved, in our opinion, the charity's financial statements should be prepared on the going concern basis.

**Uncorrected Misstatements**

17. We confirm that, in our opinion, the effects of any uncorrected misstatements which have been set out in the Audit Findings Report, are immaterial, both individually and in aggregate, to the financial statements as a whole.

Yours faithfully

Signed on behalf of the Board of Trustees

Date

