SFAC

England & Wales · Charity number 1186903

Details

Other names	STRENGTHENING FAMILIES FOR ABANDONED CHILDREN, SUBSTITUTE FAMILIES FOR ABANDONED CHILDREN, Strengthening Families And Children
Status	Registered
Legal form	CIO
Registered	2019-12-12
Register	View on the Charity Commission register

Contact

Address	Sfac c/o Bridge Community Church Rider Street Leeds LS9 7BQ
Phone	07395584354
Email	info@sfac.org.uk
Website	www.sfac.org.uk

Activities

Objects: THE OBJECTS OF THE CIO ARE, FOR THE PUBLIC BENEFIT, TO PROMOTE AND DEVELOP FOSTERING PROJECTS FOR ABANDONED CHILDREN THROUGHOUT THE WORLD, INCLUDING BUT NOT LIMITED TO:-4.1. THE PROVISION OF FAMILY AND CHILD SUPPORT SERVICES WITHIN LOCAL COMMUNITIES;4.2. THE PROVISION OF FINANCIAL ASSISTANCE TO CHILDREN'S HOMES AND OLDER CHILDREN WITH EDUCATION FEES AND/OR VOCATIONAL TRAINING;4.3. ANY OTHER ACTIVITY THAT IS CHARITABLE BY LAW THAT WOULD AID THE RELIEF OF HARDSHIP AND POVERTY TO CHILDREN AND DEVELOP THEIR SKILLS, CAPACITIES AND CAPABILITIES AND ENABLE THEM TO PARTICIPATE IN SOCIETY AS MATURE AND RESPONSIBLE INDIVIDUALS.

Activities: SFAC provides training, mentoring, and advice to adults working to care for and protect children. We provide support in social work, psychology (including trauma, therapeutic care, and protective behaviours), and judicial practices and processes. We work alongside local organisations (NGOs, governments and courts) and provide subsidies to small organisations so our support is accessible to all.

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Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Disability, The Prevention Or Relief Of Poverty, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Children/young People, People With Disabilities, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Australia
- Brazil
- Congo
- Egypt
- Eswatini
- Ghana
- India
- Indonesia
- Kenya
- Lesotho
- Morocco
- Niger
- Paraguay
- Philippines
- Romania
- Sierra Leone
- South Africa
- Sri Lanka
- Uganda
- United States
- Throughout England

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-12-31	£203,782	£132,623	-	-
2024-12-31	£124,691	£138,652	-	-
2023-12-31	£108,288	£101,247	-	-
2022-12-31	£88,327	£78,806	-	-
2022-03-31	£74,458	£77,546	-	-

Trustees

Name	Role	Appointed
Nigel Jonathan Priestley MBE	Chair	2022-01-29
Idris Muyiwa		2023-05-15
Jane Elizabeth Booth		2019-12-12
John Woodhouse		2022-10-14
Lilian Wheeler		2025-12-05

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SFAC

England & Wales - Charity number 1186903

Accounts

Company registration number: CE019969
Charity registration number: 1186903

SFAC

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 December 2025

GRC Accountants Limited
166 Banks Road
West Kirby
Wirral
Merseyside
CH48 0RH

SFAC

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SFAC

Reference and Administrative Details

Charity Registration Number	1186903
Company Registration Number	CE019969
Registered Office	SFAC c/o Bridge Community Church Rider Street Leeds LS9 7BQ
Independent Examiner	GRC Accountants Limited 166 Banks Road West Kirby Wirral Merseyside CH48 0RH

SFAC

Strategic Report for the Year Ended 31 December 2025

The trustees, who are directors for the purposes of company law, present their strategic report for the year ended 31 December 2025, in compliance with s414C of the Companies Act 2006.

The strategic report was approved by the trustees of the charity on 10/4/26 and signed on its behalf by:

.....
Mr Nigel Priestley
Trustee

SFAC

Trustees' Report

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 31 December 2025.

Trustees and officers

The trustees and officers serving during the year and since the year end were as follows:

Trustees:	Jane Booth
	Enzo Martinelli (resigned 31 July 2025)
	Mr Nigel Priestley
	John Woodhouse
	Neena Kamal (resigned 31 March 2025)
	Mr Idris Muyiwa
	Robin Spencer (resigned 30 September 2025)

Statement of trustees' responsibilities

The trustees (who are also the directors of SFAC for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including its income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

Name:

SFAC (Strengthening Families and Children. Formerly known as Strengthening Families for Abandoned Children).

Charity Number: 1186903

SFAC

Trustees' Report

Address: C/o Bridge Community Church, Rider Street, Leeds, LS9 7BQ

CEO Review

2025 was a year of growth and continued impact in the care and protection of children. In the year we:

- delivered training, mentoring and advice to 64 organisations in 26 countries.
- delivered 123 workshops (often of 2-3 days each) and 54 consultation sessions (often of 2-3 hours each)
- trained, advised and supported 177 practitioners.
- provided 1859 hours of direct training, mentoring and advice which is 80% of all SFAC time. What about the other 20%. Well that was spent on developing new training course content, charity administration, fundraising and staff training.

And 75% of all our projects were subsidised either partially or fully - enabling our work to be accessible to all organisations.

Our work in 2025 included reviewing football club community trusts...highlighting strengths and areas for development, with improvements to systems, policies and practice enacted

We have provided ongoing support to organisations in Sierra Leone, Kenya, Eswatini, Uganda, Lesotho, and Morocco as they develop new care services and become involved in national system change. For example in Morocco, Fape, are piloting for the government a child protection unit with our support and expand their foster care programme.

Our work in Indonesia continues to see more children returning home, the care planning system being implemented with the government recognising the practice and seeking to roll this out nationally, and discussions taking place around foster care, family support (mother and baby support centres) and community living programmes. Whilst in Thailand we supported an organisation review of its children's homes practice and begin to reflect on future foster care plans and in Sri Lanka a review of a case management system was completed to support national reunification work.

In India we continue to see the growth and impact of the protective behaviours programme being used to support young people affected by sexual abuse and trafficking, whilst over eight organisations received training in the foundation course to implement into their programmes and services. The protective behaviours programme is a therapeutic course training people in trauma-informed, psychology, neuroscience and very practical ways for people to feel and be safe.

Our work with Vennture in the UK was mentioned and praised in reviews of their reducing parental conflict toolkit which SFAC supported them create using protective behaviours. And, we continued ongoing support in Paraguay and Brazil with discussions around judicial practice, foster care programmes and kinship.

Globally too SFAC was involved in numerous workshops around topics including foster care, care planning, the importance of social work as well as advocacy and awareness work with Homecoming in the UK, and internationally at Rising Tides conference in USA, CAFO in Nigeria and various online forums and events.

Our protective behaviours foundation training maintains popularity with a number of organisations trained across various countries this year, with follow up calls supporting implementation of those ideas in Zambia, Eswatini, Iraq, Kenya, India and UK. This brought SFAC in front of a wider audience to spread good practice ideas.

This is due to the incredible support of our donors. We have managed to increase regular donations, an amazing achievement shared with our donors who continue to support us and are part of SFAC and its achievements.

We are also very grateful to three legacy donations. It is always a mixed emotion; sadness at the loss and grief for family and friends, and, amazement that SFAC was chosen to benefit with a donation in memory. We aim to always truly represent this legacy by using it in projects that will have a lasting impact.

And, our impact continues to be significant.

Trustees' Report

In 2025 we embarked on doing more to review how our work has had an effect long-term. The ‘Where’ Page on our website is the start of us demonstrating how SFAC’s work has ongoing impact. We heard about projects in Tajikistan where foster care legislation is based on SFAC work completed in 2015! We celebrated with our friends at Casa Viva (Costa Rica) that they now have had 1000 children in their foster care programme. We received news from LifeVision in Egypt how they have initiated their programme of kinship and foster care using SFAC tools and resources. And, we heard about how protective behaviours had been ‘transformative’ in the ongoing work of an organisation in Lesotho. These are just a small handful of examples of how SFAC impact has made a significant difference to the quality of practice, as well as enabling more family care services to exist and thrive.

SFAC’s contribution to global care was recognised at the UK government launch of the Global Charter for Care Reform, a UK sponsored initiative to support implementation of the United Nations Conventions on the Rights of the Child. SFAC’s patron and CEO were invited to attend as our project in Paraguay was selected as an example of care reform - a country that when we started had significant numbers of children in children’s homes, no foster care programme, fragmented services, and was not a recognised cabinet level department in government. Now it has over 800 foster care families, is building 100 children’s centres (inspired by the government visit to the UK hosted by SFAC), is reforming its workforce with training and is using SFAC’s continuum of services model (based on Every Child Matters UK government model) in its legislation.

It is a remarkable feature that SFAC has had such influence in Paraguay and across so many organisations and countries.

Our work continues to grow with expansions seen in safeguarding and standards of practice reviews and supporting organisations develop foster care programmes. Protective behaviours courses remain popular offering practical therapeutic trauma informed and much more strategies and techniques. Whilst our work across national systems, child protection, judiciary and family support programmes remains strong. In 2025 we conducted:

- 10 safeguarding/standards of practice reviews
- 8 foster care projects
- 7 national systems consultations
- 7 protective behaviours and therapeutic care projects
- 6 reunification projects
- 3 children’s home improvement projects
- 3 kinship care programmes
- 3 family support project consultations
- 3 judicial trainings
- And, 3 advocacy programmes.

With the increasing demand SFAC saw us use both employed and consultancy staff and I was pleased to bring Isaac Agyei into the SFAC fold.

Strategically SFAC has now entered year one of its new five year business and strategy plan. The aim is for SFAC to:grow to a turnover of £200,000 and full time equivalent staff of five people across the world (doubling our income and staff team) and impacting more organisations to improve their care and protection of children.

Chair of Trustees Review

The Annual Report confirms that despite all the challenges that face organisations working for change in the face of global uncertainty, cost of living pressures, international development budget cuts and a general downturn in the donating patterns of individuals, SFAC has had another remarkable year.

The pressures impact SFAC directly but also indirectly as those that commission our services are themselves stretched in capacity and financial resource. This impacts their ability to sustain changes in services as well as commission training and consultation services from SFAC. It is therefore heartening to see SFAC maintain high levels of subsidy to ensure accessibility. With that comes increasing tensions of SFAC needing more funding. Financial sustainability remains SFAC's core need but this year, thanks to many generous donations, we have continued to flourish and for that all trustees are thankful. Without our donors our team can achieve very little. With our donors they can achieve remarkable results and improve the lives of children around the world. It was a delight for the SFAC to hear witness of this in our last trustee meeting.

The Report bears testimony to the outstanding work of the team: Dan Hope, Dr Caitlin Lance Hope, Mick Pease, Isabel Khumalo, Leah Denes and Joseph Luganda. This team has been added to by social work trainer, Isaac Agyei. As Chair of Trustees delight in the skills and diverse experience and knowledge available to meet the opportunities that have come the way of SFAC.

No charity can survive without a robust, supportive and committed Trustee Board. Every member has continued to play a crucial role this year. I'm delighted that the Board has been strengthened by the addition of Lilian Wheeler. Their skills enable SFAC to meet its responsibilities and ensure SFAC fulfils our objectives to alleviate hardship, promote family and child services in communities and ensure more children can experience the implementation of their rights under the United Nations Convention on the Rights of the Child.

For trustees this is in the public good and fulfills our charitable duties under the charity commission which all SFAC trustees have regard and knowledge of at all times.

As trustees we continue to support, review and challenge, where necessary, our CEO to deliver against our strategic goals, implement our vision, mission and values.

2025 also saw SFAC embark on our new five year strategy and this is summarised below:

Our Practice Strategy 2026-31:

SFAC seeks to continue to be a leading organisation in the global reform of children's care and protection.

History:

The world in 2002 was dominated by children's homes, with minimal use of foster care and kinship care; countries and organisations lacking clear systems and structures to determine which child needs what help when, and children remaining in care until 18.

The world in 2026 is changing - we have the Global Charter for Care Reform, we have the UNGA (2019) resolution calling for national change, and we are seeing more and more organisations and countries begin transformation.

SFAC has been at the forefront of this; as an advocate calling for change, to working with pioneering organisations delivering foster care for the first time (and often the first time in their country), to working with governments and judiciaries to support moves to national systems promoting family care. Our work in Paraguay, Brazil, Cambodia, and Uganda is often used as an example of care reform. But we are just at the beginning.

Globally over 1 billion children are identified as being at risk of significant harm; children's homes remain the predominant alternative care model, national systems for care and protecting children are in their infancy, and organisations are calling for assistance. SFAC seeks to respond to that and continue in the journey began in 2002.

What we will do:

SFAC will seek to be agile and responsive, available when organisations need and seek our assistance wherever in the world.

- This will be delivered through online and in person using our network of trainers and consultants based around the world.
- It will include having flexible partner plans that deliver the support organisations seek using our advice and expertise across the three main disciplines of social work, psychology and law.

- It includes being accessible to organisations so cost is not a barrier
- And, it is working in partnership at organisations pace with no fixed end dates.

SFAC will continue to build excellence into other organisations practice through the delivery of high quality training, advice, mentoring and resources.

- This will be achieved by robust recruitment and quality assurance reviews of our practitioners internally, and external reviews and feedback of our programmes and guides content and delivery.
- Through delivery of services that are rooted in culturally contextualised content.
- Through true partnership that recognises SFAC's value and the expertise of those we work with

We will develop and deliver more training workshops, consultation services and resources for organisations including:

- Increasing our staff team by 100%.
- Increase our output in line with increased staff capacity by 2031 to double 2025 levels.
- Provide guidance documents and resources that will be widely available on our website such as foster care, kinship care, monitoring placements, care planning and much more. We aim for three to five new guides per year.
- Expand provision of protective behaviours training offer to include by 2031: the foundation, intermediate, train the trainer and supplementary courses such as care kits, self-care programmes for practitioners, and practical therapeutic tools and ideas to use with families and children.
- Ongoing provision of subsidies so that 100% of organisations receive this support where applicable and increase our subsidy qualifying level by 2031 to £500,000.

Our Objectives:

SFAC's aim over the next five years is to:

- Equip more organisations and practitioners with the knowledge, skills and resources they need to promote children's welfare and rights enabling:
  - More children to experience individualised care and protection (the right care at the right time in the right place for them)
  - more children living safely with their birth families (parents, or kinship care)
  - more children living safely within alternative families where they cannot live with birth family (foster care, guardianship, adoption, or other options)
  - more children living safely in children's homes for as short a time as is necessary.
  - more families being supported to provide the care and protection their children need.

Our Aim:

We want to see a world in five years time where:

- More countries have national care and protection safeguarding systems in place providing a continuum of services from support, protection, and alternative care.
- More countries and organisations have effective case management structures that implement the right services at the right time to care and protect children.
- More organisations provide safe and effective care and protection for each child that promotes their wellbeing and rights and treats each child according to their individual needs.
- More confident practitioners skilled in providing high quality assessments, best interest decisions, and considered care plans that address each child's unique circumstances.

Our Services:

To achieve this we will provide:

- Qualified, experienced professionals in social work, psychology and law.
- A diverse team based across the world with variant lived experience and cultural heritage.
- Provide subsidies to organisations to ensure accessibility for all.
- Provide training workshops and consultations where and when needed
- Create resources and guides for organisations to use.

Our Strategic Business Priorities for 2026-31:

To achieve our practice aims SFAC aims to:

- Improve financial income from donations to enable more subsidies to be provided and increase our staffing capacity and increase funding by 100% by 2031.
- Invest in internal training and quality assurance to increase capacity and skills of our staff to deliver more training, mentoring and advice and reduce reliance on current core staff.
- Invest in more contractors and employ more staff to build capacity to 5 full time equivalents by 2031.
- Improving our marketing and communications strategy to reach more donors, more organisations alongside a fundraising strategy to increase income streams and funding into SFAC with yearly targets of increased engagement and reach of 25%
- Improve recording and showcasing of our outcomes and impact so that SFAC can evidence our vision and mission in practice each year with a plan to improve recording in 2026, evidence impact with an example from each continent by 2027, and to have evidenced impact stories for each organisation by 2028 and ongoing reviews by 2031.

Trustees will continue to monitor, review and amend the plans for 2026-31 in response to global and national issues to ensure SFAC's survival and ability to thrive.

