

**St Elizabeth's Centre**

**Annual Report and Financial  
Statements**

Year end 31 December 2023

Company Limited by Guarantee  
Registration Number  
11087989 (England and Wales)

Charity Registration Number  
1176777

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## **Contents**

### **Reports**

Reference and administrative information	1
Report of the Board of Trustees	3
Independent auditor's report	20

### **Financial statements**

Statement of financial activities	25
Balance sheet	27
Statement of cash flows	28
Principal accounting policies	29
Notes to the financial statements	33

## Reference and administrative information

<b>Board of Trustees</b>	Mr Christopher Kemball (Chairman) Sister Patricia Ainsworth Sister Josephine Anne Clemence Mr John Coleby Mr Adrian Cullen Sister Veronica Hagen Bishop Paul McAleenan Mr Robert Moore Ms Corina Sampson Mr Nicholas Seed
<b>Company Secretary</b>	Ms Sarah Seacombe
<b>Company registration number</b>	11087989
<b>Charity registration number</b>	1176777
<b>Address</b>	St Elizabeth's Centre South End Much Hadham Hertfordshire SG10 6EW
<b>Auditor</b>	Buzzacott LLP 130 Wood Street London EC2V 6DL
<b>Principal bankers</b>	CAF Bank 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4 JQ
<b>Solicitors</b>	Farrer & Co 66 Lincoln's Inn Fields London WC2A 3LH  Stanley Tee LLP 95 London Road Bishop's Stortford Hertfordshire CM23 2LU

## Reference and administrative information

### Executive Team

Chief Executive Officer	Ms Jill Rankin
Chief Operating Officer & Deputy Chief Executive	Mr Rhodri Jenkins (resigned 17 Feb 2023)
Director of Finance	Mr Mike Bibby (appointed 1 Aug 2023)
Director of Learning	Ms Teresa Glynn
Director of Wellbeing	Ms Cheryl Allum-Clarke
Director of Children's Health & Care	Ms Amaka Richard-Tella
Director of Fundraising	Mr Alastair Graham (resigned 31 Mar 2023)
Director of HR and Communications	Ms Rachele Gale

### Other Officers

Assistant Director of Domiciliary Care	Ms Jenny Green
Head Teacher	Ms Lisa Tooley
Head of IT	Ms Jane Chapman

## Report of the Board of Trustees 31 December 2023

### Introduction

The Board of Trustees ("**Trustees**") presents its report with the accounts of St Elizabeth's Centre ("**Charity**") for the year ended 31 December 2023 with comparative information provided for the year ended 31 December 2022.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and also constitutes a directors' report and strategic report for the purposes of company legislation.

The accounts are presented in accordance with the accounting policies set out on pages 29 to 32 therein and comply with the Charity's Memorandum and Articles of Association ("**Articles**"), the Companies Act 2006 and the requirements of United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). The accounts follow the principles of Accounting and Reporting by Charities Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102).

### Structure, governance and management

St Elizabeth's Centre was originally established in 1903 as one of the charitable works of the Congregation of the Daughters of the Cross of Liege (the "**Congregation**"), a Roman Catholic religious congregation, founded in 1833 in Liege, Belgium. St Elizabeth's Centre operated as part of the Congregation until 30 September 2018, when the activities and assets of St Elizabeth's Centre were transferred to a newly registered charity with the name of 'St Elizabeth's Centre'. One Trustee of the Congregation is also Trustee of the Charity.

The Charity was incorporated as a company limited by guarantee without a share capital on 29 November 2017 and registered as a charity with the Charity Commission on 22 January 2018. It is governed in accordance with the Articles.

The Articles require that the Charity has between five and fifteen Trustees. Trustees are appointed by the Archbishop of Westminster. The following Trustees were in office at 31 December 2023 and served up until the date of approval of the trustees' report, except where shown.

## Report of the Board of Trustees 31 December 2023

### Structure, governance and management (continued)

#### Trustees

Trustee	Appointed / Resigned
Mr Christopher Kemball (Chairman)	
Sister Patricia Ainsworth	
Sister Josephine Anne Clemence	
Mr John Coleby	
Mr James Conway	Resigned 28 February 2023
Mr Richard Crean	Resigned 5 March 2023
Sister Veronica Hagen	
Mr Adrian Cullen	Appointed 24 June 2024
Bishop Paul McAleenan	
Mr Robert Moore	
Ms Corina Sampson	Appointed 16 July 2024
Mr Nicholas Seed	
Reverend Father Peter Lyness	Resigned 20 July 2024

Trustees are encouraged to attend any conferences, courses and seminars which they feel are relevant to keep themselves apprised of any changes in the relevant legislation or best practice regarding the governance of the Charity. In addition, professional advice is extensively sought and relied upon by the Trustees, particularly in the areas of law, finance, accounting, property and investment.

#### Trustees' expenses

No Trustee received any remuneration from the Charity in connection with their duties as a Trustee. No Trustee had any beneficial interest in any contract with the Charity.

#### Organisation

The Board of Trustees meets six times a year. In addition, there is a Finance Audit and Risk Committee and a Health Care and Quality Committee to consider those areas of the Charity's operations in more detail, as well as separate Boards of Governors for the School and the College. The current Executive Team consists of the Chief Executive Officer, Director of Finance, Director of Learning, Director of Wellbeing, Director of Children's Health & Care and the Director of HR & Communications.

**Structure, governance and management (continued)**

***The Executive Team***

The following members of the Executive Team were in office at 31 December 2023:

Ms Jill Rankin	Chief Executive
Mr Mike Bibby	Director of Finance
Ms Teresa Glynn	Director of Learning
Ms Cheryl Allum-Clarke	Director of Wellbeing
Ms Amaka Richard-Tella	Director of Children's Health & Care
Ms Rachele Gale	Director of HR & Communications

The pay of the Executive Team is reviewed regularly and approved by the Trustees, based upon independent external recommendation. The pay of the Senior Leadership Team is benchmarked against other charities in the sector.

***Public Benefit***

Charity law requires the Trustees to include in their annual report a confirmation that they have had regard to the guidance of the Charity Commission regarding public benefit. The Trustees are also required to provide information which demonstrates how the Charity meets the guidance.

This report describes the aims and activities of the Charity which the Trustees believe contribute to the Charity meeting the criteria established by the Charity Commission for assessing public benefit. In particular, where fees are charged for services provided, these services are provided on the basis of need and the cost is largely met from public finances.

## **Aims and Activities**

### ***Aims***

The Objects of the Charity are the promotion of the Catholic religion, the advancement of education and the promotion of physical and emotional wellbeing for people of all ages who have epilepsy or other complex needs on the basis of need and regardless of their religious, cultural or ethnic background by the provision of:

- ◆ education (including cultural, social, moral and spiritual development);
- ◆ training and other activities to develop their skills, capabilities and capacity to engage in work;
- ◆ care and health support; and
- ◆ facilities for leisure time occupation in the interests of social, moral and spiritual welfare; in accordance with the teaching, rites and practices of the Catholic Church and (save for purposes incidental and ancillary to those objects) no other purposes.