Review of 2020-2025 Strategic Plan

Our previous strategic and business plan was successfully implemented. It saw SFAC develop from a one-person organisation with £50,000 a year average turnover in 2018 to an organisation that is now averaging £100-120,000 a year average, employs 2.5 full time equivalents, has diversified its staff team and board membership, has tripled organisations SFAC works with, expanded into multi-disciplinary training and support, created a SFAC brand with a website and social media presence whilst maintaining above average engagement in its newsletter. During this time SFAC has negotiated the COVID-19 crisis, ongoing cost of living crisis and other international events.

2026 Plan:

Targets for 2026 are:

- To gain income levels of £100-125,000
- To provide subsidies to 75% of organisations of those that qualify.
- To develop staff capacity through increased use of contractors by 25% subject to funding being achieved.
- To extend the protective behaviours services through piloting a new Resilence/Care Kit course, providing the intermediate course and offering more case and project consultations
- To create three new practice guides for organisations in foster care, enabling safe moves for children, and care planning.
- To build our impact reporting systems and have case studies demonstrating our work in foster care, pbs, judiciary and children's homes.

- To have improved our administrative processes for tracking and quality assuring projects.
- To recruit one more trustee.
- Continue to deliver our services to organisations on demand to improve their care and protection of children.

Governance:

Constitution

SFAC is governed by a Charitable Incorporated Organisation that is formed by its constitution approved on 19th November 2019. Approval for transfer of assets and liabilities was given by the Charity Commission from SFAC 1095091 (an unincorporated charity of the same name) on 12th December 2019.

Our constitution sets our objectives as follows:

The Objects of the CIO are, for the public benefit, to promote and develop fostering projects for children throughout the world, including but not limited to:-

4.1. the provision of family and child support services within local communities;

4.2. the provision of financial assistance to children's homes and older children with education fees and/or vocational training;

4.3. any other activity that is charitable by law that would aid the relief of hardship and poverty to children and develop their skills, capacities and capabilities and enable them to participate in society as mature and responsible individuals.

SFAC interprets this into our vision and mission below:

Our Vision is for children all over the world to grow up in an environment where they: can be and feel safe, have a sense of belonging and the best chance to thrive.

Our Mission is working with organisations and practitioners to equip them with the knowledge, skills and resources they need to provide the highest quality care and protection of children.

SFAC

Trustees' Report

Trustees

2025 saw three changes to the trustee board. Enzo Martinelli, Neena Kamal and Robin Spencer resigned their posts and Lilian Wheeler joined. The board is now 5 people strong and covers a number of areas of skills and experience.

Nigel Priestley, chair, is a lawyer with national recognition for his work in kinship care, adoption and guardianship cases. Nigel also has lived experience as a kinship carer and adoptive parent. John Woodhouse has a social work background and now runs two organisations (Dialogue and Safeguarding Network) that provides consultancy and training to organisations in the UK. Jane Booth has significant experience in senior management in social work local authorities, Cafcass, and inspection services. She also completes serious case reviews. Lilian Wheeler is a social worker who runs a children's home in Cornwall. Lilian is also from Kenya and brings both perspectives into her role. Idris Muyiwe is an accountant and SFAC treasurer. He is from Nigeria and has experience working there and in Europe with national and international charities.

Our board has the following responsibilities designated to people:

- Nigel Priestley, MBE, chair;
- Idris Muyiwe, treasurer,
- Jane Booth continues in her role as designated safeguarding lead
- John Woodhouse and Lillian Wheeler, services delivery.

Overall the board would like to add one or two more people and will be seeking new board members in 2026.

SFAC

Trustees' Report

The trustee board has met on a quarterly basis and continues to have one meeting in person as a minimum - this took place in Leeds in December. The meeting involved remote attendance from organisations SFAC has worked with over the last years, as well as contractors SFAC use joining the call to talk to trustees about their work.

Regular communication between the chair of trustees and CEO takes place once a fortnight and includes an in person meeting once a quarter. The chair of trustees also has regular individual meetings with trustees and the CEO also holds regular meetings with the treasurer (Idris Muyiwe), Jane Booth re: safeguarding, and, with all other trustees as required.

Trustees were all recruited following interviews and safeguarding checks being completed. They all receive information about their role including copies of the 'Essential Trustee Guide' from the Charity Commission. In addition they have access to the SFAC Trustee Hub (intranet) where they can access all policies and procedures.

Staffing

SFAC continues to employ one full time member of staff: Dan Hope CEO and social work trainer.

SFAC also employs Mick Pease (two days a week) and Dr Caitlin Lance Hope (one day a week). In addition we use social work contractors: Joseph Luganda (based in Uganda), Leah Denes (based in Australia) and Isaac Ageyi (based in Ghana).

Dan Hope, is a registered social worker and qualified practice educator of student social workers. Dan has experience working in children's homes, child protection and alternative care, family courts and work overseas in Kenya and Uganda before working in SFAC as a volunteer since 2011 and full time since 2017, becoming CEO in November 2019.

Dr Caitlin Lance Hope is a registered and licensed chartered psychologist, and protective behaviours trainer. Caitlin has experience working with refugees in Australia, working in schools, and then in India with two organisations who provided a children's home and another that worked with those who had been sexually trafficked and abused. Caitlin has been with SFAC since 2016.

Mick Pease is a qualified social worker but is no longer registered as such. He worked extensively in foster care and adoption, but also has experience of children's homes in UK and Brazil. He is the founder of SFAC.

Leah Denes, contractor, is a qualified and licensed social worker in Australia and has experience of working in the UK as well as personal lived experience of this work. Leah is also a qualified protective behaviours trainer. Leah has worked in numerous roles in child protection, alternative care and family support services.

Joseph Luganda is a trainer as a qualified teacher and has qualified as a social worker in Uganda this year but has significant experience in the field having managed a foster care, child headed household and child protection programme in Uganda, advised the government in Uganda, worked with Ekisa Ministries on programmes of care with children who have disabilities, and is a consultant on numerous projects involving the care and protection of children in Uganda and Kenya.

Isaac Agyei is a qualified social worker who led a foster care project in Ghana for many years and previously worked in a children's home.

SFAC also uses:

Isabel Khumalo is contracted by SFAC on a as needed basis to provide HR and Administrative support. Isabel is based in Zimbabwe.

SFAC also has Srilakshmi Viswanthan on a casual worker basis as our graphic designer based in Leeds.

All employees are offered a NEST pension with Mick Pease opting out due to age.

Contractors are paid upon invoice and SFAC has an agreement with Multiplier who service the payments and ensure all agreements are legal and comply with local laws of each contractor.

SFAC uses a pay scale designed independently and approved by trustees. SFAC uses a cost of living international comparison tool for those contracted overseas using the pay scale SFAC adopts.

SFAC uses Agency for Good since September 2025 to deliver our website and they are completing a SEO and website review for SFAC to be delivered in 2026.

SFAC did contract Sam Nybondo based in Zimbabwe until September 2025 when Sam moved to China and left her post with SFAC. We wish her well.

SFAC uses GRC Accountants for payroll and annual reports.

Volunteers

In addition to the staff team various volunteers support our work.

District Judge Ranjit Uppal coordinates all SFAC legal training and provides his time for free. Ranjit is supported in this by Nigel Priestley, our chair of trustees and practising lawyer in children's care and protection. This year they were joined by Judges from Leeds division of the Family Court and lawyers Louise McCallum, Sara Anning and Philippa Wordsworth.

Tara Sullivan provides communications expertise to our team.

All volunteers undergo DBS checks, interview and abide by the volunteers handbook, code of conduct and complete SFAC safeguarding training and access to all policies and procedures.

Risk Register

SFAC maintains a risk register which is regularly reviewed by trustees. SFAC has a number of policies and procedures to manage various risks associated with safeguarding, health and safety, safe recruitment, travel, working with organisations, employment, fundraising, money laundering, communications and marketing, data protection, and privacy.

Our main risks and mitigation strategies are listed below and subject to ongoing trustee oversight with the CEO and form part of the 2026-31 business and strategic plan:

Risk	Mitigations
Reliance on small staff team causing inability to be responsive or able to meet needs of organisations, and higher chance of staff burn out.	Investing in contractors to become staff. Fundraising, marketing and communications strategy to increase funding and opportunity to employ staff.
Funding limiting subsidies to organisations	Fundraising, marketing and communications strategy to increase funding including improving website and social media, use of impact reporting for story telling to convert interest into giving.

	Current subsidy scheme in place to prioritise smaller organisations and charge larger. Small fund currently created to support subsidies capped at £15,000 per year for 3 years. Exploring grants and joint bids to fund SFAC contributions into projects.
Financial Sustainability - long-term and immediate cash flow.	Fundraising, marketing and communications strategy to increase funding and flows of funds. Cash flow managed by monthly reviews. Financial risk management strategy in place including guidance for use of reserves for cash flow management
Organisations lacking resources to implement new programmes	Advocacy work with other charities and campaigns to promote international funding including Homecoming campaign, work with Global Charter for Care Reform and other initiatives. Reviewed regularly with organisations and is part of our agile, responsive approach to work at pace, needs and resources of local organisations.
Organisations lacking resources to fund SFAC services	Fundraising, marketing and communications strategy to increase funding and flows of funds.
Financial mismanagement	Use of Xero and electronic systems that mean all transactions and use transparent and recorded. Financial policy in place including delegated authorities. Oversight by trustees of all bank accounts, credit card and other

	facilities. No cash usage in organisation.
Reputational risk to SFAC due to an organisations poor practice	Due diligence process with new organisations completed involving CEO and trustee following guidance provided by charity commission and in line with our Working with Organisations policy and stated high risk appetite that recognises SFAC works with organisations whose standards may be low and therefore require our services. Working with Organisations and Terms and Conditions set out process of SFAC stopping work with an organisation due to concerns around practice and safeguarding.
SFAC staff or trustees involved in abuse of a child/vulnerable adult	Safe recruitment processes in place for staff, contractors and trustees. Regular reviews of staff, contractors and trustees information (police and other agencies as appropriate) Codes of conduct and safeguarding standards in place. Minimal contact as SFAC is not a direct deliver of services.
Maintaining quality of services and ensuring advice is safe, contextual and up to date.	Investment in staff training and research including access to academic reviews, current practice training internationally. Training programmes regularly reviewed including peer reviewed with partner organisations. Quality assurance performance reviews and appraisals.
Money laundering and terrorism	SFAC completes due diligence on

	donors via a know your donor approach and follows charity commission guidance. Due diligence is followed on organisations following charity commission and working with organisations due diligence.
Risks to staff welfare when travelling	Travel policy in place that follows FCDO advice, provides health information for staff in field plans and risk assessment system in place.

Trustees have confidence the above are all manageable risks mitigated by policies and processes in place and regularly reviewed by trustees. Policies include safeguarding, working with organisations, finance, money laundering and anti-terrorism, health and safety, employment, travel, fundraising, marketing and communications, data protection and privacy. These are all reviewed by trustees and there is a regular formal review every two to three years of each policy. In 2026 safeguarding, employment, health and safety and travel are all due formal reviews.

Serious Incidents and Regulator breaches.

SFAC had no serious incidents or safeguarding concerns to report to the charity commission during the year.

Finances

SFAC finances in 2025 saw SFAC receive higher than normal income of £204,000 . This was mainly due to one-off donation of £100,000 as a legacy gift by an individual.

The significant legacy donation has been set aside to create a subsidy account at £20,000 a year for 5 years.

Expenditure is at £133,000 in 2025. This is slightly higher than usual as SFAC invested in training for staff in protective behaviours training qualifications, website reviews and had IT expenses to replace broken laptops. SFAC also attended two international conferences incurring full costs of travel and accommodation.

How we Manage Money Received.

All money received is held in three bank accounts. We have two accounts with Reliance Bank for day to day income and expenditure which is used as only one account details is ever given for public or organisational use. The other maintains the income and is only known to SFAC.

SFAC also has a WISE account to enable money to be paid into it from overseas and to support staff overseas (from UK) to spend money without need for cash.

SFAC holds a reserves account with Reliance Bank and a further account is with United Trust Bank to manage our subsidies account.

Donors can use CAF donation site which manages gift aid on our behalf.

Organisations can also pay fees via Stripe to our bank account or via WISE.

We no longer have a paypal account.

SFAC

Trustees' Report

How We Spend Money Received (expenditure)

All monies received from individuals and organisations is used for two main reasons:

- To cover SFAC core costs (salary and running costs)
- To provide subsidies to organisations who cannot otherwise access our services

We continue to work from home to reduce costs and regularly review our running costs to ensure value for money. Our running costs average 20% of our total expenditure but these include costs linked to projects such as mileage, training development for staff, professional membership, license costs to deliver protective behaviours, insurances for staff and the organisation, accountancy costs, regulatory memberships, IT licenses that enable us to deliver online training and advice as well as store partner organisations information and host a website.

For SFAC our trainers are our project costs as it is through employing or contracting them that we provide services to other organisations. This constitutes the rest of our costs.

Reserves

SFAC maintains a reserves policy. The reserves remain within 6-12 months of operational running costs and are reviewed by the board of trustees on a regular basis. Currently SFAC has 7 months running costs in reserves.

Financial Risk Statement

The trustees believe the charity is in a manageable financial position and has no imminent risks or concerns in terms of its financial health with income projected to cover this year and financial strategies in place to enact should future expected income fail to materialise.

Budget forecasts are regularly reviewed by the CEO and board to ensure that there are no unexpected issues regarding cashflow or sustainability.

Long-term, the charity needs to raise more money to fulfil its business plan and strategic objectives and plans are in place to enable this to succeed.

Our Future

We aim to continue to strive for excellence in our governance, training and delivery of services.

Our aim is to continue to implement our practice and business strategies to enable SFAC to grow and maintain its place as a core part of the global care reform movement.

The annual report was approved by the trustees of the charity on 10/4/26 and signed on its behalf by:

.....
Mr Nigel Priestley
Trustee

Independent Examiner's Report to the trustees of SFAC ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2025.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of SFAC as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

.....

Gareth Cooper
ACCA

166 Banks Road
West Kirby
Wirral
Merseyside
CH48 0RH

Date: 29/05/26

SFAC

Statement of Financial Activities for the Year Ended 31 December 2025 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2025 £
Income and Endowments from:				
Donations and legacies	3	151,316	12,625	163,941
Charitable activities	4	38,747	-	38,747
Investment income	5	1,094	-	1,094
Total income		191,157	12,625	203,782
Expenditure on:				
Raising funds		(23,603)	-	(23,603)
Charitable activities		(1,000)	-	(1,000)
Other expenditure	6	(95,395)	(12,625)	(108,020)
Total expenditure		(119,998)	(12,625)	(132,623)
Net income		71,159	-	71,159
Net movement in funds		71,159	-	71,159
Reconciliation of funds				
Total funds brought forward		77,436	-	77,436
Total funds carried forward	15	148,595	-	148,595

	Note	Unrestricted funds £	Restricted funds £	Total 2024 £
Income and Endowments from:				
Donations and legacies	3	50,074	13,076	63,150
Charitable activities	4	60,360	-	60,360
Investment income	5	1,181	-	1,181
Total income		111,615	13,076	124,691
Expenditure on:				
Raising funds		(9,306)	-	(9,306)
Other expenditure	6	(116,270)	(13,076)	(129,346)
Total expenditure		(125,576)	(13,076)	(138,652)
Net expenditure		(13,961)	-	(13,961)
Net movement in funds		(13,961)	-	(13,961)
Reconciliation of funds				
Total funds brought forward		91,397	-	91,397
Total funds carried forward	15	77,436	-	77,436

The notes on pages 21 to 29 form an integral part of these financial statements.

SFAC

Statement of Financial Activities for the Year Ended 31 December 2025 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

All of the charity's activities derive from continuing operations during the above two periods.

SFAC

(Registration number: CE019969)
Balance Sheet as at 31 December 2025

	Note	2025 £	2024 £
Current assets			
Debtors	12	2,862	-
Cash at bank and in hand	13	143,995	79,516
		146,857	79,516
Creditors: Amounts falling due within one year	14	1,738	(2,080)
Net assets		148,595	77,436
Funds of the charity:			
Unrestricted income funds			
Unrestricted funds		148,595	77,436
Total funds	15	148,595	77,436

For the financial year ending 31 December 2025 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements on pages 18 to 29 were approved by the trustees, and authorised for issue on ..... and signed on their behalf by:

.....
Mr Nigel Priestley
Trustee

The notes on pages 21 to 29 form an integral part of these financial statements.

1 Charity status

The charity is limited by guarantee, incorporated in , and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £Nil towards the assets of the charity in the event of liquidation.

The address of its registered office is:
SFAC
c/o Bridge Community Church
Rider Street
Leeds
LS9 7BQ

2 Accounting policies

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

Statement of compliance
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)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

Going concern
The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

Exemption from preparing a cash flow statement
The charity opted to early adopt Bulletin 1 published on 2 February 2016 and have therefore not included a cash flow statement in these financial statements.

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

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Investment income

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Raising funds

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

Charitable activities

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Grant provisions

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

Taxation

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

Trade debtors
Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents
Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors
Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure
Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

3 Income from donations and legacies

	Unrestricted funds General £	Restricted funds £	Total funds £
Donations and legacies;			
Donations from individuals	135,276	12,625	147,901
Gift aid reclaimed	2,286	-	2,286
Grants, including capital grants;			
Grants from other charities	13,754	-	13,754
Total for 2025	151,316	12,625	163,941
Total for 2024	50,074	13,076	63,150

4 Income from charitable activities

	Unrestricted funds General £	Total funds £
	38,747	38,747
Total for 2025	38,747	38,747
Total for 2024	60,360	60,360

5 Investment income

	Unrestricted funds General £	Total funds £
Interest receivable and similar income;		
Interest receivable on bank deposits	1,094	1,094
Total for 2025	1,094	1,094
Total for 2024	1,181	1,181

6 Other expenditure

	Note	Unrestricted funds General £	Restricted funds £	Total funds £
Staff costs				
Wages and salaries		68,764	10,357	79,121
Independent examiner fees				
Examination of the financial statements		2,124	-	2,124
Allocated support costs	7	24,507	2,268	26,775
Total for 2025		95,395	12,625	108,020
Total for 2024		116,270	13,076	129,346

7 Analysis of support costs

Support costs allocated to charitable activities

	Basis of allocation	Administration costs £	Total funds £
Computer software & maintenance		4,633	4,633
Subcontractor		3,475	3,475
Training		3,145	3,145
Travelling		11,215	11,215
Insurance		1,599	1,599
PSA		551	551
Bank charges		677	677
General expenses		985	985
Licenses and subscriptions		495	495
Total for 2025		26,775	26,775
Total for 2024		48,564	48,564

8 Trustees remuneration and expenses

During the year the charity made the following transactions with trustees:

Mr Idris Muyiwa
£Nil (2024: £124) of expenses were reimbursed to Mr Idris Muyiwa during the year.

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any other benefits from the charity during the year.

9 Staff costs

The aggregate payroll costs were as follows:

	2025 £	2024 £
Staff costs during the year were:		
Wages and salaries	79,121	78,658

The monthly average number of persons (including senior management / leadership team) employed by the charity during the year expressed as full time equivalents was as follows:

	2025 No	2024 No
	4	4

No employee received emoluments of more than £60,000 during the year.

10 Independent examiner's remuneration

	2025 £	2024 £
Examination of the financial statements	2,124	2,124

11 Taxation

The charity is a registered charity and is therefore exempt from taxation.

12 Debtors

	2025 £
Trade debtors	2,862

13 Cash and cash equivalents

	2025 £	2024 £
Cash at bank	93,502	79,516
Short-term deposits	50,493	-
	143,995	79,516

14 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	119	21
Other taxation and social security	1,405	1,098
Other creditors	(3,262)	961
	(1,738)	2,080

15 Funds

	Balance at 1 January 2025 £	Incoming resources £	Resources expended £	Balance at 31 December 2025 £
Unrestricted funds				
General	77,436	191,157	(119,998)	148,595
Restricted funds	-	12,625	(12,625)	-
Total funds	77,436	203,782	(132,623)	148,595

	Balance at 1 January 2024 £	Incoming resources £	Resources expended £	Balance at 31 December 2024 £
Unrestricted funds				
General	91,397	111,615	(125,576)	77,436
Restricted funds	-	13,076	(13,076)	-
Total funds	91,397	124,691	(138,652)	77,436

16 Analysis of net assets between funds

	Unrestricted funds General £	Total funds at 31 December 2025 £
Current assets	146,857	146,857
Current liabilities	1,738	1,738
Total net assets	148,595	148,595

	Unrestricted funds General £	Total funds at 31 December 2024 £
Current assets	79,516	79,516
Current liabilities	(2,080)	(2,080)
Total net assets	77,436	77,436

17 Analysis of net funds

	At 1 January 2025 £	Cash flow £	At 31 December 2025 £
Cash at bank and in hand		64,479	143,995
Bank overdraft		-	-
		64,479	143,995
Debt due within one year		-	-
Debt due after more than one year		-	-
Finance leases and hire purchase contracts		-	-
Current asset investments		-	-
Net funds		64,479	143,995

	At 1 January 2024 £	Cash flow £	At 31 December 2024 £
Cash at bank and in hand		18,932	79,516
Bank overdraft		-	-
		18,932	79,516
Debt due within one year		-	-
Debt due after more than one year		-	-
Finance leases and hire purchase contracts		-	-
Current asset investments		-	-
Net funds		18,932	79,516

18 Related party transactions

During the year the charity made the following related party transactions:

Dialogue Consultants Limited
(Dialogue Consultants Limited is a company in which John Woodhouse, a trustee of the charity, has a significant ownership interest)
During the year, the charity received £9595 from Dialogue Consultants Limited for safeguarding review services. At the balance sheet date the amount due from Dialogue Consultants Limited was £1,592 (2024 - £Nil).

The amount outstanding at the year end was paid in January 2026 in accordance with the terms of the outstanding invoice.

SFAC

England & Wales - Charity number 1186903

Accounts

Company registration number: CE019969
Charity registration number: 1186903

SFAC

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 December 2024

GRC Accountants Limited
166 Banks Road
West Kirby
Wirral
Merseyside
CH48 0RH

SFAC

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SFAC

Reference and Administrative Details

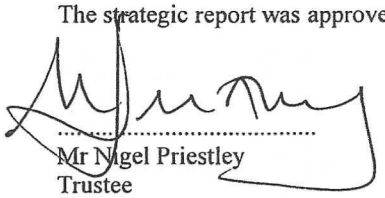
Charity Registration Number	1186903
Company Registration Number	CE019969
Registered Office	SFAC c/o Bridge Community Church Rider Street Leeds LS9 7BQ
Independent Examiner	GRC Accountants Limited 166 Banks Road West Kirby Wirral Merseyside CH48 0RH

SFAC

Strategic Report for the Year Ended 31 December 2024

The trustees, who are directors for the purposes of company law, present their strategic report for the year ended 31 December 2024, in compliance with s414C of the Companies Act 2006.

The strategic report was approved by the trustees of the charity on 12/5/25 and signed on its behalf by:



.....
Mr Nigel Priestley
Trustee

SFAC

Trustees' Report

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 31 December 2024.

Trustees and officers

The trustees and officers serving during the year and since the year end were as follows:

Trustees:	Jane Booth
	Enzo Martinelli
	Mr Nigel Priestley
	Sarah Mitchell (resigned 31 March 2024)
	John Woodhouse
	Neena Kamal
	Mr Idris Muyiwa
	Robin Spencer (appointed 13 September 2024)

Statement of trustees' responsibilities

The trustees (who are also the directors of SFAC for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including its income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

Name:

SFAC (Strengthening Families and Children. Formerly known as Strengthening Families for Abandoned Children).

SFAC

Trustees' Report

Charity Number: 1186903

Address: C/o Bridge Community Church, Rider Street, Leeds, LS9 7BQ

Governance:

Constitution

SFAC is a Charitable Incorporated Organisation that is formed by its constitution approved on 19th November 2019. Approval for transfer of assets and liabilities was given by the Charity Commission from SFAC 1095091 (a unincorporated charity of the same name) on 12th December 2019.

Trustees

2024 saw two changes to the board with Sarah Mitchell resigning due to work commitments in March; and Robin Spencer joining in September. The board is now 7 people strong and covers a number of areas of skills and experience:

- Nigel Priestley, MBE remains chair;
- John Woodhouse oversees social work practice
- Idris Muyiwe oversees finances
- Robin Spencer
- Neena Kamal
- Enzo Martinelli
- And, Jane Booth continues in her role as designated safeguarding lead.

The trustee board has met on a quarterly basis and continues to have one meeting in person as a minimum.

Regular communication between the chair of trustees and CEO takes place once a fortnight and includes an in person meeting once a quarter. The chair of trustees also has regular individual meetings with trustees and the CEO also holds regular meetings with the treasurer (Idris Muyiwe), Jane Booth re: safeguarding, and, with all other trustees as required.

Trustees were all recruited following interviews and safeguarding checks being completed. They all receive information about their role including copies of the ‘Essential Trustee Guide’ from the Charity Commission. In addition they have access to the SFAC Trustee Hub (intranet) where they can access all policies and procedures.

Plans are in place to recruit new trust members with a focus on fundraising and income generation.

The board is developing its own strategic plan that will concentrate on three key areas of development for the organisation: organisational sustainability, financial resilience; and quality assurance. These goals will tie in with the operational strategy and business plan with the trustee plan concentrating on how they fulfill their check, challenge and support role.

Policies, Insurance and Registrations

SFAC has all relevant insurance policy cover in place including employment liability, public and professional indemnity and trustee insurance. Travel insurance is obtained by individuals and reimbursed so it meets each individual's circumstances or provided as part of the Amex credit card (depending on the individual’s health needs being within scope).

The organisation is signed up to and adheres to the Fundraising Regulator, follows charity commission guidance as well as statutory requirements. SFAC is signed up to the Pensions Regulator and Information Commissioner's Office.

SFAC maintains a risk register that is regularly reviewed by trustees. Trustees view all risks identified as manageable and present no imminent risk to the future of the charity. Where risks are identified strategies are in place to mitigate these concerns; the most pressing risks identified as organisational sustainability, and financial resilience.

Policies and procedures are in place and regularly reviewed by trustees with the CEO. Policies include: Safeguarding Policy including employee code of conduct; Health and Safety Policy; travel policy; Working with Organisations Policy; Employment Policy; Trustee Code of Conduct Policy; Marketing, Communications and Fundraising policy; Serious Incidents Policy; and a Finance Policy. These are available to trustees and staff as well as organisations we work with via our Google Workspace Shared Drive and Team and Trustee Hubs (intranets). Safeguarding and health and safety are subject to a yearly review, all other policies and procedures are updated as necessary and no less than every three years on an on-going cycle.

Staffing

SFAC continues to employ one full time member of staff: Dan Hope CEO and social work trainer.

SFAC also employs Mick Pease (two days a week) and Dr Caitlin Lance Hope (one day a week). In addition we use social work contractors: Joseph Luganda, Leah Denes. Leah Denes in 2023 completed a protective behaviours training course and is now a qualified trainer and delivered her first course for SFAC in December 2023 and in 2024. Joseph completed work for SFAC in Kenya and online in Eswatini.

Isabel Khumalo is contracted by SFAC on a as needed basis to provide HR and Administrative support. Isabel is based in Zimbabwe. And, Sam Nyabondo is contracted on a three day a week basis to manage our communications work.

Sam, Isabel, Joseph and Dan met in person in Kenya in November 2024 to enable the team to have face to face discussions on communications strategy, administrative systems, and to get to know each other.

SFAC also has Srilakshmi Viswanthan on a casual worker basis as our graphic designer based in Leeds.

Dan Hope, is a registered social worker and qualified practice educator of student social workers. Dr Caitlin Lance Hope is a registered and licensed chartered psychologist, and protective behaviours trainer. Mick Pease is a qualified social worker but is no longer registered as such.

Leah Denes, contractor, is a qualified and licensed social worker in Australia and has experience of working in the UK as well as personal lived experience of this work. Leah is also a qualified protective behaviours trainer. Joseph Luganda is a trainer as a qualified teacher and is undergoing his social work degree paid for by SFAC. Joseph has one year remaining on his course.

All employees are offered a NEST pension with Mick Pease opting out due to age.

All employed staff receive a laptop and work from home. SFAC does not have an office space.

Contractors are paid upon invoice and SFAC has an agreement with Multiplier who service the payments and ensure all agreements are legal and comply with local laws of each contractor.

SFAC uses a pay scale designed independently and approved by trustees. SFAC uses a cost of living international comparison tool for those contracted overseas using the pay scale SFAC adopts.

Volunteers

In addition to the staff team various volunteers support our work.

District Judge Ranjit Uppal coordinates all SFAC legal training and provides his time for free. Ranjit is supported in this by Nigel Priestley, our chair of trustees and practising lawyer in children's care and protection. This year they were joined by Judges from Leeds division of the Family Court and lawyers Louise McCallum and Sara Anning.

SFAC have also recruited Tara Sullivan to provide support to Sam on communications. Tara is an experienced communications officer working in the corporate sector so gives a fresh and independent perspective to our comms work.

All volunteers undergo DBS checks, interview and abide by the volunteers handbook, code of conduct and complete SFAC safeguarding training and access to all policies and procedures.

Work with Organisations

SFAC works with organisations on a partnership and invited basis. Once organisations contact SFAC a due diligence assessment is completed through website searches, registration checks, interviews with the charity and any connected individuals SFAC knows who have experience of the referring charity.

Due diligence includes assessment of any risk of terrorism or money laundering and safety of staff to visit in person where such a visit is required.

All due diligence checks completed by the CEO are approved by a trustee: Jane Booth.

If successful a Partner Plan is then agreed with the agency who also signs terms and conditions or a Memorandum of Understanding. All case notes and forms are stored for each organisation under a password protected folder on SFAC Google Workspace.

Partner plans are regularly reviewed at appropriate times and no longer than 12 months from commencement of the operational partner plan. Organisations can continue working with SFAC until they feel this is no longer required. Either party can terminate working arrangements at any time subject to clauses in the terms and conditions or MOU.

SFAC provides subsidies to organisations with an income below £250,000 or where there is an emergency need. Discretion is also with the CEO, subject to trustee approval, to provide subsidies to government officials where funding is not available in their budgets for training.

Where subsidies are not provided SFAC charges a set hourly or day rate or course rate agreed in advance. This is currently set at £75 an hour, £600 a day or course rates subject to the course. All monies raised are used to cover SFAC costs, develop new courses and build SFAC capacity to provide subsidies to others.

SFAC is a not for profit organisation.

Organisations SFAC work with vary from small community groups to governments and judicial agencies. It includes small NGOs (not for profit) to large international NGOs.

Donors

All SFAC donors are checked using the principles set out in the 'know your donor' guidance from Charity Commission. No concerning donations were noted this year.

SFAC receives donations into its bank account from individuals or companies via CAF, Paypal, Facebook, JustGiving, Stewardship, payroll giving schemes or direct into our bank account. SFAC also has accounts for donations to be made in Australia. In Australia people give a restricted donation to Australian Christian Churches International Relief and Mission (ACCI) marked for SFAC. A Memorandum of Understanding is signed with ACCI to oversee these payments and share responsibilities for accounting and reporting duties. ACCI are registered with their local authorities to receive tax deductible donations and are registered non-governmental organisations. A six-monthly reporting system and audit is in place with ACCI to ensure compliance with Australian regulations.

SFAC received one grant in the year from Handmaid Foundation in Australia.

Serious Incidents and Regulator breaches.

SFAC had no serious incidents or safeguarding concerns to report to the charity commission during the year.

There was one minor breach of data protection where trustees' individual passport numbers were shared with each other on a data form inadvertently being emailed to all trustees rather than the CEO for processing. Trustees were informed of this and information commissioner code checked and this was not viewed as a reportable issue.

SFAC had one unresolved compensation claim for a cancelled flight outstanding from 2023 with KLM. This was resolved with the use of the ombudsman.

Safeguarding Risk Management

Within SFAC's work we accept that there may be safeguarding risks present due to the nature of the work SFAC partner organisations do (namely; child protection, alternative care of children). We also accept in our register of risk that organisations level of practice may be below UK standards of practice and a cause for concern.