### ***Activities***

Based on a 40-acre site in Hertfordshire, the Charity provides:

- ◆ Support to over 80 children, young people and adults each year;
- ◆ Highly-specialised residential accommodation, with 24 hour care, including:
  - ◇ supported living accommodation in the nearby town of Bishop's Stortford;
  - ◇ a fully accessible children's home spread over eight bungalows; and
  - ◇ on-site supported living accommodation for our College students.
- ◆ Specialist education, including:
  - ◇ a 'non-maintained special school' for children aged 5-19 ("**School**"); and
  - ◇ a 'Section 41 approved special post-16 institution' ("**College**") for young people aged 19-25, offering a 3 or 4-year programme that focuses on developing key skills.
- ◆ Health and therapeutic support including:
  - ◇ 24-hour nursing support, including epilepsy-specialist nurses, specialist learning disability nurses and paediatric nurses; and
  - ◇ access to on-site therapeutic programmes including occupational therapy, physiotherapy, speech & language therapy and emotional & behavioural support;
- ◆ Key skills development and leisure opportunities, both on and off-site, including vocational and therapeutic activities, music, crafts, sensory activities, information technology and sports.



**Aims and Activities (continued)**

Through the Charity's multi-disciplinary approach, with its academic teams, carers, health staff, therapists and managers working together towards a common goal, the Charity ensures its service users get the best possible chance to realise their full potential. The Charity provides personalised care plans that meet the needs of each individual, encompassing their education, care, health and wellbeing, and social skills, and encouraging independence so far as possible.

***Regulated Services***

During 2023, there were five regulated services on-site.

- ◆ Nursing Agency (provides nursing and therapy services into all the other regulated services on the site)
- ◆ Domiciliary Care Agency (which provides supported living to tenants in their own home)
- ◆ Children's Home
- ◆ College
- ◆ School

**Achievements and performance**

**Transitional Year**

The past year has seen St Elizabeth's go through a significant transition to an organisation that focuses on providing a residential school and college, supporting children and young people with epilepsy and other complex conditions where there is an increasing need for specialist care.

**Service Delivery**

In order to ensure the successful future of the services, the senior team have delivered the following initiatives:

- ◆ Developed a 5 year strategy focussing on key strategic enablers – our people, our estate and our financial sustainability;
- ◆ Introduced a dedicated Admissions Team focussing on our relationships with our key stakeholders (our children and young people, their families, Local Authorities and Health Services) to ensure a smooth transition into our service;
- ◆ Achieved Investors in People (IIP) accreditation status in October 2023;
- ◆ Successfully transitioned many of our staff from supporting adults in the discontinued Adult Home to working with children and young people with an intensive training and development programme;

**Achievements and performance (continued)**

**Service Delivery (continued)**

- ◆ Improved training compliance to a striking 92% as we move from a 3 year to 1 year training cycle;
- ◆ Moved our services to a more data-driven model with the introduction of both Omnicell and Person Centred Notes to manage our medication administration and to capture the rich variety of progress for our service users;
- ◆ Reduced our agency spend by 90% whilst improving staff retention, as we strive to become the employer of choice in our local area;
- ◆ Built strong partnerships with local authorities as we seek to have positive long term outcomes for all our local children and young people.

**Services**

The educational provision, which will provide the core future offering at St Elizabeth's has gone from strength to strength this year with students once again achieving nationally recognised qualifications.

Our many achievements include:

- ◆ Our College and School are rated Good by Ofsted;
- ◆ The School was crowned winner of the "Most Supportive Specialist Learning Disabilities School" at the Private Education Awards;
- ◆ Winners of the "Best Children's Home Team (South)" at the National Children and Young People Awards;
- ◆ Our Supported Living Services achieved a Good rating in our PAMMS inspection;
- ◆ Our Day Opportunities Services also achieved a Good rating in its PAMMS inspection;
- ◆ In Maths and English 100% of our learners in College made progress against their targets and in Preparation for Adulthood, 100% of our learners achieved outstanding or above expected grades;
- ◆ Successful restructure of our Day Opportunities Department and the introduction of a service development plan.

**Fundraising Success**

We once again express our deep gratitude for the generosity of our large number of supporters, including Charitable Trusts, individuals and Community Groups who support the work at St Elizabeth's.

### **Future Strategy & Structure**

St Elizabeth's recognises that our staff are our greatest asset and as part of our strategy we are committed to training and developing our staff to the highest possible standards and engaging with them so that we can collectively achieve the best outcomes for all the people we support.

Our parkland site in Much Hadham is both idyllic and tranquil. Continuing investment in the development of the site is essential in ensuring that everyone who uses our services has the opportunity to have their needs fully met and can thrive in the environment we provide.

Essential to all of this is the delivery of stable and consistent income streams to ensure we have a bright future and continue to deliver exceptional outcomes for all the children, young people and adults we support. To achieve this our admissions must be financially sustainable.

Over the next 5 years our focus will be to:

- ◆ Provide market leading education, health, care and support services that reflect our brand, values and ethos. We will continuously review our service offer to ensure that the people we support have the opportunity to "live life to the full";
- ◆ Grow our off-site community services so that we can support a greater number of adults in varying locations;
- ◆ Develop partnerships with a diverse range of organisations including regulators, parishes, communities and individuals as well as the funders of our children and young adults. Our aim is to be outward facing and play an integral part of community life in our rural setting and local towns so that our children and young adults can experience life in a wide range of settings;
- ◆ Grow the Day Opportunities Service so that it offers a range of stimulating activities with a focus on independence and skills development which may lead to work placements with local companies;
- ◆ Ensure that we have a robust operating and financial model that delivers a consistent and sustainable financial surplus;
- ◆ To expand our usage of modern business intelligence systems to underpin our robust operating model.

### ***The Environment***

The Trustees are conscious of the Charity's corporate social responsibility to protect the environment. The Charity has adopted an Environmental Sustainability Policy.

### ***Volunteers***

Over 15,000 hours of volunteering have been provided by a team of very dedicated volunteers, who support the work of the Fundraising Team and the Charity Shops, though the estimated monetary value of their time is not recognised in the financial statements in line with the Charities Statement of Recommended Practice (paragraph 6.18).

## Report of the Board of Trustees 31 December 2023

### Financial Review

	Total £'000	Charitable activities			
		Home & Day Services £'000	School & Children's Home £'000	College & Domiciliary Care £'000	Fundraising, shops & Investments £'000
School, College and Home income	12,172	711	6,976	4,485	---
Fundraising and Trading	3,281	---	---	---	3,281
Cost of raising funds	(44)	---	---	---	(44)
Fundraising and Trading	(916)	---	---	---	(916)
Charitable Activities	(17,726)	(1,172)	(10,247)	(6,307)	---
Net (expenditure) income before transfers	(3,233)	(461)	(3,271)	(1,822)	2,321

The restricted funds had a deficit of £11k in the period.

### Reserves Policy and Financial Position

The Trustees are conscious of the need to balance the requirements of the Charity's present service users and students against those in the future. This means that they have to determine the level of reserves to be carried forward to invest in future development. The Trustees consider that, given the nature of the Charity's work, the minimum level of reserves should be 3 months' annual expenditure.

The unadjusted general fund reserves of £2m (taking total reserves of £17,401k and excluding the designated fund of £15,395k and restricted funds of £103k) represent approximately 1.5 months of annual expenditure. The Trustees have adopted a new 5-year strategy with the aim of generating sustainable operating surpluses to support investment in new facilities and improved services. In this context the reserves policy will be reviewed to ensure it is consistent with the long term financial strategy.