At no time does SFAC have operational control of projects or partner organisations. Our work with organisations is advisory only and they remain responsible for the projects and for the children and families they work and staff they employ. SFAC will advise on areas of practice to improve and develop however we are not responsible for their practice decisions.

Where an organisation does not progress, or accept SFAC advice repeatedly, SFAC may end its involvement with the organisation as set out in our safeguarding and working with organisations policies. This is kept under constant review and trustees informed of any significant worries or concerns. None were registered this year.

SFAC has two named officers to oversee Serious Incidents and Safeguarding who are both qualified and experienced social workers: Jane Booth (trustee) and Dan Hope (CEO and trainer). All employed staff are trained in safeguarding procedures and UK based staff and trustees have completed additional online training via NSPCC on England Safeguarding and Child Protection Procedures.

Business Plan and Strategic Plans

SFAC has an operational business plan that ceases in 2026. A review of the SFAC business plan is underway and a new business and strategic plan will be in place by June 2025 (6 months early) for the next five years. The draft review highlights three key areas already identified. The review notes the changing landscapes for SFAC that include reduced giving in many countries, USAid and UK aid cuts, increased number of organisations now offering support services to those providing care and protection to children (meaning more competition for SFAC), and a increased need for SFAC type services as more countries and organisations seek to reform, improve and change how they care and protect children.

The business and strategic plans are subject to trustee approval due in June 2025.

SFAC

Trustees' Report

Achievements for 2024

In 2024 SFAC set out to achieve the following targets:

- Income of £125-150,000
- Expenditure of £125,000
- Embed new staff
- Develop a website-first communications strategy

These have been achieved with our communications team of Sam and Caitlin working on a new revamped home page, where we work page, and services page. Plans are now in place to develop impact reporting case studies for the where page and blog that will also create content for social media.

Sam and Isabel are now embedded into SFAC and this is benefitting their understanding and confidence. Whilst, Joseph has increasingly been involved in SFAC projects in Kenya and Eswatini and Leah are continuing her development as a protective behaviours practitioner.

SFAC has also continued to meet its financial targets even within a difficult financial climate. We achieved our income target but exceeded our expenditure due to a rise in costs namely investing in a staff visit together in Kenya to help embed staff who are based overseas.

Reviewing the Business Plan 2021-2026.

This set out three key areas and sub-targets set out below:

a) To improve governance of SFAC by:

i. Diversifying the board

ii. Having board members with designated roles linked to their experience, knowledge and skills

iii. Develop a broad strategic plan to ensure appropriate scrutiny and support.

b) To increase financial resources to £150,000 by 2025 (readjusted from £250,000 by end 2026 due to Covid-19 and cost of living crisis)

c) To diversify and increase staff team

i. To employ/contract a communications officer

ii. To redevelop website

iii. To employ/contract additional training staff

iv. To employ/contract an administrative officer.

d) To develop services online and increase services and organisations SFAC works with.

SFAC has achieved these objectives. We have a diverse board by age, gender and ethnicity and this will continue as we bring new trustees on board. We have assigned roles that fit with the skills and experience of trustees, for example, Idris is a qualified accountant, John is a qualified social worker and runs two corporate safeguarding organisations and Jane is a qualified social worker and completes serious case reviews in children and adults social work. And, the board has begun strategic planning to develop a plan that will be in place by June 2025. Funding is on target, and staffing has increased in line with the objectives as discussed above and we have moved more of our work online where appropriate and effective.

Other

SFAC remains a charity marked as an excellent by the Charity Excellence site and awarded its fifth merit certificate in a row.

SFAC

Trustees' Report

SFAC Objectives

The Objects of the CIO are, for the public benefit, to promote and develop fostering projects for abandoned children throughout the world, including but not limited to:-

4.1. the provision of family and child support services within local communities;

4.2. the provision of financial assistance to children's homes and older children with education fees and/or vocational training;

4.3. any other activity that is charitable by law that would aid the relief of hardship and poverty to children and develop their skills, capacities and capabilities and enable them to participate in society as mature and responsible individuals.

SFAC's aim is for all children to thrive in a safe and loving environment.

Vision - for SFAC to be a leading organisation to educate, equip and empower practitioners and organisations with the knowledge, skills and resources so they can provide the best care and protection to the children and families they work with.

Method - SFAC provides in person and online training, mentoring and advice services from experienced and qualified social workers, psychologists and legal professionals to any organisation around the world involved in the care and protection of children. We use a co-production model where the partner organisations remain in total control of the outcome from SFAC's advice and support. SFAC's role is consultancy and advisor.

Values - to be a non-profit organisation, be accessible to all organisations, regardless of income, work in partnership acknowledging each organisations expertise and sharing knowledge, skills and resources.

Fulfilling our objectives

SFAC promotes the use of foster care (and other forms of alternative care) through its discussions and advice to organisations. This includes identifying opportunities for its use, for example, in Kenya with Shelter Yetu as an emergency provision, but also in multi-agency forums such as Homecoming, international conferences such as World Without Orphans. It also promotes its use with UK visit delegations from governments and judiciary via showing them how foster care works in an integrated system. This led in 2024 to a Paraguay government delegation visiting and later its president launching a foster care initiative.

SFAC continues to develop foster care and connected services. In Brazil and Paraguay for example, foster care is being supported through our work with the judiciary and government officials to understand and use such services within an integrated system of family support, child protection and alternative care. Similarly, in organisations it is developed through the use of practice reviews to identify strengths and areas for improvement, for example, with Step_Iraq in Iraq-Kurdistan; or through helping organisations establish the first programmes in their area such as in Sierra Leone.

However, foster care only works within a wider continuum of services. And, SFAC continues to deliver this in its work with both NGOs and government. In Paraguay this has led to them declaring a programme to build 100 children's centres to support children and families in the community; in Brazil it saw us introduce concepts of family group conferencing, family and drug alcohol courts and similar to enable children and families to remain together and prevent need for foster care provision; similarly we have also worked on child representation in courts to enable better best interest decisions to be made, which may include placement into foster care or other alternative care options where remaining in biological family is not safe.

Furthermore, we have begun working in the UK with a NGO to support them and enable children and families to get the help and support they need before a crisis. This has included training the organisation in protective behaviours strategies to support children attending school, improve parental-child relationships and promote independent living for those previously in care.

SFAC no longer provides financial support to children's homes or vocational training or education.

Public Beneficiary

All trustees have regard and knowledge of the charity commission's guidance on the public benefit and ensure this is enacted by SFAC operations through regular review at board meetings that consider our performance and reach as well as our impact.

SFAC's public good comes from its educating, equipping and empowering practitioners and organisations with the knowledge, skills and resources they need to improve the care and protection of children. This benefits the lives of children and families by improving their safety and well-being through the care and protection they receive from the organisations SFAC works with. In turn this also upholds and promotes children's rights based on the United Nations Convention on the Rights of the Child.

The need for SFAC work remains high and is growing as the international trend is focusing more on children's care and protection. Since the 2019 United Nations General Assembly Resolution we have seen growing calls for change in many countries and NGOs. SFAC remains unique as a multi-disciplinary team of experienced and qualified practitioners who can focus on the practical implementation of policies to improve children's care and protection.

Charitable Activities and Achievements

2024 has been a year where SFAC returned to in person overseas work at a similar level to pre-pandemic levels. In addition SFAC continued to provide most of its operations online.

In 2024 we:

- worked with **29 organisations in 18 countries**.
- **directly trained 1152 people around the world** working with children and families
- attended **one global conference** and were **invited to a networking event at the foreign office in the UK on Human Rights**.
- **spoke to 17 more organisations** developing connections, discussing future projects, or having one-off discussions that may lead to more in-depth work.
- Saw our initiative to restart Homecoming become a reality and gain significant momentum.
- And, we have had over 100 views on our first therapeutic resource designed for everyone to use in their day to day lives. Caitlin explains the 'Safe Place Guided Meditation' technique. You can watch it here: https://www.youtube.com/watch?v=h17fq5G3upQ
- **Provided subsidies** to make our services affordable **to over half of the organisations we worked with (52% to be precise).**

Paraguay

We hosted the Children's Minister and representative judge for children from the Supreme Court. They visited Leeds Children's Services (via our partnership with Leeds Relational Practice Centre), Cafcass, and West Yorkshire Family Court.

Following the visit, it was announced that Paraguay would create 100 children's centres to provide family support services, launch a national foster care initiative, and create a dedicated family court.

This long-term partnership has led to the involvement of increasingly senior members of government and judiciary and ultimately to new legislation which has incorporated into law SFAC's Continuum of Services model.

We are currently in talks with NGOs and government and judicial officials in Paraguay about how SFAC can support their next steps and plans are being put in place for 2025-26.

Brazil

We hosted members of the Brazilian judiciary including Judge Eduardo Melo. Eduardo first attended an SFAC event 20 years ago and is now in a position of influence.

Following the visit, Judge Eduardo and his senior judge who also attended our UK visits put together a training course for all judges, magistrates and lawyers in Sao Paulo District. Mick, myself, and District Judge Ranjit Uppal and colleagues from Leeds Relational Centre presented to 1000 new recruits to the judicial authorities as part of the online course.

Today, we have an application in for funding to do more training as Judge Eduardo is advocating for the implementation of various programmes he (and his colleagues) saw when here. This will include children's representation in court, creating a Brazilian best interest decision-making tool based on the UK welfare checklist. The tool is designed to help judges consider family care placements over children's homes for children who can't safely live with their immediate biological family. Over 95% of all placements for alternative care have been to children's homes as judges have no awareness of what foster care or kinship care is and why it may be better for children. The new tool and associated training aims to change this statistic dramatically, ideally even reversing it!

We have also been approached by representatives of the Brazil federal government who are interested in using our Protective Behaviours programme with foster carers and kinship carers. Additionally, we are hosting a person visiting the UK on behalf of two Brazilian states to develop a foster care programme there. It's also exciting to see Abba and Revive - two organisations SFAC trained and mentored - thrive in their foster care programmes. Both organisations are now training and mentoring other organisations, effectively doing us out of a job which is always our ultimate goal!

UK

Vennture

We worked with Vennture in Herefordshire to deliver our Protective Behaviours Plus course. This was to help them in their family support work. Alongside the PBs course, we also delivered additional training sessions on how the legal and social work aspects of the child care and protection system works to allow Vennture to work more effectively when they interact with those systems. Feedback was very positive with staff taking the approaches into their day to day work. They told us they were seeing more progress in the children and families they were working with and change was happening more quickly.

One participant said "*This is by far the best course that I have attended across multiple areas of work - I have looked forward to each and every session!*"

Vennture is commissioning the programme for more staff in 2025 due to the positive staff feedback.

Global

The Salvation Army (TSA)

We have worked with the team at The Salvation Army's international headquarters throughout 2024. Our work was part of the launch of their 'Journey for Change' programme to consider the future and improve the standards of their care for children. SFAC delivered training in the UK, USA and Sri Lanka as part of this project.

In Sri Lanka, it was great to have Narel Atkinson joining us as a co-presenter. SFAC worked with Narel's organisation many years ago as they transitioned from a children's home to a community centre. We helped them develop tools to safely return children home to parents or family and to work long-term with those who could not. This year they closed their children's home. Narel talked to TSA attendees about his journey and why they changed, including a powerful testimony from a child - we'll tell that story another time for those who have not read Mick's book!

Two other highlights from our work with TSA were seeing a reference to us in their recent 2024 impact report for international development and the Indonesian government inspectors recognising the impact of our work with TSA Indonesia delivering our 'know the child' case management and case file training. TSA Indonesia is now being asked by the government to train others.

Our work with The Salvation Army continues and as they develop and improve their practice internationally it has the potential to impact over 40,000 children.

Homecoming

Mick is on the leadership council for Homecoming; a UK organisation advocating into christian communities and churches about their support for orphanages and children's homes overseas. SFAC initiated the rebirth of Homecoming and it is great to now Tony Lewry lead it. Tony, was someone SFAC worked with in Brazil when he was at Revive and we were asked to support them develop a foster care programme.

Mick's time working to advise, mentor and support Tony is only possible due to donations as it is provided for free. We hope in 2025 onwards Mick will be talking in churches and their communities about good practice and how the christian community can best support children's care and protection around the world.

Smaller Organisations

Alongside our work with governments and large charities like TSA, we also work with many small grassroots organisations. Many small organisations cannot afford our full costs so we provide a subsidy scheme which is only possible thanks to your donations.

- **Eswatini**

In Eswatini we are working with a local organisation to develop the way it assesses whether or not families are safe for children to return into their care.

- **Kenya**

Recently we worked with an organisation to review their children's home for street children and their assessments of family and community members.

After this initial work, both organisations have already implemented changes and sent several team members to attend our recent Protective Behaviours course in 2025. Both organisations have commented on how much they appreciated our insights, training, support and subsidies.

- *Iraq*

We completed a practice review for Step_Iraq on their current foster care project which SFAC helped them set up in 2018. The review was to help them internally assess their strengths and weaknesses as they have been asked to roll out the programme across more cities in Iraq-Kurdistan.

- *Case Consultancies*

We completed a number of case consultations for organisations such as Offspring in India, Sepheo in Lesotho, Fape in Morocco, and others as part of our ongoing support to organisations.

- *An Extra Recognition*

An extra - SFAC was also delighted to be part of a book called 'Where they belong'. This chronicles Cambodia based Children in Families work which SFAC was a big part of in training staff to create their foster care programme.

It is a great example of how your donations and SFAC's impact is ongoing way beyond the initial training, mentoring and support we provide.

Subsidies and Grants

SFAC continues to provide subsidies to a number of organisations to ensure our services are accessible to all. In 2023 61% of our time was provided for free with 52% of all organisations receiving some kind of subsidy.

SFAC can provide grants to organisations but provided no grants to any organisation in 2024.

Our Impact

SFAC impact can be seen through the activities above.

In Paraguay it has helped the government see the use of children's centres and preventative work leading to the announcement of 100 children's centres being built; it also cemented concepts around foster care leading to the president launching a foster care initiative which will involve Little Neighbour, a NGO providing such services in country; an organisation trained by SFAC! Whilst in Brazil we see the development of judicial practice that will assist more children be placed in foster care rather than children's homes, and more children remain in the care of their biological family.

The relaunch and establishment of Homecoming was an idea of SFAC and it is positive to see the early impact this is having with many agencies joining the call for action in christian communities to progress children's care overseas by challenging those organisations supporting orphanages without critique or understanding if it is safe and appropriate.

Our work with Vennture has seen them report success. One case worker remarked how the protective behaviours techniques meant a case with a school refuser took five weeks rather than the normal three to five months! Whilst, others saw how helpful it was in their practice to guide understanding of a child's behavioural and emotional needs both for them and for parents/carers. This results in more successful work being completed in getting children in school, improving parental - child relationships and reducing risk-taking behaviours.

Whilst with other organisations our work sees foster care standards improve such as with Step_Iraq that will result in more stable placements, but our work with them can also be seen in the request by the government for that organisation to support them embed fostering in other areas of the region. This is an impact that is common in SFAC projects and was also witnessed by The Salvation Army Indonesia whose 'essential information' form (know the child process) is something the government wants to roll out to others.

The work SFAC completed with TSA Indonesia can be most significantly seen in that over 300 children previously had no life histories, and the organisation did not know who, or where, the children's family were. Now each child has their history documented, families are being traced and children identified for a return to parental care or alternative provisions; with the long-term plan for those who cannot go home to be considered in 2025. With the Salvation Army International Headquarters our work to support them gain traction amongst their organisations to review and consider best interest decisions for children remains in the early stages but could impact over 40,000 children.

Our impact covers a wide breadth of organisations and development. In Eswatini one person described our training as *'the best social work training I have had.'* The lead manager there described how each case worker looked forward to the sessions, learnt a lot and is leading to reviews of their processes for safe reunification of children. Similarly at Shelter Yetu our review is creating significant changes in practice that will improve outcomes and processes for each child through improved day to day care by having more evening staff on shift to spend time individually with children, too improved understanding of children's emotional and behavioural needs via the care planning and protective behaviours tools, and, amendments to assessment processes for family reunification.

Here are some quotes that illustrate our impact:

'*Really, really appreciative of the amazing report. Thank you for all your hard work. It will shape our practice moving forward and improve how we care for children.'* - NGO following review of their children's home and assessment services.

'Thank you for your workshop on why children's homes are not always the answer. Now I get it. It was very practical, emotional and easy to follow. Amazing and the string exercise brings it home so powerfully. Now I can start to change how and who we fund in this space as I get it. Participant at a TSA conference.

'*I like working with SFAC as we tried a few orgs but SFAC is child-centred, not ideological. It understands practice, it is realistic, and offers practical solutions and works to conceptualise to culture and resources. And, the fact we can dip in and out is so helpful. We tried a few but SFAC is it for us! Foster care here we come as now we know how: know the child, know the family, know the organisation, know the community. Love it!'* NGO developing foster care.

'*The help you have us is special as you shared experiences, shared failures, shared successes, shared a vision and path. It has brought us new ways. I have changed policy and in Paraguay we now have new programmes as a result of SFAC. The change you have made to Paraguay is immense'* Gov minister after UK visit.

'*We have already had meetings to share learnings and implement ideas that will work in our context. It has inspired us, given us ideas and helped see how it can work together.'* Judge on UK visit.

'This is by far the best course that I have attended across multiple areas of work - I have looked forward to each and every session!" Protective Behaviours attendee

Extremely relevant and practical.I have incorporated PB concepts into my visits with families. I use them as a starting point to understand a person's needs or behaviours. I use PBs as a way to help parents understand their child better and make sense of their behaviour. Do they feel safe? And what a difference it makes if this is taken into consideration.' Protective behaviours attendee.

The feedback shows the impact SFAC training and support has had on organisations and individuals within. But perhaps the most telling impact assessment of SFAC was at an international conference run by World Without Orphans promoting the need for children to live in families over children's homes where appropriate to do so. There Mick attended for SFAC and after one day a person from another organisation commented '*is there anyone here SFAC has not trained!'* As Anu Silas, a person of lived experience in an orphanage who then set her own orphanage up said "*It was Mick and SFAC that started me on the journey of change. Now I run community centres impacting way more families than the orphanage.'* It was great to see Anu as a co-facilitator with SFAC at a conference in Sri Lanka with the Salvation Army. With us was also Narel Atkinson who stated '*SFAC helped us start to change from a children's home to moving children who could go home safely, to developing community care programmes, to advocating change with other orgs.*' In fact three co-facilitators at the Sri Lanka Salvation Army conference had been trained by SFAC: Anu, Narel and Phil (Casa Viva).

The time at WWO and Sri Lanka conference reiterated how SFAC impact is significant and enduring. This year's work has long-term effects. The numbers of children now safe appropriate placements is huge, the increased number in families vast as it impacts children now and in future years to come. ‘

Other Charitable Achievements - Support Systems

Communications

2024 saw a big change in our communications capacity with the use of a contractor to ease the burden on Caitlin Lance Hope becoming embedded. Caitlin remained involved in strategic planning and mentoring but Sam Nybondo took over as our first dedicated communications officer.

Sam has concentrated this year on the website, completing a survey review with donors, reviewing content and building in new pages and refreshing our home page. We paused social media to allow Sam time to concentrate on website development with plans to develop a website-first communications plan from mid-2025 onwards. This will also build on showcasing SFAC impact reports and case studies to improve how we demonstrate success; a direct response to survey feedback.

Our newsletter is now completed by Sam and it has a regular open rate of 52% compared to 42% of peer organisations.

Finance Systems

Finance systems are operating well using Xero bookkeeping and are overseen by our SFAC treasurer. SFAC uses various online payment systems to enable easier transactions to take place. Organisations paying for our services can now do so via Stripe, Paypal, Go Cardless, Wise Bank Accounts as well as direct bank transfer.

SFAC uses Multiplier to pay overseas based staff and to ensure they are compliant with local laws.

We bank with Reliance Bank and there are no reported issues. We also use WISE for international payments and have both a Barclaycard and Amex for use to book flights, accommodation and travel which are reimbursed by partner organisations when they can.

Fundraising

SFAC completed no significant fundraising activities in 2024 other than obtaining two places on the 100km Bike ride Essex to London. This saw two people raise over £1000 for SFAC. .

Funding and Financial Review:

Income

SFAC lost and gained the same amount of donors and overall our donations income increased by 25%. We now average monthly donations of £2100 in the UK and a further £800 in Australia donors subject to currency fluctuations.

SFAC received one significant donation from an individual of £5000 and a grant from Handmaid Foundation of £13,000.

SFAC continues to have two corporate donors Enzygo and Infinity Dentist. Both provide donations and Enzygo raised money for SFAC through a corporate golf day and we are slowly building a connection and relationship with them for the future.

Direct Work with Organisations.

SFAC continued to engage in work with organisations who could afford to pay and organisations who could not afford the SFAC fees. Our direct work from service providers who could afford SFAC service fees increased as a proportion of our income.

How We Spend Money Received (expenditure)

All monies received from individuals and organisations is used for two main reasons:

- To cover SFAC core costs (salary and running costs)
- To provide subsidies to organisations who cannot otherwise access our services. This year SFAC subsidised work with a value of £31,387 that was not received as services were provided for free.

We continue to work from home to reduce costs and regularly review our running costs to ensure value for money. Our running costs average 20% of our total expenditure but these include costs linked to projects such as mileage, training development for staff, professional membership, license costs to deliver protective behaviours, insurances for staff and the organisation, accountancy costs, regulatory memberships, IT licenses that enable us to deliver online training and advice as well as store partner organisations information and host a website.

For SFAC our trainers are our project costs as it is through employing or contracting them that we provide services to other organisations. This constitutes the rest of our costs.

Reserves

SFAC maintains a reserves policy. The reserves remain within 6-12 months of operational running costs and are reviewed by the board of trustees on a regular basis. Currently SFAC has 7 months running costs in reserves.

Financial Risk Statement

The trustees believe the charity is in a manageable financial position and has no imminent risks or concerns in terms of its financial health with income projected to cover this year and financial strategies in place to enact should future expected income fail to materialise.

Budget forecasts are regularly reviewed by the CEO and board to ensure that there are no unexpected issues regarding cashflow or sustainability.

Long-term, the charity needs to raise more money to fulfil its business plan and strategic objectives and plans are in place to enable this to succeed.

Our Future

We aim to continue to strive for excellence in our governance, training and delivery of services, and communications.

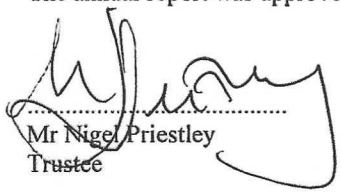
SFAC board will continue to be active and have oversight of our work. The board is developing its own strategic plan to be in place by mid-June.

SFAC will continue to invest in increasing capacity within its training team. To do this we aim to increase our funding. And, we are currently focusing on communication strategies that will supplement fundraising efforts. We are working on continuing our improvements to the website, developing our social media and donor newsletters, improving content to include impact reports and then considering grant opportunities.

SFAC

Trustees' Report

The annual report was approved by the trustees of the charity on 12/5/25 and signed on its behalf by:



.....
Mr Nigel Priestley
Trustee

SFAC

Independent Examiner's Report to the trustees of SFAC ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2024.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of SFAC as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

.....

Gareth Cooper
ACCA

166 Banks Road
West Kirby
Wirral
Merseyside
CH48 0RH

Date: 12/05/2025

SFAC

Statement of Financial Activities for the Year Ended 31 December 2024 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2024 £
Income and Endowments from:				
Donations and legacies	3	50,074	13,076	63,150
Charitable activities	4	60,360	-	60,360
Investment income	5	1,181	-	1,181
Total income		111,615	13,076	124,691
Expenditure on:				
Raising funds		(9,306)	-	(9,306)
Other expenditure	6	(116,270)	(13,076)	(129,346)
Total expenditure		(125,576)	(13,076)	(138,652)
Net expenditure		(13,961)	-	(13,961)
Net movement in funds		(13,961)	-	(13,961)
Reconciliation of funds				
Total funds brought forward		91,397	-	91,397
Total funds carried forward	15	77,436	-	77,436

	Note	Unrestricted funds £	Restricted funds £	Total 2023 £
Income and Endowments from:				
Donations and legacies	3	40,128	14,158	54,286
Charitable activities	4	53,030	-	53,030
Investment income	5	972	-	972
Total income		94,130	14,158	108,288
Expenditure on:				
Raising funds		(3,865)	-	(3,865)
Other expenditure	6	(83,224)	(14,158)	(97,382)
Total expenditure		(87,089)	(14,158)	(101,247)
Net income		7,041	-	7,041
Net movement in funds		7,041	-	7,041
Reconciliation of funds				
Total funds brought forward		84,356	-	84,356
Total funds carried forward	15	91,397	-	91,397

All of the charity's activities derive from continuing operations during the above two periods.

The notes on pages 21 to 29 form an integral part of these financial statements.

SFAC

(Registration number: CE019969)
Balance Sheet as at 31 December 2024

	Note	2024 £	2023 £
Current assets			
Debtors	12	-	30,815
Cash at bank and in hand	13	79,516	60,584
		79,516	91,399
Creditors: Amounts falling due within one year	14	(2,080)	(2)
Net assets		77,436	91,397
Funds of the charity:			
Unrestricted income funds			
Unrestricted funds		77,436	91,397
Total funds	15	77,436	91,397

For the financial year ending 31 December 2024 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements on pages 19 to 29 were approved by the trustees, and authorised for issue on 12/5/25 and signed on their behalf by:

Mr Nigel Priestley
Trustee

The notes on pages 21 to 29 form an integral part of these financial statements.

Notes to the Financial Statements for the Year Ended 31 December 2024

1 Charity status

The charity is limited by guarantee, incorporated in , and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £Nil towards the assets of the charity in the event of liquidation.

The address of its registered office is:
SFAC
c/o Bridge Community Church
Rider Street
Leeds
LS9 7BQ

2 Accounting policies

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

Statement of compliance
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)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

Going concern
The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

Exemption from preparing a cash flow statement
The charity opted to early adopt Bulletin 1 published on 2 February 2016 and have therefore not included a cash flow statement in these financial statements.

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

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Investment income

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Raising funds

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

Taxation

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

Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents
Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors
Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure
Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

3 Income from donations and legacies

	Unrestricted funds General £	Restricted funds £	Total funds £
Donations and legacies;			
Donations from individuals	31,380	13,076	44,456
Grants, including capital grants;			
Grants from other charities	18,694	-	18,694
Total for 2024	50,074	13,076	63,150
Total for 2023	40,128	14,158	54,286

4 Income from charitable activities

	Unrestricted funds General £	Total funds £
	60,360	60,360
Total for 2024	60,360	60,360
Total for 2023	53,030	53,030

5 Investment income

	Unrestricted funds General £	Total funds £
Interest receivable and similar income;		
Interest receivable on bank deposits	1,181	1,181
Total for 2024	1,181	1,181
Total for 2023	972	972

6 Other expenditure

	Note	Unrestricted funds General £	Restricted funds £	Total funds £
Staff costs				
Wages and salaries		65,582	13,076	78,658
Independent examiner fees				
Examination of the financial statements		2,124	-	2,124
Allocated support costs	7	48,564	-	48,564
Total for 2024		116,270	13,076	129,346
Total for 2023		83,224	14,158	97,382

7 Analysis of support costs

Support costs allocated to charitable activities

	Basis of allocation	Administration costs £	Total funds £
Computer software & maintenance		1,082	1,082
Subcontractor		7,407	7,407
Travelling		33,651	33,651
Insurance		1,485	1,485
PSA		40	40
Bank charges		373	373
General expenses		1,760	1,760
Licenses and subscriptions		2,766	2,766
Total for 2024		48,564	48,564
Total for 2023		19,650	19,650

8 Trustees remuneration and expenses

During the year the charity made the following transactions with trustees:

Mr Idris Muyiwa
£124 (2023: £Nil) of expenses were reimbursed to Mr Idris Muyiwa during the year.

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any other benefits from the charity during the year.

9 Staff costs

The aggregate payroll costs were as follows:

	2024 £	2023 £
Staff costs during the year were:		
Wages and salaries	78,658	76,089

The monthly average number of persons (including senior management / leadership team) employed by the charity during the year expressed as full time equivalents was as follows:

	2024 No	2023 No
	4	2

No employee received emoluments of more than £60,000 during the year.

10 Independent examiner's remuneration

	2024 £	2023 £
Examination of the financial statements	2,124	1,644

11 Taxation

The charity is a registered charity and is therefore exempt from taxation.

12 Debtors

	2024 £	2023 £
Trade debtors	-	20,850
Accrued income	-	9,965
	-	30,815

13 Cash and cash equivalents

	2024 £	2023 £
Cash at bank	79,516	60,584

14 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	21	30
Other taxation and social security	1,098	1,192
Other creditors	961	(1,220)
	2,080	2

15 Funds

	Balance at 1 January 2024 £	Incoming resources £	Resources expended £	Balance at 31 December 2024 £
Unrestricted funds				
General	91,397	111,615	(125,576)	77,436
Restricted funds	-	13,076	(13,076)	-
Total funds	91,397	124,691	(138,652)	77,436

	Balance at 1 January 2023 £	Incoming resources £	Resources expended £	Balance at 31 December 2023 £
Unrestricted funds				
General	84,356	94,130	(87,089)	91,397
Restricted funds	-	14,158	(14,158)	-
Total funds	84,356	108,288	(101,247)	91,397

16 Analysis of net assets between funds

	Unrestricted funds General £	Total funds at 31 December 2024 £
Current assets	79,516	79,516
Current liabilities	(2,080)	(2,080)
Total net assets	77,436	77,436

	Unrestricted funds General £	Total funds at 31 December 2023 £
Current assets	91,399	91,399
Current liabilities	(2)	(2)
Total net assets	91,397	91,397

17 Analysis of net funds

	At 1 January 2024 £	Cash flow £	At 31 December 2024 £
Cash at bank and in hand		18,932	79,516
Bank overdraft		-	-
		18,932	79,516
Debt due within one year		-	-
Debt due after more than one year		-	-
Finance leases and hire purchase contracts		-	-
Current asset investments		-	-
Net funds		18,932	79,516

	At 1 January 2023 £	Cash flow £	At 31 December 2023 £
Cash at bank and in hand		(27,684)	60,584
Bank overdraft		-	-
		(27,684)	60,584
Debt due within one year		-	-
Debt due after more than one year		-	-
Finance leases and hire purchase contracts		-	-
Current asset investments		-	-
Net funds		(27,684)	60,584

SFAC

England & Wales - Charity number 1186903

Accounts

Company registration number: CE019969
Charity registration number: 1186903

SFAC

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 December 2023

GRC Accountants Limited
166 Banks Road
West Kirby
Wirral
Merseyside
CH48 0RH

SFAC

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SFAC

Reference and Administrative Details

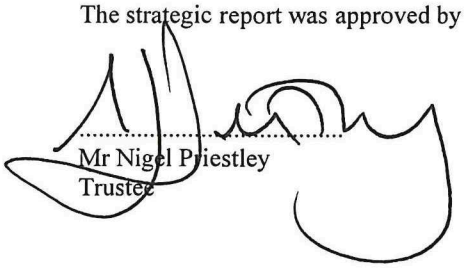
Charity Registration Number	1186903
Company Registration Number	CE019969
Registered Office	SFAC c/o Bridge Community Church Rider Street Leeds LS9 7BQ
Independent Examiner	GRC Accountants Limited 166 Banks Road West Kirby Wirral Merseyside CH48 0RH

SFAC

Strategic Report for the Year Ended 31 December 2023

The trustees, who are directors for the purposes of company law, present their strategic report for the year ended 31 December 2023, in compliance with s414C of the Companies Act 2006.

The strategic report was approved by the trustees of the charity on 15 March 2024 and signed on its behalf by:



.....
Mr Nigel Priestley
Trustee

SFAC

Trustees' Report

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 31 December 2023.

Trustees and officers

The trustees and officers serving during the year and since the year end were as follows:

Trustees:	Deborah Shield
	Jane Booth
	Philip Cotterill
	Xiaohui Chen
	Enzo Martinelli
	Mr Nigel Priestley
	Sarah Mitchell
	John Woodhouse
	Neena Kamal (appointed 17 August 2023)
	Mr Idris Muyiwa (appointed 15 May 2023)

Statement of trustees' responsibilities

The trustees (who are also the directors of SFAC for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including its income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

SFAC

Trustees' Report

Name:

SFAC (Strengthening Families and Children. Formerly known as Strengthening Families for Abandoned Children).