Restricted funds are available for a range of smaller projects for which the Charity has received donations, but has not yet incurred the expenditure.

Designated reserves comprise the fixed asset fund, representing all net assets and liabilities connected to the fixed assets of the Charity.

Cash balances total £1,939k at 31 December 2023, consisting of £418k of short term deposits and £1,521k of cash at bank and in hand.

### Going concern

The Trustees believe that the Charity's financial statements should be prepared on a going concern basis on the grounds that, based on the Charity's assessment of the feasibility of future plans up to December 2028, including a revised pricing structure, current and future sources of funding or support will be sufficient and available for the Charity's needs.

**Financial Review (continued)**

**The Charity's Assets**

The acquisitions and disposals of fixed assets during the period are recorded in note 10 to the financial statements.

Since the transfer of the Congregation's assets and activities to the Charity in September 2018, the Charity's land and buildings have not been revalued.

**Fundraising**

During the year a total of £3,211k was raised from gift aid, donations, legacies, shops and fundraising activities (all unrestricted):

- ♦ Shops £1,050k;
- ♦ Events £10k;
- ♦ A donation from the Daughters of the Cross of £2m; and
- ♦ Other donations and legacies totalling £151k.

The internal Fundraising Team engages with the local community groups and corporate partners to encourage these employees to raise funds and volunteer at the centre as part of their CSR (Corporate and social responsibilities).

Applications are also made to grant-making Trusts for capital projects, specific projects, and unrestricted funding.

The Fundraising Team also runs a series of on-site events to raise funds, and supports individuals to fundraise and donate, by participating in challenge events, hosting fundraisers and raising awareness within our local communities, networking and working with the local councils. Our HR team has joined the community events.

The Charity sends a newsletter twice-yearly to supporters who have expressed an interest in our work and runs 2 fundraising raffles throughout the year. The Charity does not make use of professional fundraising agencies.

The Charity is registered with the Fundraising Regulator and is committed to adhering to the Fundraising Code of Practice.

Complaints are reported to the Fundraising Regulator in accordance with their timetable. There were no complaints in the last reporting period. The Charity has not had any adjudications and had no significant failures, ensuring compliance with these standards. Detailed policies and procedures are in place and compliance is reviewed through audit, by monitoring feedback and taking corrective action where required.

**Fundraising (continued)**

Supporters are asked whether they would like the Charity to keep in touch with them, by way of regular updates on our work and how they have helped the Charity. Recipients of both email and mail-based communications are given the option to confirm if they prefer less contact or no longer wish to receive correspondence, and these preferences are immediately updated.

The Charity does not sell or exchange lists of data with any other charities or companies. The Charity's fundraisers have been briefed to protect people in vulnerable circumstances. If they encounter someone showing signs of distress, confusion or vulnerability, the fundraisers are trained to politely end the conversation and refuse any donation offered in such circumstances. In the unlikely event of a donation being taken, the donation would be refunded.

**Promoting the success of the charity and employee engagement**

As the Trustees of St Elizabeth's, we have a legal responsibility under section 172 of the Companies Act 2006 to act in the way we consider, in good faith, would be most likely to promote the Charity's success for the benefit of all stakeholders, and to have regard to the long-term effect of our decisions on the Charity. This statement addresses the ways in which we as Trustees execute this responsibility.

***Promoting the Charity's success for its stakeholders***

St Elizabeth's became an independent charity in 2018 with a Board of Trustees and is run on a day to day basis by an Executive Team. We are proud to deliver our services which for over a century have provided care and support for children and adults of all ages with epilepsy and other complex medical conditions, the severity of which impacts their health, social, behaviour, learning and emotional development. The decisions we make as a Charity, from the ground level through to the Board of Trustees, are for their benefit.

We are a values driven organisation and strive to demonstrate the following ideals:

<b>Compassionate</b>	We care. We think of life as a gift, to be respected, celebrated and cherished.
<b>Aspirational</b>	We are ambitious for people we work with. We work with passion to ensure that they live their lives to the full, and with dignity. We set high standards and stretching goals, and support people to achieve their potential.
<b>Creative</b>	We seek out opportunities to be creative, to innovate and to have a positive impact. We embrace change.
<b>Collaborative</b>	We are collaborative, professional and inclusive. We respect, value and learn from each other. We work in partnership.
<b>Joyful</b>	We strive never to lose sight of the fun and joy in life. Our success is dependent on the collective energy and contribution of our staff. Staff who enjoy their work and enjoy being at work, are the bedrock of a high quality sustainable service.

**Promoting the success of the Charity and employee engagement (continued)**

There are wider consultation mechanisms which support us in fostering healthy relationships with stakeholders. These include:

- ◆ 6 meetings annually with the Executive Team
- ◆ Family Forum
- ◆ Residents Forum
- ◆ School Council
- ◆ College Council
- ◆ Staff Forum

We have agreed and approved a 5-year strategic plan, which emphasises the delivery of market leading services providing the required returns to reinvest in the infrastructure of the operation and property portfolio to build further success. It underlines the need to build a talented team and a respected brand that is recognisable for its purpose and quality of service delivery. We recognise that to succeed we will need to build strategic partnerships with other organisations that can help provide the infrastructure to successfully deliver this ambitious plan.

Our key stakeholders, and the ways in which we engage with them, are as follows:

<b>Our clients</b>	<p>The views of our clients are of paramount importance to us and form the basis of our work and there are forums for them in each service area.</p> <p>Additionally, we have annual surveys, monthly house meetings and weekly keynote sessions to ensure the views, wishes and aspirations of those who use our services.</p>
<b>Regulatory authorities</b>	<p>St Elizabeth's provides services to vulnerable children and consequently is a highly regulated environment. We engage proactively with Ofsted, CQC and multiple local authorities who carry out compliance visits. St Elizabeth's operates in an open and transparent manner with regulators and aspires to reach the highest possible standard across all our services.</p>

**Promoting the success of the charity and employee engagement (continued)**

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<b>Our employees</b>	<p>Below are ways we engage with our employees:</p> <ul style="list-style-type: none"><li>◆ We operate a well embedded staff consultation process, including our Staff Forum. The forum comprises elected staff representatives who meet every 2 months with the CEO and Executive Team.</li><li>◆ There are annual all-staff surveys and an annual staff conference.</li><li>◆ Collaborative staff working parties both for ad hoc issues or longer term initiatives/areas of interest, for example our Equality, Diversity and Inclusion Group and our Environmental Sustainability Group.</li><li>◆ Regular cross service Executive Team meetings, including our Operational Senior Leadership Team meetings of all our Heads of Department and our Care and Health Leadership Team meetings.</li><li>◆ Appraisal and supervision processes which are designed to support reflective two-way discussion between staff and line managers.</li><li>◆ Other opportunities for feedback from staff and effective engagement are also in place to include a "Moving On" (exit interview) process.</li><li>◆ Our People Strategy has been created following a comprehensive engagement process with staff.</li></ul>
<b>The wider community</b>	<p>The Centre is committed to working with and alongside the local community to increase awareness of St Elizabeth's and the work we do. Seven charity shops across Essex and Hertfordshire support fundraising efforts and help to spread awareness amongst our customers, supported by over 100 volunteers from the local area. St Elizabeth's is also a member of a number of Business Improvement District (BID) initiatives in towns where our shops are based.</p> <p>St Elizabeth's is a member of several Chambers of Commerce and Networking Groups, working alongside town councillors, local businesses and community groups to raise awareness and develop potential partnerships. Membership of these Networking Groups leads to significant donations, marketing opportunities and pro-bono support.</p>

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### Streamlined Energy and Carbon Reporting requirements

We detail below our reporting obligations in relation to the energy use and carbon emissions for the accounting period under review.