Charity Number: 1186903

Address: C/o Bridge Community Church, Rider Street, Leeds, LS9 7BQ

Governance:

Constitution

SFAC is a Charitable Incorporated Organisation that is formed by its constitution approved on 19th November 2019. Approval for transfer of assets and liabilities was given by the Charity Commission from SFAC 1095091 (a unincorporated charity of the same name) on 12th December 2019.

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Trustees

2023 saw two changes to the trustee board. Deborah Shield sadly retired from her post due to personal reasons and Xiahoui Chen resigned due to work commitments. We thank both for the many years of assistance and support given. Since then, Idris Muyiwe and Neena Kamal both joined the board in May and August, respectively.

2023 saw two changes to the trustee board. Deborah Shield sadly retired from her post due to personal reasons and Xiahoui Chen resigned due to work commitments. We thank both for the many years of assistance and support given. Since then, Idris Muyiwe and Neena Kamal both joined the board in May and August, respectively.

The board is now 7 people strong and covers a number of areas of skills and experience:

Nigel Priestley, MBE remains chair;

Sarah Mitchell vice-chair and overseeing communications.

Enzo Martinelli overseas fundraising,

John Woodhouse oversees social work practice

Neena Kamal oversees human resources

Idris Muyiwa oversees finances

And, Jane Booth continues in her role as designated safeguarding leading and overseeing our working with organisations.

Jane and John both bring social work qualifications and experience to the board, Nigel brings legal expertise, Idris is a qualified accountant and Neena has significant experience and qualifications in human resources. In addition Sarah brings a corporate review to our activities and Enzo has significant fundraising experience from his professional career in NGO sector. In addition we have a more diverse board than ever across different ages, gender balance, as well as national, ethnic and racial diversity. This has been a deliberate strategy over the years and we believe adds significant value to us as an organisation and better reflects who we are.

The trustee board has met on a quarterly basis and continues to have one meeting in person as a minimum. This year the in person meeting was held in November at the House of Lords.

Regular communication between the chair of trustees and CEO takes place once a fortnight and includes an in person meeting once a quarter. The chair of trustees also has regular individual meetings with trustees and the CEO also holds regular meetings with the treasurer (Idris Muyiwe), Jane Booth re: safeguarding and auditing new organisations, and with all other trustees as required.

Trustees were all recruited following interviews and safeguarding checks being completed. They all receive information about their role including copies of the 'Essential Trustee Guide' from the Charity Commission. In addition they have access to the SFAC Trustee Hub (intranet) where they can access all policies and procedures.

Trustees also regularly meet with those in the organisation that cover their area of attention. Sarah meets once a quarter with the communications team, John meets with Dan and Mick to review new social work training materials and review practice alongside Jane, Nigel visits and meets with partner organisations and donors, Enzo meets with the CEO and communications team re: fundraising and Neena has set up times to provide regular support to Isabel on HR. Each trustee also completes their own audits with a safeguarding report to the board completed with the CEO once a year, financial reviews completed at each trustee meeting and a yearly budget review in May each year. There is also a HR audit once a year, and reviews into impact/practice once a year led by John and Jane with input from Nigel; whilst Enzo completes reviews of fundraising strategies with the CEO once a year (with a current aim to develop a comprehensive new strategy in 2025).

At each trustee meeting safeguarding, health and safety are fixed items alongside a report from the chair, and CEO.

The trustee board are developing their own trustee three year strategy in 2024.

Policies, Insurance and Registrations

SFAC has all relevant insurance policy cover in place including employment liability, public and professional indemnity and trustee insurance. Travel insurance is obtained by individuals and reimbursed so it meets each individual's circumstances.

SFAC has all relevant insurance policy cover in place including employment liability, public and professional indemnity and trustee insurance. Travel insurance is obtained by individuals and reimbursed so it meets each individual's circumstances.

The organisation is signed up to and adheres to the Fundraising Regulator, follows charity commission guidance as well as statutory requirements. SFAC is signed up to the Pensions Regulator and Information Commissioner's Office.

SFAC maintains a risk register that is regularly reviewed by trustees. Trustees view all risks identified as manageable and present no imminent risk to the future of the charity. Where risks are identified strategies are in place to mitigate these concerns.

Policies and procedures are in place and regularly reviewed by trustees with the CEO. Policies include: Safeguarding Policy including employee code of conduct; Health and Safety Policy; travel policy; Working with Organisations Policy; Employment Policy; Trustee Code of Conduct Policy; Marketing, Communications and Fundraising policy; Serious Incidents Policy; and a Finance Policy. These are available to trustees and staff as well as organisations we work with via our Google Workspace Shared Drive and Team and Trustee Hubs (intranets).

Staffing

SFAC continues to employ one full time member of staff: Dan Hope CEO and social work trainer.

SFAC also employs Mick Pease (two days a week) and Dr Caitlin Lance Hope (one day a week). In addition we use social work contractors: Joseph Luganda, Leah Denes. Leah Denes in 2023 completed a protective behaviours training course and is now a qualified trainer and delivered her first course for SFAC in December 2023. Joseph completed work for SFAC in Uganda and Kenya. SFAC also retained the contractors Celina Shallard and Niaomi Duetsch but were unable to use them due to financial constraints.

Isabel Khumalo is contracted by SFAC on a as needed basis to provide HR and Administrative support. Isabel is based in Zimbabwe.

SFAC also contracted our first communications officer. Sam Nyabondo has been in post since March. Sam went through the SFAC interview process and was deemed appointable but the initial post went to Patience Patagani. Patience however resigned in February as she was offered a more highly paid full time post by Save the Children in Zimbabwe. Sam was then approached and we are delighted she accepted the role. Sam works for SFAC from Africa (she moves from country to country) and is used as and when required. She is currently engaged in revamping and revising the website, and creating regular social media content.

It was great for all of us that Sam, Isabel, Joseph and Dan could meet in person in Kenya in November. This was the first in person meeting for Dan, Sam and Isabel. It was great Joseph joined us to make it a chance for all of the Africa based contractors and our CEO to meet. It gave time for people to know each other and share time together as well have in depth conversations about the work each is doing.

SFAC also has Srilakshmi Viswanthan on a casual worker basis as our graphic designer based in Leeds.

Dan Hope, is a registered social worker and qualified practice educator of student social workers. Dr Caitlin Lance Hope is a registered and licensed chartered psychologist, trainer and protective behaviours trainer. Mick Pease is a qualified social worker but is no longer registered as such.

Leah Denes, contractor, is a qualified and licensed social worker in Australia and has experience of working in the UK as well as personal lived experience of this work. Leah is also a qualified trainer and protective behaviours trainer. Joseph Luganda is a trainer as a qualified teacher and is undergoing his social work degree paid for by SFAC. Joseph has one year remaining on his course. Celina Shallard and Niaomi Duetsch are both qualified and licensed social workers.

All employees are offered a NEST pension with Mick Pease opting out due to age.

All employed staff receive a laptop and work from home. SFAC does not have an office space.

SFAC uses a pay scale designed independently and approved by trustees. Trustees yearly review any inflation based pay and this year agreed a 5% increase to salaries. SFAC uses a cost of living international comparison tool for those contracted overseas using the pay scale SFAC adopts.

Volunteers

In addition to the staff team various volunteers support our work.

District Judge Ranjit Uppal coordinates all SFAC legal training and provides his time for free. Ranjit is supported in this by Nigel Priestley, our chair of trustees and practising lawyer in children’s care and protection.

SFAC have also recruited Tara Sullivan to provide support to Sam on communications. Tara is an experienced communications officer working in the corporate sector so gives a fresh and independent perspective to our comms work.

All volunteers undergo DBS checks, interview and abide by the volunteers handbook, code of conduct and complete SFAC safeguarding training and access to all policies and procedures.

SFAC

Trustees' Report

Work with Organisations

SFAC works with organisations on a partnership and invited basis. Once organisations contact SFAC a due diligence assessment is completed through website searches, registration checks, interviews with the charity and any connected individuals SFAC knows who have experience of the referring charity.

Due diligence includes assessment of any risk of terrorism or money laundering and safety of staff to visit in person where such a visit is required.

All due diligence checks completed by the CEO are approved by a trustee: Jane Booth.

If successful a Partner Plan is then agreed with the agency who also signs terms and conditions or a Memorandum of Understanding. All case notes and forms are stored for each organisation under a password protected folder on SFAC Google Workspace.

Partner plans are regularly reviewed at appropriate times and no longer than 12 months from commencement of the operational partner plan. Organisations can continue working with SFAC until they feel this is no longer required. Either party can terminate working arrangements at any time subject to clauses in the terms and conditions or MOU.

SFAC provides subsidies to organisations with an income below £250,000 or where there is an emergency need. Discretion is also with the CEO, subject to trustee approval, to provide subsidies to government officials where funding is not available in their budgets for training.

Where subsidies are not provided SFAC charges a set hourly or day rate or course rate agreed in advance. This is currently set at £75 an hour, £600 a day or course rates subject to the course. All monies raised are used to cover SFAC costs, develop new courses and build SFAC capacity to provide subsidies to others.

SFAC is a not for profit organisation.

Donors

All SFAC donors are checked using the principles set out in the ‘know your donor’ guidance from Charity Commission. No concerning donations were noted this year.

SFAC receives donations into its bank account from individuals or companies via CAF, Paypal, Facebook, JustGiving, Stewardship or payroll giving schemes. SFAC

also has accounts for donations to be made in Australia and USA. In Australia people give a restricted donation to Australian Christian Churches International Relief and Mission (ACCI) marked for SFAC. We also receive donors from the USA via GCA (Global Child Advocates) through a restricted donation to GCA marked for SFAC . A Memorandum of Understanding is signed with both ACCI and GCA to oversee these payments and share responsibilities for accounting and reporting duties. Both ACCI and GCA are registered with their local authorities to receive tax deductible donations and are registered non-governmental organisations. A six-monthly reporting system and audit is in place with ACCI to ensure compliance with Australian regulations.

SFAC received one grant in the year from Handmaid Foundation in Australia.

Serious Incidents and Safeguarding

SFAC had no serious incidents or safeguarding concerns to report to the charity commission during the year.

SFAC noted a concern with the DonorElf platform used in Australia where there appeared an anomaly between the total amount in the account and the actual amount in the account. This was reported and actioned by ACCI and resolved with no material loss for SFAC.

SFAC also has a dispute outstanding with British Airways for a refund of cancelled flights during the COVID19 pandemic. BA had not refunded SFAC even following numerous attempts for this money to be refunded. This matter was referred to the ombudsman for resolution and is now settled at no loss to SFAC and full compensation received. .

SFAC sets out in its safeguarding policy, working with organisations policy and terms and conditions how it manages risk and any concerns of a safeguarding nature. This includes how organisations SFAC works with can refer concerns about individuals within the organisation.

Within SFAC's work we accept that there may be safeguarding risks present due to the nature of the work SFAC partner organisations do. We also accept in our register of risk that organisations level of practice may be below UK standards of practice and a cause for concern. This is often the motivation to work with SFAC.

Where an organisation does not progress or accept SFAC advice SFAC may end its involvement with the organisation and our safeguarding and working with organisations policies set out circumstances where an incident or level of practice justifies SFAC withdrawal from a project.

At no time does SFAC have operational control of projects or partner organisations. Our work with organisations is advisory and subject to their interpretations and decisions. Organisations SFAC work with remain responsible for the projects and for the children and families they work and staff they employ.

SFAC regularly reviews our work with organisations whilst working with them. We have had no causes of concern to warrant SFAC to withdraw from working with an organisation.

SFAC has two named officers to oversee Serious Incidents and Safeguarding who are both qualified and experienced social workers: Jane Booth (trustee) and Dan Hope (CEO and trainer). All employed staff are trained in safeguarding procedures and UK based staff and trustees have completed additional online training via NSPCC on England Safeguarding and Child Protection Procedures.

There have been no reported safeguarding incidents involving SFAC employees, contractors or trustees.

Business Plan and Strategic Plans

SFAC has an operational business plan until 2026 and yearly strategic plans. These are reviewed by the CEO and trustees.

Within the plans for 2023 SFAC set out to achieve the following:

Income of £100-125,000 a year

Develop a theory of change

Increase corporate and regular giving

Create a Linkedin account and regular social media content

Refresh website and build a Services Page, Who We Are and Where we work content for website

Build a social media strategy

Complete training material resources that can be used by organisations

Increase number of organisations SFAC works with in a sustainable manner

Increase our staffing to meet training needs

And, add increased diversity and skills to the trustee board.

We achieved a income of £100,000 plus, we created a theory of change, Linkedin page, and we have refreshed the website, created a social media strategy and implementing regular social media content. We have increased staffing through contractors and through the use of our first communications officer. We have developed draft training materials that we aim to publish in 2024. And, we have diversified our trustee board, and staff team to more reflect our international status.

This has been achieved within a cost of living crisis impacting donors in the UK and Australia, and a significant increase in demand for our services where we have tried to maintain balance between fee paying and subsidised work in line with our values and history.

Other

SFAC remains a charity marked as an excellent by the Charity Excellence site and awarded its fourth merit certificate in a row.

SFAC Objectives

The Objects of the CIO are, for the public benefit, to promote and develop fostering projects for abandoned children throughout the world, including but not limited to:-

4.1. the provision of family and child support services within local communities;

4.2. the provision of financial assistance to children's homes and older children with education fees and/or vocational training;

4.3. any other activity that is charitable by law that would aid the relief of hardship and poverty to children and develop their skills, capacities and capabilities and enable them to participate in society as mature and responsible individuals.

SFAC's aim is for all children to thrive in a safe and loving environment.

Vision - for SFAC to be a leading organisation to educate, equip and empower practitioners and organisations with the knowledge, skills and resources so they can provide the best care and protection to the children and families they work with.

Method - SFAC provides in person and online training, mentoring and advice services from experienced and qualified social workers, psychologists and legal professionals to any organisation around the world involved in the care and protection of children. We use a co-production model where the partner organisations remain in total control of the outcome from SFAC's advice and support. SFAC's role is consultancy and advisor.

Values - to be a non-profit organisation, be accessible to all organisations, regardless of income, work in partnership acknowledging each organisations expertise and sharing knowledge, skills and resources.

Values - to be a non-profit organisation, be accessible to all organisations, regardless of income, work in partnership acknowledging each organisations expertise and sharing knowledge, skills and resources.

Public Beneficiary

All trustees have regard and knowledge of the charity commission's guidance on the public benefit and ensure this is enacted by SFAC operations through regular review at board meetings that consider our performance and reach as well as our impact.

SFAC's public good comes from its educating, equipping and empowering practitioners and organisations with the knowledge, skills and resources they need to improve the care and protection of children. This benefits the lives of children and families by improving their safety and well-being through the care and protection they receive from the organisations SFAC works with. In turn this also upholds and promotes children's rights based on the United Nations Convention on the Rights of the Child.

Currently, there are 1 billion children viewed by UNICEF to be at risk of harm and neglect, 4-8 million children estimated by a 2020 Lancet study to be living in children's homes where they are more likely to suffer developmental delay compared to their peers due to poor standards of care. Similarly numerous studies of foster care/guardianship, domestic adoption and kinship care in the UK and Australia, for example, indicate concerns about placement breakdown, unsafe placements and children developmentally falling behind peers within national care systems. This all indicates that more needs to be done to improve children's lives. In addition SFAC regularly receives requests for support from organisations and countries who lack access to experienced qualified practitioners in social work, law, and psychology.

The need for SFAC work remains high and is growing as the international trend is focusing more on children's care and protection. Since the 2019 United Nations General Assembly Resolution we have seen growing calls for change in many countries and NGOs. SFAC remains unique as a multi-disciplinary team of experienced and qualified practitioners who can focus on the practical implementation of policies to improve children's care and protection.

A recent review by SFAC demonstrates the increased demand for our work. In 2002 SFAC worked with 3 organisations, in 2008 it was 6 and in 2023 SFAC worked with 33 organisations with a further 25 having contacted us for possible future work.

Charitable Activities and Achievements

2023 has been a year where the COVID-19 travel restrictions eased and SFAC returned to in person overseas work at a similar level to pre-pandemic levels. In addition SFAC continued to provide most of its operations online.

In total during the year SFAC worked with 33 organisations from 16 countries. 59% of that work was provided for free with the remaining being paid work at SFAC's full rate.

In addition to the above number of organisations SFAC received enquiries from 25 other organisations for future work.

Overall SFAC directly trained 58 practitioners and a further 2317 who attended conferences.

SFAC completed the following work in 2023:

Attended, spoke and gave key-note speeches at Brazil National Foster Care conference to over 1500 social workers. SFAC input included talks on paying and supporting foster carers, and how the judiciary can have confidence in a foster care system.

The latter led to an unplanned online and in person workshop to Brazilian judiciary members attended by 229 people.

Attended, spoke, gave key-note speeches and co-facilitated workshops at Brazil's first kinship care conference. SFAC provided talks on kinship care in the UK and how judges can have confidence in kinship care.

Completed a protective behaviours training course to over 20 participants in India

Hosted a Paraguay judicial and government visit to the UK including representatives of the High Court, Attorney General Office, Public Defenders and Public Prosecutors interested in seeing how they can deliver integrated judicial and social services to children in their country.

Worked with three organisations in Sierra Leone delivering initial foster care training as they considered developing these services; and worked with one of those organisations on their transition from orphanage to child protection and care agency.

Was asked by UK foreign office via ROLE UK to attend and contribute into a national conference on children's justice in Botswana

Completed three case management reviews for an organisation in Haiti; another in Iraq-Kurdistan; and a third in Indonesia.

Completed a podcast for 1MillionHome

Contributed reports and views into the English Child Care Review strategy particularly on issues around kinship care, foster care and professional development of social workers.

Working with an organisation in Kenya to develop a app for case management

Took part in multi-agency discussions on a UK version of Faith to Action called Homecoming.

Trained an organisation in Uganda on good practice in reunification cases

We continued to provide case and project mentoring and advice support to organisations in Lesotho, Paraguay, Kenya, Uganda, India, Morocco, Sri Lanka, Iraq-Kurdistan, Indonesia, Costa Rica, Brazil,

Received reports from 1MillionHome that SFAC's Journey Home content is the most completed and watched course on their platform, that a podcast Dan completed with HCW is top of their most listened to episodes.

In November SFAC hosted a conference for organisations involved in the international children's sector. The event was hosted at the House of Lords by Baroness Blake and took part in the Lord Speaker's Room. The event was attended by representatives from 50 organisations and feedback was very positive. Since then further discussions have followed with a number of organisations new to SFAC.

Subsidies and Grants

SFAC continues to provide subsidies to a number of organisations to ensure our services are accessible to all. In 2023 59% of our time was provided for free. This is consistent with the last three years.

SFAC can provide grants to organisations but provided no grants to any organisation in 2023.

Support Systems

Communications

2023 saw a big change in our communications capacity with the use of a contractor to ease the burden on Caitlin Lance Hope. Caitlin remained involved in strategic planning and mentoring but Sam Nybondo took over as our first dedicated communications officer.

After time bedding in Sam has developed a regular social media presence for SFAC across Linkedin, Facebook and Instagram. In 2023 we have seen our reach on facebook increase by 23% and instagram by 19%, and we open a Linkedin SFAC page with nearly 400 followers in 6 months. We have seen a 67% increase in visits to SFAC's instagram and a 32% increase on Facebook. Our engagement level on Linkedin is 15% higher than peer organisations; and we average 80% engagement on facebook and instagram compared to 52% of peer organisations.

Our newsletter is now completed by Sam and it has a regular open rate of 52% compared to 42% of peer organisations. It was interesting to note we had 7% engagement with our questionnaire, significantly higher than the 1% average for all organisations and 1-2% average for our peer organisations. .

On our website we have seen a growth in visits with an average of ten unique visits a day which is an increase from three in 2022.

Overall, we have refreshed our website and now have a new page showing what services we offer, who we are, where we have worked, and our theory of change. We will continue to work on developing our website through 2024 and improving content for social media and newsletters to build on recent successes.

Finance Systems

Finance systems are operating well using Xero bookkeeping and are overseen by our SFAC treasurer. SFAC uses various online payment systems to enable easier transactions to take place. Organisations paying for our services can now do so via Stripe, Paypal, Go Cardless, Wise Bank Accounts as well as direct bank transfer.

SFAC completed a review of banking options in 2022 and SFAC planned to move to VirginMoney in 2023. However attempts to do this failed as VirginMoney did not want to proceed with one trustee being based in Italy (Enzo). At present SFAC has remained with Reliance Bank.

SFAC had an issue with Xero in the latter part of the year as it would not recognise the debit part of new Reliance Bank bank statements. This is now resolved.

Fundraising

SFAC completed no significant fundraising activities in 2023 other than our annual Mile a Day campaign which raised over £1000. Fundraising is to be reviewed in 2025 and in 2024 will concentrate on developing our communications strategy to support future fundraising and researching grant opportunities. We will also be developing a corporate giving page on the website.

SFAC completed no significant fundraising activities in 2023 other than our annual Mile a Day campaign which raised over £1000. Fundraising is to be reviewed in 2025 and in 2024 will concentrate on developing our communications strategy to support future fundraising and researching grant opportunities. We will also be developing a corporate giving page on the website.

Funding and Financial Review:

Income

Individual donors

SFAC lost and gained the same amount of donors but regular donors' income reduced by 10% due to cost of living pressures on individuals.

However, SFAC received one significant donation from an individual of £5000.

Corporate donors

SFAC continues to have two corporate donors Enzygo and Infinity Dentist. Both provide donations and Enzygo raised money for SFAC through a corporate golf day and we are slowly building a connection and relationship with them for the future.

Genesis Steel did not fund SFAC in 2023 following their donation in 2022 but we remain connected to them and future funding may follow.

Grants Received

SFAC maintained a grant from Handmaid Trust Australia to support the work of Dr Caitlin Lance Hope and staff salaries. This has two years remaining.

SFAC did not receive a further grant from Faith Up who have been a major donor to SFAC for many years. However, SFAC remains connected to Faith Up and potential future funding may follow depending on their circumstances and resources.

Direct Work with Organisations.

SFAC continued to engage in work with organisations who could afford to pay and organisations who could not afford the SFAC fees. Our direct work from service providers who could afford SFAC service fees increased as a proportion of our income.

SFAC

Trustees' Report

How We Spend Money Received (expenditure)

All monies received from individuals and organisations is used for two main reasons:

To cover SFAC core costs (salary and running costs)

To provide subsidies to organisations who cannot otherwise access our services

We continue to work from home to reduce costs and regularly review our running costs to ensure value for money.

SFAC core costs include our project salaries. For SFAC our trainers are our project costs as it is through employing or contracting them that we provide services to other organisations. This constitutes % of our total costs alongside other project costs such as travel associated costs which are reimbursed by organisations, licence fees for our protective behaviours consortium centre membership enabling us to deliver accredited training, social work and psychology licences for staff, internal project training and auditing, and licences for zoom which enables online training.

Reserves

SFAC maintains a reserves policy. The reserves remain within 6-12 months of operational running costs and are reviewed by the board of trustees on a regular basis. Currently SFAC has 7 months running costs in reserves. This is lower than previous years due to the increased costs of contracting more staff, inflation rise of 5% on staff wages, and the general increase in costs that do not get reimbursed such as insurance and memberships SFAC subscribes to which means our running costs are higher by 10% than previous year.

Banking

SFAC maintained three bank accounts for 2023 with Reliance Bank.

SFAC also has various online facilities with WISE. This facilitates international transfers from various countries that are then transferred to the Reliance Bank Account when exchange rates are favourable. SFAC holds a small amount of money in USA dollars or GBP for use when overseas and can also use WISE accounts to facilitate money being available in local currency when overseas.

Financial Risk Statement

The trustees believe the charity is in a manageable financial position and has no imminent risks or concerns in terms of its financial health.

Long-term, the charity needs to raise more money to fulfil its business plan and strategic objectives and plans are in place to enable this to succeed.

Our Impact

SFAC continues to see a need for its services. This is evident in the numbers of organisations SFAC worked with and the number making enquiries. 2024 is seeing SFAC receiving numerous requests for assistance and is proving to be a very active and busy year.

Feedback remains a significant part of SFAC's qualitative review of our work and highlights include:

PPF summarising our impact in Paraguay: *'The support so far from SFAC and ROLE UK has been an invaluable asset to the nation of Paraguay inspiring not only achievable best practice but practical insight and advice in how to apply it to the national context. This is only possible because of the consecutive projects over the years in training, consultation, learning visits and multi-disciplinary professional support for implementation. The progress already witnessed in Paraguay, enhanced by the involvement of SFAC and ROLE UK, is outstanding.'*

For SFAC the above quote encapsulates much of our ethos and methodology. Long-term involvement, using social work, psychology and legal disciplines that are able to be contextualised and are practical.

Further feedback in Brazil stated that our presentations were the *'most practicable and useable of all presentations'* (feedback from conference attendee) and following the kinship care conference there was inclusion in the end of conference declaration referring to SFAC's presentations of the *'welfare checklist and inclusion of children's voice in court proceedings as areas for learning and development in their inclusion in Brazil's practice.'* This demonstrates the value SFAC can bring in stimulating new ideas and thoughts and led to a judicial delegation visiting the UK in 2024.

Following training in Uganda with Ekisa Ministries one participant's comments were *'Dan is the best. It is practical, clear, inspiring and makes us think so hard about what we do and how.'* Another said '*Dan made us consider how case management is alive - it is alive and is about people, it is not just a form'.*

Another from Protective Behaviours online course stated: *'Thank you for a great course. Great online presentation style with lots of opportunities to ask questions and talk about real life examples which all made for a really enjoyable and informative course." "This has more than met my expectations." "A wonderfully practical course - both personally and professionally.'*

This is not our only means of review. It is also interesting to review the long-term impact where SFAC can see organisations we have worked with produce improved or new practice. SFAC uses a contributory analysis approach to these case studies.

In Brazil for example, it was great to hear that foster care is now at rates of 5% of all children in alternative care with growing interest seeing 1500 social workers promoting the concept. This compares to no one knowing about foster care in 2002 when SFAC started working in Brazil and that key leading organisations promoting and showcasing foster care in action are those trained by SFAC such as Abba and Revive. Furthermore the leading judges calling for reform include ones that SFAC first trained in awareness about family care in 2002 who are now in positions of authority to make changes. The same judges are visiting in 2024.

In Paraguay we are seeing how long-term change that started with three or four people in a small NGO has now escalated to government and judiciary with national policy and care reform promoting family care.

Both countries are examples of slow but significant change over time led by domestic organisations supported by SFAC.

Similarly within NGOs we see many organisations continue to develop, grow and lead on foster and kinship care projects. Examples during the year saw us review work in Iraq-Kurdistan as they reviewed their case management procedures for foster care following an initial 4-year programme that the government now wants to roll out across the region.

We have seen Morocco and Fape continue to be recognised for its work ,whilst in Sierra Leone we are starting the journey with three organisations attending an initial foster care training programme as they all move from children's homes to family care. And, in Indonesia we continue to support an organisation exploring reunification for over 200 children to families.

Our ongoing support to organisations is not limited to project support. We have supported many organisations who have established foster care or kinship programmes but need case consultancy such as an example with Little Neighbours in Paraguay on a case involving a child who had been with a foster carer and foster carer wished to adopt but this was not the normal practice. We helped them formulate their report to court. Or, in India we worked with Offspring on cases of therapeutic need for young women who had suffered sexual abuse, or in Sepheo in Lesotho working on a complex child protection case and helping them resolve this for a young person at significant risk of harm but running away from children's homes.

Our work showed the need to be available for project development and case consultancy and strengthens the reasoning and evidence behind our offer to provide training, mentoring and advice to organisations for as long as it is needed. This is important as for many organisations this is new work and they lack peer experience and support to draw on and SFAC fills that gap.

It is also noteworthy that our influence can be significant in other ways. In 2020 we started getting organisations together to revive the Homecoming project (a project designed to promote family care and good practice in children's homes in christian organisations working overseas from a UK base as part of their mission work). In 2023 we saw this influence lead to Homecoming being re-established and a person being employed (a person incidentally trained by SFAC in Brazil with an organisation we supported transition from a children's home to a foster care project). We also brought together a number of organisations working in the international children's care and protection sector in the UK to the House of Lords. Over 50 organisations were represented and feedback was excellent. This event increased our visibility to others and our authority, especially as many leading judges and lawyers attended in support of our legal work, including Sir Mark Hedley and Judge Hayden amongst others, and because the event was hosted by our patron Baroness Blake.

Our impact can also be felt by our work on podcasts and journey home. In 2023 we received feedback on how well our episodes have done and a number of organisations contacted us because they had heard of us on these platforms. In addition we have had people contact us because of reading Mick's book, including one organisation from the USA who then came to meet Mick in 2023 and discuss issues around children's home, foster care, kinship care and begin their own internal review and discussions on their future work.

Our Future

We aim to continue to strive for excellence in our governance, training and delivery of services, and communications.

SFAC board will continue to be active and have oversight of our work. The board is developing its own strategic plan for 2024.

SFAC will continue to invest in increasing capacity within its training team. We are looking at increasing staffing and will continue to invest in Joseph Luganda's learning to become qualified and promote Leah Denes experience in working overseas to develop her experience and skills. We will also be exploring other opportunities for consultants and if funds allow increase the hours are staff and consultants provide.

We aim to publish more online training content and publish online resources, and extend our reach of organisations we influence, train, mentor and advise.

To do this we aim to increase our funding. And, we are currently focusing on communication strategies that will supplement fundraising efforts. We are working on improving the website, developing our social media and donor newsletters into a regular rhythm and improving content to include impact reports, and training content, we are also looking to start a professional newsletter.

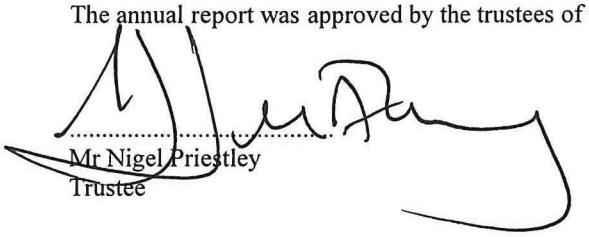
With improved communications we then aim to review fundraising in 2025 and create a new fundraising strategy.

We will continue to implement our business plan and remain on track to deliver growth and improvements to SFAC as planned in our five year strategy.

SFAC

Trustees' Report

The annual report was approved by the trustees of the charity on 15 March 2024 and signed on its behalf by:



.....

Mr Nigel Priestley
Trustee

SFAC

Independent Examiner's Report to the trustees of SFAC ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2023.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of SFAC as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

.....

Gareth Cooper
ACCA

166 Banks Road
West Kirby
Wirral
Merseyside
CH48 0RH

Date: 15/03/24

SFAC

Statement of Financial Activities for the Year Ended 31 December 2023 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2023 £
Income and Endowments from:				
Donations and legacies	3	40,128	14,158	54,286
Charitable activities	4	53,030	-	53,030
Investment income	5	972	-	972
Total income		94,130	14,158	108,288
Expenditure on:				
Raising funds		(3,865)	-	(3,865)
Other expenditure	6	(83,224)	(14,158)	(97,382)
Total expenditure		(87,089)	(14,158)	(101,247)
Net income		7,041	-	7,041
Net movement in funds		7,041	-	7,041
Reconciliation of funds				
Total funds brought forward		84,356	-	84,356
Total funds carried forward	15	91,397	-	91,397

	Note	Unrestricted funds £	Restricted funds £	Total 2022 £
Income and Endowments from:				
Donations and legacies	3	54,188	11,758	65,946
Charitable activities	4	22,165	-	22,165
Investment income	5	216	-	216
Total income		76,569	11,758	88,327
Expenditure on:				
Raising funds		(3,502)	-	(3,502)
Other expenditure	6	(63,546)	(11,758)	(75,304)
Total expenditure		(67,048)	(11,758)	(78,806)
Net income		9,521	-	9,521
Net movement in funds		9,521	-	9,521
Reconciliation of funds				
Total funds brought forward		74,835	-	74,835
Total funds carried forward	15	84,356	-	84,356

All of the charity's activities derive from continuing operations during the above two periods.