#### UK Greenhouse Gas Emissions and Energy Usage Data

	2023	2022
Energy Consumption used to Calculate Emissions (kWh)	4,120,204	4,336,644
Energy Consumption break down (kWh) (Optional)		
Gas	3,492,774	3,303,873
Electricity	627,379	1,032,720
Transport Fuel	51	51
	4,120,204	4,336,644
<b>Scope 1 Emissions in Metric Tonnes</b>		
CO2e Gas Consumption	689	605
Owned Transport - mini-buses, cars and vehicles	7	33
<b>Total Scope 1</b>	<b>696</b>	<b>638</b>
<b>Scope 2 Emissions in Metric Tonnes</b>		
CO2e Purchased Electricity	130	219
<b>Total Scope 2</b>	<b>130</b>	<b>219</b>
<b>Scope 3 Emissions in Metric Tonnes CO2e</b>		
Taxis to Work	10	10
Bus Services	9	9
Leased vehicles	4	45
<b>Total Scope 3</b>	<b>23</b>	<b>64</b>
<b>Total Gross Emissions in Metric Tonnes CO2e</b>	<b>849</b>	<b>921</b>
<b>Intensity Ratio</b>		
Tonnes CO2e per Resident	4	5

#### Quantification and Reporting Methodology

Where the information has been available we have taken this directly from primary records, for example, gas and electricity invoices and statements. For transport costs, we have taken information from mileage records and applied UK Government's guidance in relation to energy conversion factors. Where information and data has not been recorded in a comprehensive manner, we have made informed assumptions and judgements in relation to activity and usage. This has been applied to the information we have in relation to the use of taxis and the staff bus service.

We are actively looking at new approaches and processes which will provide further clarity to our record keeping for emissions, energy consumption and energy efficiency.

#### Intensity measurement

Our intensity measurement is based upon the average number of residents on site over the period under review.

**Streamlined Energy and Carbon Reporting requirements (continued)**

***Measures Taken to Improve Energy Efficiency***

The Charity has in place a range of operational initiatives aimed at making a positive contribution towards reducing our carbon footprint, emissions and energy consumption and at improving its energy efficiency. Such initiatives include, but are not limited to:

- ◆ The formation of an Environment and Sustainability working group to provide leadership and direction on energy related matters;
- ◆ Travel and transport – developing further the bus service provided to staff members and other uses; a continuation of the car share scheme arrangements; cycle to work initiatives; and expanding electric vehicle charging points; and
- ◆ Energy usage and renewables – replacing electric bulbs with LED equivalents when they are ready for replacement; reviewing solar panel usage, wind turbine expansion and cavity wall insulation.

Additionally, in relation to procurement for services and works, the Charity will be actively assessing suppliers and contractors in relation to waste disposal, the use of recycled materials and policies for energy efficiency and reducing their carbon footprint, emissions and energy consumption.

**Risk Management**

All major risks to which the Charity is exposed have been assessed including those relating to the specific operational aspects of the Charity, its investments and finances. The Trustees believe that by examining the operational and business risks faced by the Charity, and by monitoring reserve levels and ensuring proper systems of financial control are in place, they have established effective procedures and safeguards to mitigate all reasonably known risks.

The Charity operates a system of annual planning and budgeting. Performance is monitored against the approved budget with the use of financial and non-financial metrics and targets.

## Report of the Board of Trustees 31 December 2023

### Risk Management (continued)

Risks are identified by the Executive Team and senior managers and the likelihood and impact on the Charity is assessed. Mitigating actions are identified and kept under review. The major risks are set out below:

Risk	Mitigation
<b>Staffing – well publicised staffing crisis in the care sector.</b> <ul style="list-style-type: none"> <li>▪ Insufficient staff lead to a reduction in service quality</li> <li>▪ Insufficient staff lead to high agency and/or premium overtime costs</li> <li>▪ Insufficient staff creates a skills gap which could impact on our Regulatory status</li> <li>▪ Difficulty recruiting and/or retaining sufficient numbers of staff who are able/willing to complete the required RCCL3 qualification</li> <li>▪ Loss of key personnel impacts on cost/performance</li> <li>▪ Reduction in quality / breadth of staff training as training moves to a blended delivery model</li> </ul>	<ul style="list-style-type: none"> <li>• Development and implementation of the people strategy</li> <li>• Substantial pay awards in December 2022 and March 2023</li> <li>• Overseas recruitment drive with Visa Licence</li> <li>• Development and implementation of the retention action plan</li> <li>• Embed Investors in People action planning to support improved practice and retention</li> <li>• Increase capacity to offer additional support to RCCL3 candidates</li> <li>• Learning Management System (LMS) implemented with no reduction in quality of training offer, continuing to meet regulatory requirements</li> <li>• Devise and implement specific welcome/ induction training packages with a blended learning approach to ensure regulatory requirements are met or exceeded</li> </ul>
<b>Children's Home</b> <ul style="list-style-type: none"> <li>▪ Regulatory rating</li> <li>▪ Reputation</li> <li>▪ Staffing levels</li> <li>▪ Management expertise</li> <li>▪ Staff qualifications</li> <li>▪ Shortfalls in quality</li> </ul>	<ul style="list-style-type: none"> <li>• Robust development plan in place</li> <li>• Regular updates on progress provided to regulator</li> <li>• Increased levels of staff engagement and retention</li> <li>• Targeted recruitment campaign</li> <li>• Development programme for managers</li> <li>• 'Taught' sessions for staff completing Level 3 qualification</li> <li>• Complete all applications for individual registrations</li> <li>• Daily safety briefings in place</li> </ul>
<b>Safeguarding</b> Risk that inadequate staffing levels and reduced training lead to SAFA concerns	<ul style="list-style-type: none"> <li>• Staff paid to complete training on LMS when off duty</li> <li>• Group supervisions rolled out on key safety subjects</li> <li>• Daily safety briefings</li> </ul>
<b>Financial Stability</b> Unable to meet going concern criteria in the medium term due to economic uncertainty (high inflation) making estimates difficult on both operating and capital costs, alongside regulatory pressures/requirements which may drive higher expenditure.	<ul style="list-style-type: none"> <li>• Working with regulators to ensure services are graded at a level to allow continued, viable, operation and avoid enforced service closure</li> <li>• Seek and obtain increased fees from Local Authorities to reflect the increased costs of staffing and inflation</li> <li>• Further tighten all procurement activities and continue to seek best value for money</li> </ul>

## Report of the Board of Trustees 31 December 2023

### Statement of Trustees' responsibilities

The Trustees (who are also directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' report and 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 Charity and of the income and expenditure of the Charity for that period.

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

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

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

Each of the Trustees confirms that:

- ♦ so far as the Trustee is aware, there is no relevant audit information of which the Charity's Auditor is unaware; and
- ♦ the Trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the Charity's Auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

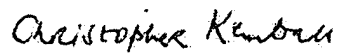
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## Report of the Board of Trustees 31 December 2023

### Thanks

We would like to record our thanks to all of our staff, volunteers and donors for their hard work and commitment for the last year. Without their dedication, St Elizabeth's Centre would not be able to offer the excellent lifestyle and opportunities it does to the adults, young people and children who are placed in its care and who are supported in day opportunities.

Signed on behalf of the Board of Trustees:



Christopher Kemball

Date of approval: 26/09/2024

**Independent auditor's report to the member of St Elizabeth's Centre**

**Opinion**

We have audited the financial statements of St Elizabeth's Centre for the year ended 31 December 2023 which comprise the statement of financial activities, the company balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. 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 company's affairs as at 31 December 2023 and of its income and expenditure for the period then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity 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 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 and financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

**Other information (continued)**

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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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 Trustees' Report, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the Trustees' Report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of 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 Trustees' responsibilities statement, the Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

**Responsibilities of Trustees (continued)**

In preparing the financial statements, the trustees are responsible for assessing the charitable parent 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 company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

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

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:

***How the audit was considered capable of detecting irregularities including fraud***

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ The engagement partner ensured that the engagement team collectively 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 key management and from our knowledge and experience of the charity sector;
- ◆ We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charity. These included but were not limited to the Companies Act 2006, the Charities Act 2011, the Charities SORP and specific Education and Care legislation relating to vulnerable individuals;
- ◆ We assessed the extent of compliance with the laws and regulations identified above through making enquiries of key management and review of minutes of Trustees' meetings.

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 key management as to where they considered there was susceptibility to fraud,
- ◆ their knowledge of actual, suspected and alleged fraud; and



**Auditor's responsibilities for the audit of the financial statements (continued)**

***How the audit was considered capable of detecting irregularities including fraud (continued)***

- ◆ 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 and reviewed journal entries to identify unusual transactions;
- ◆ Tested the authorisation of expenditure;
- ◆ Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- ◆ Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ Agreeing financial statement disclosures to underlying supporting documentation;
- ◆ Reading the minutes of meetings of Trustees;
- ◆ Reading Ofsted and CQC reports; and
- ◆ Enquiring into actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of key management and the inspection of regulatory and legal correspondence, if any.

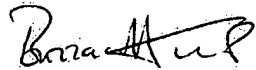
Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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 auditor's report.

## Independent auditor's report 31 December 2023

### Use of our report

This report is made solely to the Charity's member, 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 Charity's member those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the Charity's member, for our audit work, for this report, or for the opinions we have formed.



26 September 2024  
Edward Finch (Senior Statutory Auditor)  
For and on behalf of Buzzacott LLP, Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL

**Statement of financial activities 31 December 2023**

	Notes	Unrestricted funds £'000	Restricted funds £'000	Total funds 2023 £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds 2022 £'000
<b>Income and expenditure</b>							
<b>Income from:</b>							
Donations and legacies		123	28	151	87	—	87
Donation from the Congregation of the Daughters of the Cross	21	2,000	—	2,000	1,750	—	1,750
Other trading activities	1	1,060	—	1,060	1,088	—	1,088
Investment income	2	70	—	70	38	—	38
Charitable activities	3	12,172	—	12,172	12,323	—	12,323
Continuing operations		15,425	28	15,453	15,286	—	15,286
Discontinued operations	3	—	—	—	9,850	—	9,850
<b>Total income</b>		<b>15,425</b>	<b>28</b>	<b>15,453</b>	<b>25,136</b>	<b>—</b>	<b>25,136</b>
<b>Expenditure on:</b>							
Raising funds							
Costs of raising funds	4	44	—	44	103	—	103
Cost of goods sold and other costs	5	877	39	916	844	—	844
Charitable activities							
Day Services	6	1,172	—	1,172	—	—	—
School & Children's Home	6	10,247	—	10,247	8,973	8	8,981
College & Domiciliary Care	6	6,307	—	6,307	5,669	—	5,669
Continuing operations		18,647	39	18,686	15,589	8	15,597
Discontinued operations	6	—	—	—	15,728	—	15,728
<b>Total expenditure</b>		<b>18,647</b>	<b>39</b>	<b>18,686</b>	<b>31,317</b>	<b>8</b>	<b>31,325</b>
<b>Net expenditure for the period</b>		<b>(3,222)</b>	<b>(11)</b>	<b>(3,233)</b>	<b>(6,181)</b>	<b>(8)</b>	<b>(6,189)</b>
Funds at the start of the year		20,520	114	20,634	26,701	122	26,823
<b>Funds at the end of the year</b>		<b>17,298</b>	<b>103</b>	<b>17,401</b>	<b>20,520</b>	<b>114</b>	<b>20,634</b>

There were no other recognised gains or losses other than those stated above.

The notes on pages 29 to 43 form part of these financial statements.

# Statement of Financial activities 31 December 2023

## Summary of Income & Expenditure Account

	Notes	2023 £'000	2023 £'000	2022 £'000	2022 £'000
<b>Charitable activities</b>					
<b>Continuing operations</b>					
Income from Day Services	3	711		—	
Expenditure on Day Services	6	(1,172)		—	
(Deficit) on Day Services			(461)		—
Income from School and Children's Home	3	6,976		7,322	
Expenditure on School and Children's Home	6	(10,247)		(8,981)	
(Deficit) on School and Children's Home			(3,271)		(1,659)
Income from College and Domiciliary Care	3	4,485		5,001	
Expenditure on College and Domiciliary Care	6	(6,307)		(5,669)	
(Deficit) on College and Domiciliary Care			(1,822)		(668)
<b>Income from:</b>					
Donations and legacies		2,151		1,837	
Other trading activities	1	1,060		1,088	
Investment income	2	70		38	
			3,281		2,963
Expenditure on raising funds	4,5		(960)		(947)
(Deficit) on charitable activities: continuing operations			(3,233)		(311)
<b>Discontinued operations</b>					
Income from Adult Home	3	—		9,850	
Expenditure on Adult Home	6	—		(15,728)	
Deficit on Adult Home			—		(5,878)
<b>Net (expenditure) for the period</b>			<b>(3,233)</b>		<b>(6,189)</b>

# Balance sheet 31 December 2023

	Notes	2023 £'000	2022 £'000
<b>Fixed assets</b>			
Tangible assets	10	15,395	16,006
<b>Current assets</b>			
Debtors	11	1,272	2,836
Short term deposits	12	418	2,634
Cash at bank and in hand	12	1,521	1,013
		<u>3,211</u>	<u>6,483</u>
<b>Creditors: amounts falling due within one year</b>	13	(1,205)	(1,855)
<b>Net current assets</b>		<u>2,006</u>	<u>4,628</u>
<b>Net assets</b>		<u>17,401</u>	<u>20,634</u>
<b>Represented by:</b>			
<b>Funds and reserves</b>			
Unrestricted funds			
Designated funds	14	15,395	16,006
General fund		1,903	4,514
Total unrestricted funds		<u>17,298</u>	<u>20,520</u>
Restricted funds	15	103	114
		<u>17,401</u>	<u>20,634</u>

Approved by the Board of Trustees and signed on their behalf by:

*Christopher Kemball*

Trustee Christopher Kemball

Date: 26/09/2024

St Elizabeth's Centre

Company Registration Number 11087989 (England and Wales)

# **Statement of cash flows 31 December 2023**

	Notes	2023 £'000	2022 £'000
<b>Cash flows from operating activities</b>			
Net cash (used in) operating activities	A	(1,439)	(2,852)
<b>Cash flows from investing activities</b>			
Interest received		70	38
Purchase of tangible fixed assets		(339)	(621)
Movement in short term deposits		2,216	723
<b>Net cash provided by investing activities</b>		<b>1,947</b>	<b>140</b>
<b>Increase (decrease) in cash</b>	B	<b>508</b>	<b>(2,712)</b>

## **Notes to the statement of cash flows for the period to 31 December 2023**

### **A Adjustment of net expenditure before transfers to net cash inflow from operating activities**

	2023 £'000	2022 £'000
Net expenditure before transfers continuing operations		
. Continuing operations	(3,233)	(311)
. Discontinued operations	—	(5,878)
Depreciation charge	950	1,046
Impairment charge	—	2,939
Interest receivable	(70)	(38)
Decrease (increase) in debtors	1,564	(243)
(Decrease) in creditors	(650)	(367)
<b>Net cash (used in) provided by operating activities</b>	<b>(1,439)</b>	<b>(2,852)</b>

### **B Analysis of changes in net debt**

	At 1 January 2023 £'000	Cash flows £'000	At 31 December 2023 £'000
Cash at bank and in hand	1,013	508	1,521
Total	1,013	508	1,521

As at the balance sheet date St Elizabeth's Centre does not have any borrowings or lease obligations. Net debt consists therefore of the cash at bank and in hand.

## Statement of accounting policies 31 December 2023

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

### **Basis of preparation**

These financial statements have been prepared for the year ended 31 December 2023 with comparative information given in respect to the year ended to 31 December 2022.

The financial statements have been prepared under the historical cost convention with items initially recognised at cost or transaction value unless otherwise stated in the relevant accounting policy note.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) ('Charities FRS 102 SORP 2015'), the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102).

St Elizabeth's Centre is a public benefit entity as defined by FRS 102.

### **Basis of consolidation**

St Elizabeth's Centre Welfare Services Limited (incorporated on 25 October 2019), a private company limited by guarantee and not having share capital, is under the control of St Elizabeth's Centre as its wholly owned subsidiary. The company has not traded since incorporation and as such, these financial statements are not consolidated.

### **Assessment of going concern**

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements and they have made this assessment in respect of a period one year from the date of the approval of these financial statements.

The Trustees have concluded that there are no material uncertainties related to events or conditions that would cast significant doubt on the ability of St Elizabeth's Centre to continue as a going concern. Subsequent to the year end, the Charity agreed a drawdown facility and has agreed a revised pricing structure with key clients such that the Trustees believe that the Charity has sufficient reserves and resources to withstand any temporary drop in income or any additional unexpected liability.

### **Critical accounting estimates and areas of judgement**

Preparation of the financial statements requires the trustees and senior management to make significant judgements and estimates.

The item in the financial statements where these judgements and estimates have been made include the estimation of the useful economic life of tangible fixed assets (as indicated in the tangible fixed assets accounting policy in this section).

## Statement of accounting policies 31 December 2023

### Income

Income is recognised in the period in which the Charity is entitled to receipt, the amount can be measured reliably and it is probable that the funds will be received.

Legacies are included in the statement of financial activities when there has been a grant of probate, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the Charity.

Investment income, representing dividends, interest, and income from property, includes any associated tax recoverable.

Restricted grants and awards are included once the amount is known and receipt is probable.

Donated goods (with the exception of donated stock in the Charity's shops) are valued by the Trustees on the basis of their worth to the Charity, are included in the statement of financial activities in the year in which they are received.

### Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment 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. All expenditure is accounted for on an accruals basis. All expenditure is inclusive of irrecoverable VAT. Expenditure comprises the following:

- a. The costs of raising funds include expenses incurred in generating income for the organisation, including the costs of fundraising events and the charity shops.
- b. The costs of charitable activities comprise all the costs of carrying out the charitable objectives of St Elizabeth's Centre. Costs incurred by central services departments are allocated based on the established use of each of the Home, School and College. Governance costs have been allocated to the costs of charitable activities. Governance costs are the costs associated with the governance arrangements of the Charity that relate to the general running of the Charity as opposed to those costs associated with fundraising or charitable activities. Included within this category are costs associated with the strategic as opposed to day to day management of the Charity's activities.

### Allocation of support and governance costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the Charity, it is necessary to provide support in the form of personal development, financial procedures, provision of office services and equipment and a suitable working environment. Governance costs comprise the costs involving the public accountability of the Charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

Support costs and governance costs are apportioned based on the proportion of floor area occupied by the activity. Staff related costs are allocated in the same proportion as directly attributable staff costs.



#### **Discontinued activities**

Where a decision has been made to discontinue or terminate an activity in accordance with the definitions contained within FRS 102, income, costs and obligations associated with the discontinuing operation are recognised within the year. The income, costs and obligations are disclosed separately on the face of the statement of financial activities.

#### **Tangible fixed assets**

At each reporting date the Charity assesses whether there is any indication that an asset is impaired. If any such indication exists, the Charity estimates the recoverable amount of the asset and recognises this as a charge to the statement of financial activities.

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised.

Assets transferred to the charity are recognised at their fair value, which is treated as deemed cost. Other assets are recognised at their purchase cost.

Depreciation is calculated at the following annual rates in order to write down each asset to its estimated residual value over its estimated useful life:

Freehold buildings	3 - 10% on cost or revalued amounts
Furniture and office equipment	10 - 33% on cost
Motor vehicles	10% on cost

No depreciation is provided on freehold land or assets under construction.

#### **Fund accounting**

The Restricted Funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to donor imposed condition.

The Designated Funds are monies set aside out of General Funds and designated for specific purposes by the Trustees in consultation and agreement with the Trustees. Designated Funds also include funds represented by tangible fixed assets and not available for general expenditure.

The General Fund represents unrestricted and undesignated monies used to fund working capital and which the Trustees may use at their discretion in furtherance of the Charity's objectives.

#### **Leased assets**

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight-line basis over the life of the lease.

#### **Cash**

Cash is held in bank accounts or in hand and money available on demand or term deposits with an expiry date within three months of the balance sheet date. Any amounts held on deposit for longer than three months, but less than twelve, are classified as short term deposits.

**Debtors**

Debtors are recognised at the settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount paid in advance.

**Creditors**

Creditors and provisions 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. Creditors and provisions are recognised at the amount St Elizabeth's Centre anticipates it will pay to settle the debt.

**Pension costs**

St Elizabeth's Centre operates a defined contribution pension scheme. The amounts charged represent the employers' contributions payable to the scheme in the year.

The Charity contributes to the Teachers' Pension Scheme which is an unfunded scheme and members contribute on a pay as you go basis. The Charity is unable to identify its share of the underlying net assets and liabilities of the scheme and accounts for its contributions as if it were a defined contribution scheme.

**1 Other trading activities**

	Unrestricted funds £'000	Restricted funds £'000	2023 Total £'000
Charity Shops	1,050	—	1,050
Events	10	—	10
<b>Total 2023</b>	<b>1,060</b>	<b>—</b>	<b>1,060</b>

	Unrestricted funds £'000	Restricted funds £'000	2022 Total £'000
Charity shops	1,070	—	1,070
Events	18	—	18
<b>Total 2022</b>	<b>1,088</b>	<b>—</b>	<b>1,088</b>

**2 Investment income**

	Unrestricted funds £'000	Restricted funds £'000	2023 Total £'000
Bank interest receivable	70	—	70
<b>Total 2023</b>	<b>70</b>	<b>—</b>	<b>70</b>

	Unrestricted funds £'000	Restricted funds £'000	2022 Total £'000
Bank interest receivable	38	—	38
<b>Total 2022</b>	<b>38</b>	<b>—</b>	<b>38</b>

### 3 Income from charitable activities

	Unrestricted funds				2023 Total Continuing operations £'000
	Day Services £'000	School & Children's Home £'000	College & Domiciliary Care £'000	Restricted funds £'000	
<b>Government fees and grants</b>					
Local Authorities (Social Services)	53	—	3,007	—	3,060
Local Education Authorities and Department for Education	—	6,895	1,436	—	8,331
Health Authorities	631	—	—	—	631
	684	6,895	4,443	—	12,022
Rent	2	11	6	—	19
Day activity sales	14	—	—	—	14
Restaurant sales	7	45	24	—	76
Other	4	25	12	—	41
<b>Total 2023</b>	<b>711</b>	<b>6,976</b>	<b>4,485</b>	<b>—</b>	<b>12,172</b>

	Unrestricted funds				2022 Total Continuing Operations £'000
	Home and Day Services Discontinued operations £'000	School & Children's Home £'000	College & Domiciliary Care £'000	Restricted funds £'000	
<b>Government fees and grants</b>					
Local Authorities (Social Services)	9,092	—	3,357	—	3,357
Local Education Authorities and Department for Education	—	7,225	1,557	—	8,782
Department of Work & Pensions	72	—	—	—	—
Health Authorities	519	—	—	—	—
	9,683	7,225	4,914	—	12,139
Rent	13	8	7	—	15
Day activity sales	16	—	—	—	—
Restaurant sales	50	32	29	—	61
Other	88	57	51	—	108
<b>Total 2022</b>	<b>9,850</b>	<b>7,322</b>	<b>5,001</b>	<b>—</b>	<b>12,323</b>

#### 4 Cost of raising funds

	Unrestricted funds £'000	Restricted funds £'000	2023 Total £'000
Staff costs	33	---	33
Other costs	11	---	11
<b>Total 2023</b>	<b>44</b>	<b>---</b>	<b>44</b>
	<i>Unrestricted funds £'000</i>	<i>Restricted funds £'000</i>	<i>2022 Total £'000</i>
Staff costs	102	—	102
Other costs	1	—	1
<b>Total 2022</b>	<b>103</b>	<b>—</b>	<b>103</b>

#### 5 Cost of goods sold and other costs

	Unrestricted funds £'000	Restricted funds £'000	2023 Total £'000
Fundraising activities, including the costs of charity shops			
Cost of events: staff	36	—	36
Cost of events: non-staff	20	—	20
Staff costs	430	—	430
Property	365	—	365
Other	26	39	65
<b>Total 2023</b>	<b>877</b>	<b>39</b>	<b>916</b>
	<i>Unrestricted funds £'000</i>	<i>Restricted funds £'000</i>	<i>2022 Total £'000</i>
Fundraising activities, including the costs of charity shops			
Cost of events: staff	36	—	36
Staff costs	475	—	475
Property	240	—	240
Other	93	—	93
<b>Total 2022</b>	<b>844</b>	<b>—</b>	<b>844</b>

**6 Cost of charitable activities (continued)**

	Day Services £'000	School & Children's Home £'000	College & Domiciliary Care £'000	2023 Total Continuing operations £'000
<b>Staff costs</b>				
Academic	—	1,392	450	1,842
Residential	—	3,836	3,628	7,464
Day Services	552	—	—	552
Nursing	—	1,031	182	1,213
Support Services	48	295	155	498
Administration	219	1,346	704	2,269
	819	7,900	5,119	13,838
<b>Facilities costs</b>				
Depreciation	127	814	412	1,353
Other	44	575	332	951
	182	958	444	1,584
<b>Total 2023</b>	1,172	10,247	6,307	17,726

	Home & Day Services <i>Discontinued Operations</i> £'000	School & Children's Home £'000	College & Domiciliary Care £'000	2022 Total Continuing operations £'000
<b>Staff costs</b>				
Academic	—	1,362	414	1,776
Residential	8,268	4,514	3,270	7,784
Day Services	524	—	—	—
Nursing	525	869	246	1,115
Support Services	304	196	176	372
Administration	841	542	486	1,028
	10,462	7,483	4,592	12,075
<b>Facilities costs</b>				
Depreciation	486	311	279	590
Impairment	489	430	127	557
Other	2,939	—	—	—
	1,352	757	671	1,428
<b>Total 2022</b>	15,728	8,981	5,669	14,650

Include within Home & Day services is £8k of restricted costs. All other costs are unrestricted.

Notes to the financial statements 31 December 2023

**7 Net (expenditure) income**

This is stated after charging:

	2023 Total £'000	2022 Total £'000
Staff costs (note 8)	14,086	23,283
Auditor's remuneration		
Current year services	25	20
Prior year services	13	—
Other services	1	1
Depreciation of tangible fixed assets	950	1,061
Impairment of tangible fixed assets	—	2,939
Operating lease rentals – land and buildings	257	247
Operating lease rentals – other	5	55

**8 Staff costs, and Trustees' and Management Team members' remuneration**

	2023 Total £'000	2022 Total £'000
Staff costs during the period were as follows:		
Wages and salaries	12,132	16,934
Social security costs	1,064	1,610
Other pension costs	472	483
Employee costs	13,668	19,027
Severance Cost	—	189
Agency costs	418	4,067
Total staff costs	14,086	23,283

Included above are £0k of severance costs (2022 – £189k). All severance costs are recognised in the period as incurred and charged to the income and expenditure account.

	2023 Total £'000	2022 Total £'000
Staff costs per function were as follows:		
Cost of generating donations and legacies	33	102
Events	36	36
Shops	454	475
Operating activities		
Day Services	552	9,451
School and Children's Home	6,410	6,746
College and Domiciliary Care	4,069	3,930
Support costs	2,532	2,543
	14,086	23,283

**8 Staff costs, and Trustees' and Management Team members' remuneration (continued)**

Employees who earned £60,000 per annum are disclosed below:

	2023 No.	2022 No.
£60,001 - £70,000	3	5
£70,001 - £80,000	1	2
£80,001 - £90,000	2	—
£90,001 - £100,000	2	3
£100,001 - £110,000	1	—
£110,001 - £120,000	—	1
£130,001 - £140,000	1	1

No Trustees received any remuneration during the year and no Trustees received any reimbursed expenses in respect of their services during the year (2022 – none). Other transactions with related parties are disclosed in note 21.

Members of the Management Team are executive officers who are paid in accordance with their contracts of employment.

***Key management personnel***

The aggregate remuneration including employer pension contributions for key management personnel for the year was £932,456 (2022 – £998,396).

***Staff numbers***

The average number of employees, calculated on a headcount basis, was 524 (2022 – 707).

In addition, the cost of agency staff represents approximately 13 FTE (2022 – 159) people on a full time equivalent basis.

**9 Taxation**

As a registered charity, St Elizabeth's Centre is not liable to income tax or corporation tax on income and capital gains derived from its charitable activities, as it falls within the various exemptions available to registered charities.



**10 Tangible fixed assets**

	Freehold land and buildings £'000	Assets under construction £'000	Furniture and equipment £'000	Motor vehicles £'000	Total £'000
<b>Cost</b>					
At 1 January 2023	20,449	142	4,794	409	<b>25,794</b>
Additions	--	13	326	—	<b>339</b>
At 31 December 2023	<u>20,449</u>	<u>155</u>	<u>5,120</u>	<u>409</u>	<b><u>26,133</u></b>
<b>Depreciation</b>					
At 1 January 2023	5,729	—	3,695	364	<b>9,788</b>
Charge for period					
.School	162	—	54	—	216
.Home	54	—	25	—	79
.College	78	—	31	2	111
.Centre	243	155	145	1	544
At 31 December 2023	<u>6,266</u>	<u>155</u>	<u>3,950</u>	<u>367</u>	<b><u>10,738</u></b>
<b>Net book values</b>					
At 31 December 2023	<u>14,183</u>	<u>—</u>	<u>1,170</u>	<u>42</u>	<b><u>15,395</u></b>
At 31 December 2022	<u>14,720</u>	<u>142</u>	<u>1,099</u>	<u>45</u>	<b><u>16,006</u></b>

Fixed assets include buildings constructed in 1990-91 and 2001-02 costing £1,938,000 in total, which are subject to joint venture arrangements with Aldwyck Housing Association (now Peabody Trust) and Springboard (now Genesis Notting Hill) Housing Association. £1,251,000 has been received in the form of grants by the Housing Associations in respect of these buildings. The joint venture arrangements include the granting of 99 year leases to the Housing Associations of the land on which the buildings are built, and management agreements renewable every five years enable the Charity to operate the buildings, and be responsible for the care of the residents occupying them.

**11 Debtors**

	2023 £'000	2022 £'000
Fees	<b>613</b>	2,378
Other debtors	<b>22</b>	36
Prepayments and accrued income	<b>637</b>	422
	<b><u>1,272</u></b>	<b><u>2,836</u></b>

**12 Short term deposits and cash at bank and in hand**

	2023 £'000	2022 £'000
Short term deposits	418	2,634
Cash at bank and in hand		
Current accounts	1,511	995
Cash in hand	10	18
	<b>1,521</b>	<b>1,013</b>
Total	<b>1,939</b>	<b>3,647</b>

**13 Creditors: amounts falling due within one year**

	2023 £'000	2022 £'000
Suppliers	459	717
PAYE and social security	259	319
Other creditors	140	314
Accruals	347	505
	<b>1,205</b>	<b>1,855</b>

**14 Designated funds**

The unrestricted funds of the charity include the following designated funds which have been set aside by the trustees for specific purposes.

	At 31 December 2022 £'000	Additions /Disposals £'000	Depreciation and impairment £'000	At 31 December 2023 £'000
Fixed assets fund	16,006	339	(950)	<b>15,395</b>
	16,006	339	(950)	<b>15,395</b>

	At 31 December 2021 £'000	Additions /Disposals £'000	Depreciation and impairment £'000	At 31 December 2022 £'000
Fixed assets fund	19,370	621	(3,985)	16,006
	19,370	621	(3,985)	16,006

The fixed assets fund represents the net book value of fixed assets which are used in the day-to-day work of the Charity and hence are not available for working capital.

## 15 Restricted funds

	Develop- ments £'000	31 December 2023 £'000	Develop- ments £'000	31 December 2022 £'000
Total income	28	28	—	—
Total expenditure	(39)	(39)	(8)	(8)
(Decrease) in funds	(11)	(11)	(8)	(8)
Balance at 1 January	114	114	122	122
Balance at 31 December	103	103	114	114

Developments represents funds raised to redevelop the Charity and its activities less expenditure on the redevelopment to date.

## 16 Pension commitments

The Charity makes contributions in respect of the current service of its employees to either the Teachers' Pensions Scheme or the Scottish Widows scheme.

The Scottish Widows scheme is a defined contribution scheme. The Charity matches employee contributions to the Scottish Widows scheme between 1% and 6%.

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for teachers in academies. All teachers have the option to opt-out of the TPS following enrolment. The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to ensure scheme costs are recognised and managed appropriately and the review specifies the level of future contributions.

Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2020. The valuation report was published by the Department for Education on 27 October 2023, with the SCAPE rate, set by HMT, applying a notional investment return based on 1.7% above the rate of CPI. The key elements of the valuation outcome are:

- Employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy). This is an increase of 5% in employer contributions and the cost control result is such that no change in member benefits is needed.

## 16 Pension commitments (continued)

- Total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million

The employer contributions payable to the scheme for the year were £114k (2022 – £119k).

A copy of the valuation report and supporting documentation is on the [Teachers' Pensions website](#).

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The academy trust is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the charity has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The charity has set out above, the information available on the scheme.

## 17 Leasing commitments

### *Operating leases*

At 31 December 2023 the charity had total commitments under non-cancellable operating leases for equipment as follows:

	Land and buildings		Other	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Operating lease amounts due:				
Within one year	182	199	139	154
Within two to five years	120	265	43	112
	<b>302</b>	<b>464</b>	<b>182</b>	<b>266</b>

## 18 Contingent liabilities

There is a potential liability for the charity to repay government grants of £646,000 received towards the cost of Cookson and Chilton houses in the event of the sale of those houses. There are no plans to sell them.

There is also a potential liability to repay Housing Association grants in the event of the sale of the buildings constructed under the joint venture arrangements or in the event of a breach of the management agreements (see note 10). There are no plans to sell the buildings.

## 19 Capital commitments

The charity had no capital commitments at 31 December 2023 (2022 – none).

## 20 Analysis of net assets between funds

	Fixed Assets fund £'000	General fund £'000	Total un- restricted funds £'000	Restricted funds £'000	Total funds 2023 £'000
Fixed assets	15,395	—	15,395	—	15,395
Cash resources	—	1,836	1,836	103	1,939
Other current assets	—	1,272	1,272	—	1,272
Creditors falling due within one year	—	(1,205)	(1,205)	—	(1,205)
<b>Total net assets</b>	<b>15,395</b>	<b>1,903</b>	<b>17,298</b>	<b>103</b>	<b>17,401</b>

	Fixed Assets fund £'000	General fund £'000	Total un- restricted funds £'000	Restricted funds £'000	Total funds 2022 £'000
Fixed assets	16,006	—	16,006	—	16,006
Cash resources	—	3,533	3,533	114	3,647
Other current assets	—	2,836	2,836	—	2,836
Creditors falling due within one year	—	(1,855)	(1,855)	—	(1,855)
<b>Total net assets</b>	<b>16,006</b>	<b>4,514</b>	<b>20,520</b>	<b>114</b>	<b>20,634</b>

## 21 Related parties

The Congregation of the Daughters of the Cross of Liege, a charity, provided an amount of £2.0m in the year ended 31 December 2023 (2022 – £1.75m). Following the Charity's independence from The Congregation of the Daughters of the Cross of Liege in 2018, one of their trustees remain on our Board.

No other transactions with related parties were identified in the current or prior years.

## 22 Post Balance Sheet Event

Subsequent to the year end the Charity entered in a drawdown arrangement of up to £3.5m which ensures that the Charity has sufficient and available funds to continue trading.