SFAC

(Registration number: CE019969)
Balance Sheet as at 31 December 2023

	Note	2023 £	2022 £
Current assets			
Debtors	12	30,815	250
Cash at bank and in hand	13	60,584	88,268
		91,399	88,518
Creditors: Amounts falling due within one year	14	(2)	(4,162)
Net assets		91,397	84,356
Funds of the charity:			
Unrestricted income funds			
Unrestricted funds		91,397	84,356
Total funds	15	91,397	84,356

For the financial year ending 31 December 2023 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements on pages 18 to 28 were approved by the trustees, and authorised for issue on 15 March 2024 and signed on their behalf by:

.....
Mr Nigel Priestley
Trustee

1 Charity status

The charity is limited by guarantee, incorporated in , and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £Nil towards the assets of the charity in the event of liquidation.

The address of its registered office is:
SFAC
c/o Bridge Community Church
Rider Street
Leeds
LS9 7BQ

These financial statements were authorised for issue by the trustees on 15 March 2024.

2 Accounting policies

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

Statement of compliance
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)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

Going concern
The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

Exemption from preparing a cash flow statement
The charity opted to early adopt Bulletin 1 published on 2 February 2016 and have therefore not included a cash flow statement in these financial statements.

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

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Investment income

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Raising funds

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

Taxation

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

Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents
Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors
Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure
Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

3 Income from donations and legacies

	Unrestricted funds General £	Restricted funds £	Total funds £
Donations and legacies;			
Donations from individuals	27,999	14,158	42,157
Gift aid reclaimed	5,180	-	5,180
Grants, including capital grants;			
Grants from other charities	6,949	-	6,949
Total for period ended 31 December 2023	40,128	14,158	54,286
Total for period ended 31 December 2022	54,188	11,758	65,946

4 Income from charitable activities

	Unrestricted funds General £	Total funds £
	53,030	53,030
Total for period ended 31 December 2023	53,030	53,030
Total for period ended 31 December 2022	22,165	22,165

5 Investment income

	Unrestricted funds General £	Total funds £
Interest receivable and similar income;		
Interest receivable on bank deposits	972	972
Total for period ended 31 December 2023	972	972
Total for period ended 31 December 2022	216	216

6 Other expenditure

	Note	Unrestricted funds General £	Restricted funds £	Total funds £
Staff costs				
Wages and salaries		61,931	14,158	76,089
Independent examiner fees				
Examination of the financial statements		1,644	-	1,644
Allocated support costs	7	19,649	-	19,649
Total for period ended 31 December 2023		83,224	14,158	97,382
Total for period ended 31 December 2022		63,546	11,758	75,304

7 Analysis of support costs

Support costs allocated to charitable activities

	Basis of allocation	Administration costs £	Total funds £
Computer software & maintenance		1,782	1,782
Subcontractor		6,145	6,145
Training		1,630	1,630
Travelling		8,454	8,454
Insurance		1,611	1,611
PSA		281	281
Bank charges		(995)	(995)
General expenses		302	302
Licenses and subscriptions		440	440
Total for period ended 31 December 2023		19,650	19,650
Total for period ended 31 December 2022		19,008	19,008

8 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

9 Staff costs

The aggregate payroll costs were as follows:

	2023 £	2022 £
Staff costs during the year were:		
Wages and salaries	76,089	55,063

The monthly average number of persons (including senior management / leadership team) employed by the charity during the year expressed as full time equivalents was as follows:

	2023 No	2022 No
	2	3

No employee received emoluments of more than £60,000 during the year.

10 Independent examiner's remuneration

	2023 £	2022 £
Examination of the financial statements	1,644	1,233

11 Taxation

The charity is a registered charity and is therefore exempt from taxation.

12 Debtors

	2023 £	2022 £
Trade debtors	20,850	250
Accrued income	9,965	-
	30,815	250

13 Cash and cash equivalents

	2023 £	2022 £
Cash at bank	60,584	88,268

14 Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	30	-
Other taxation and social security	1,192	3,158
Other creditors	(1,220)	1,004
	2	4,162

15 Funds

	Balance at 1 January 2023 £	Incoming resources £	Resources expended £	Balance at 31 December 2023 £
Unrestricted funds				
General	84,356	94,130	(87,089)	91,397
Restricted funds	-	14,158	(14,158)	-
Total funds	84,356	108,288	(101,247)	91,397

	Balance at 1 April 2022 £	Incoming resources £	Resources expended £	Balance at 31 December 2022 £
Unrestricted funds				
General	74,835	76,569	(67,048)	84,356
Restricted funds	-	11,758	(11,758)	-
Total funds	74,835	88,327	(78,806)	84,356

16 Analysis of net assets between funds

	Unrestricted funds General £	Total funds at 31 December 2023 £
Current assets	91,399	91,399
Current liabilities	(2)	(2)
Total net assets	91,397	91,397

	Unrestricted funds General £	Total funds at 31 December 2022 £
Current assets	88,518	88,518
Current liabilities	(4,162)	(4,162)
Total net assets	84,356	84,356

17 Analysis of net funds

	At 1 January 2023 £	Cash flow £	At 31 December 2023 £
Cash at bank and in hand		(88,268)	-
Bank overdraft		-	-
		(88,268)	-
Debt due within one year		-	-
Debt due after more than one year		-	-
Finance leases and hire purchase contracts		-	-
Current asset investments		-	-
Net funds		(88,268)	-

	At 1 April 2022 £	Cash flow £	At 31 December 2022 £
Cash at bank and in hand		7,919	88,268
Bank overdraft		-	-
		7,919	88,268
Debt due within one year		-	-
Debt due after more than one year		-	-
Finance leases and hire purchase contracts		-	-
Current asset investments		-	-
Net funds		7,919	88,268

SFAC

England & Wales - Charity number 1186903

Accounts

Company registration number: CE019969

Charity registration number: 1186903

SFAC

(A company limited by guarantee)

Annual Report and Financial Statements

for the period from 1 April 2022 to 31 December 2022

GRC Accountants Limited
166 Banks Road
West Kirby
Wirral
Merseyside
CH48 0RH

SFAC

Reference and Administrative Details

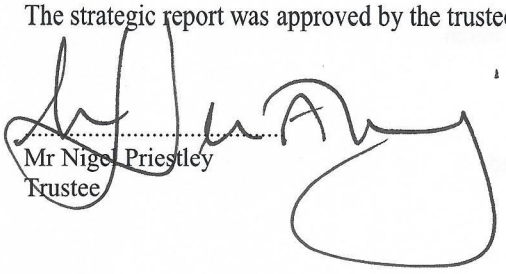
Charity Registration Number	1186903
Company Registration Number	CE019969
Registered Office	SFAC c/o Bridge Community Church Rider Street Leeds LS9 7BQ
Independent Examiner	GRC Accountants Limited 166 Banks Road West Kirby Wirral Merseyside CH48 0RH

SFAC

Strategic Report for the Period from 1 April 2022 to 31 December 2022

The trustees, who are directors for the purposes of company law, present their strategic report for the period from 1 April 2022 to 31 December 2022, in compliance with s414C of the Companies Act 2006.

The strategic report was approved by the trustees of the charity on 28 March 2023 and signed on its behalf by:



.....
Mr Nigel Priestley
Trustee

SFAC

Trustees' Report

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the period ended 31 December 2022.

Trustees and officers

The trustees and officers serving during the year and since the year end were as follows:

Trustees:	Deborah Shield
	Jane Booth
	Philip Cotterill
	David Kinloch
	Xiaohui Chen
	Enzo Martinelli (appointed 14 October 2022)
	Mr Nigel Priestley
	Sarah Mitchell (appointed 14 October 2022)
	John Woodhouse (appointed 14 October 2022)

Statement of trustees' responsibilities

The trustees (who are also the directors of SFAC for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial period. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including its income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

Name:

SFAC

Trustees' Report

SFAC (Strengthening Families and Children. Formerly known as Strengthening Families for Abandoned Children).

Charity Number: 1186903

Address: C/o Bridge Community Church, Rider Street, Leeds, LS9 7BQ

Governance:

Constitution

SFAC is a Charitable Incorporated Organisation that is formed by its constitution approved on 19th November 2019. Approval for transfer of assets and liabilities was given by the Charity Commission from SFAC 1095091 (a unincorporated charity of the same name) on 12th December 2019.

Trustees

2022 has seen a number of changes in the trustee board. Nigel Priestley, MBE has become chair since December following the retirement of Philip Cotterill, OBE. Joining the board has been Enzo Martinelli (fundraising), John Woodhouse (social work practice), Sarah Mitchell (communications). This increased the board to 6 people from 4. David Kinloch, sadly, had to resign from the board for personal reasons.

The trustee board has met on a quarterly basis. One meeting in October was in person, including a day meeting all of the SFAC operational team. The plans moving on is for trustee meeting to be held online with one in person meeting in October.

All trustees have a designated role in the charity to oversee; with Xiaohui Chen being treasurer; Jane Booth being designated safeguarding officer and lead on overseeing partnership work; Deborah Shield overseeing HR and legal affairs. Philip Cotterill has taken on health and safety following his retirement as chair. The other roles are as stipulated above.

Regular communication between the chair of trustees and CEO continued to take place at least once a month. The CEO also had discussions with Xiaohui Chen concerning financial matters and all other trustees as appropriate.

Trustees were all recruited following interviews and safeguarding checks being completed. They all receive information about their role including copies of the 'Essential Trustee Guide' from the Charity Commission. They can access training at any time.

Policies, Insurance and Registrations

SFAC has all relevant insurance policy cover in place including employment liability, public and professional indemnity and trustee insurance. Travel insurance was in place for Dan Hope, for the first SFAC overseas visit since 2020.

The organisation is signed up to and adheres to the Fundraising Regulator, follows charity commission guidance as well as statutory requirements. SFAC is signed up to the Pensions Regulator and Information Commissioner's Office.

SFAC maintains a risk register that is regularly reviewed by trustees. Trustees view all risks identified as manageable and present no imminent risk to the future of the charity. Where risks are identified strategies are in place to mitigate these concerns.

Policies and procedures are in place and regularly reviewed by trustees with the CEO. Policies include: Safeguarding Policy including employee code of conduct; Health and Safety Policy; travel policy; Working with Organisations Policy; Employment Policy; Trustee Code of Conduct Policy; Marketing, Communications and Fundraising policy; Serious Incidents Policy; and a Finance Policy. These are available to trustees and staff as well as organisations we work with via our Google Workspace Shared Drive.

In 2022 we completed our independent review of our employment, privacy and data protection policies and procedures. These were reviewed by two independent legal companies pro bono with support from A4ID. All our policies and procedures have been updated following this review and have been approved by trustees. They continue to be regularly reviewed yearly and as necessary.

SFAC

Trustees' Report

Staffing

SFAC continues to employ one full time member of staff: Dan Hope CEO and trainer. During 2022 Hannah Pease (fundraising) resigned from her post to take up a new profession and we wish her well and thank her for her hard work whilst at SFAC. SFAc continues to employ two other part time members of staff: Mick Pease (trainer), Dr Caitlin Lance Hope (trainer and communications). SFAC contracts an accountant Gareth Cooper at GRC Accountants to manage our finance and we use the Xero Bookkeeping system.

During the year SFAC also trained five social workers who will become SFAC contractor's on a as and when needed basis. Joseph Luganda, Leah Denes, Liz Wilson, Celina Shallard and Naomi Duetsch completed their induction. All were accepted as SFAC contractors following a competitive interview process which saw SFAC receive over 20 applications and interview 8 people. The contractors are based in the UK and overseas including Uganda, Australia, Spain and UK.

SFAC continued to use the services of Isabel Khumalo for administrative support and HR functions. Isabel is based in Zimbabwe and works on an as and when needed basis to support the CEO.

SFAC also advertised for a communications officer based in either Zimbabwe or Uganda. SFAC received 156 applications and completed a task exercise with 12 people and interviewed 6. We agreed to use the services of Patience Panganai from Zimbabwe. Patience is self-employed and SFAC will aim to use from January on an initial 16 hours a week basis and review needs every quarter. SFAC also took on the services of Srilakshmi Viswanathan, a self-employed graphic designer based in Leeds after she initially volunteered her time to SFAC. Srilakshmi is used on a as and when needed basis.

In total SFAC employs 2 full time equivalent staff and uses contractors as and when required. All staff are subject to interview, safeguarding checks and those in training roles are professionally qualified and experienced.

Dan Hope and Dr Caitlin Lance Hope are also registered licensed practitioners in social work and psychology. Dr Caitlin Lance Hope is also a qualified trainer and approved Protective Behaviours trainer. Dan Hope is a qualified social work practice educator in England and also practises in this area in addition to SFAC work with approval of the board.

All employees are offered a NEST pension with Mick Pease opting out due to age.

All employees staff receive a laptop and work from home but can choose to work in an office space if preferred. All staff chose to work from home.

Work with Organisations

SFAC works with organisations on a partnership and invited basis. Once organisations contact SFAC a due diligence assessment is completed through website searches, registration checks, interviews with the charity and any connected individuals SFAC knows who have experience of the referring charity.

Due diligence includes assessment of any risk of terrorism or money laundering and safety of staff to visit in person where such a visit is required.

All due diligence checks completed by the CEO are approved by a trustee: Jane Booth.

If successful a Partner Plan is then agreed with the agency who also signs terms and conditions or a Memorandum of Understanding. All case notes and forms are stored for each organisation under a password protected folder on SFAC Google Workspace.

Partner plans are regularly reviewed at appropriate times and no longer than 12 months from commencement of the operational partner plan. Organisations can continue working with SFAC until they feel this is no longer required. Either party can terminate working arrangements at any time subject to clauses in the terms and conditions or MOU.

SFAC provides subsidies to organisations with an income below £250,000 or where there is an emergency need. Discretion is also with the CEO, subject to trustee approval, to provide subsidies to government officials where funding is not available in their budgets for training. Where subsidies are not provided SFAC charges a set hourly or day rate or course rate agreed in advance. This is currently set at £75 an hour, £600 a day or course rates subject to the course. All monies raised are used to cover SFAC costs, develop new courses and build SFAC capacity to provide subsidies to others.

SFAC is a not for profit organisation.

A review of charges and the development of packages of support SFAC can offer organisations is to be completed in 2023. This will see SFAC offer orgnaisations a set amount of hours for a slightly discounted cost with subsidies remaining applicable. This will assist SFAC in planning time and capacity needs, use contractors as needed, and provide value for money to organisations.

Donors

All SFAC donors are checked using the principles set out in the 'know your donor' guidance from Charity Commission. No concerning donations were noted in the UK and one suspicious donation of £1 was noted in Australia and was refused. There was no further concerns or actions from this.

SFAC receives donations into its bank account from individuals or companies via CAF, Paypal, Amazon Smile, Facebook, JustGiving, Stewardship or payroll giving schemes. SFAC also has accounts for donations to be made in Australia and USA. In Australia people give a restricted donation to Australian Christian Churches International Relief and Mission (ACCI) marked for SFAC. We also receive donors from the USA via GCA (Global Child Advocates) through a restricted donation to GCA marked for SFAC . A Memorandum of Understanding is signed with both ACCI and GCA to oversee these payments and share responsibilities for accounting and reporting duties. Both ACCI and GCA are registered with their local authorities to receive tax deductible donations and are registered non-governmental organisations. A six-monthly reporting system and audit is in place with ACCI to ensure compliance with Australian regulations.

SFAC received one grant in the year from Handmaid Foundation in Australia.

Serious Incidents and Safeguarding

SFAC had no serious incidents or safeguarding concerns to report to the charity commission during the year.

However, SFAC has noted a concern with the DonorElf platform used in Australia where there appears an anomaly between the total amount in the account and the actual amount in the account. This has been reported to ACCI who are investigating and we will receive further information in 2023 as they are completing a full audit to identify the issue. It has minimal material impact on SFAC and is unlikely to cause a loss.

SFAC also has a dispute outstanding with British Airways for a refund of cancelled flights during the COVID19 pandemic. BA has not refunded SFAC even following numerous attempts for this money to be refunded. This matter has been referred to the ombudsman for resolution and is not a material impact on SFAC as it refers to £1000.

SFAC sets out in its safeguarding policy, working with organisations policy and terms and conditions how it manages risk and any concerns of a safeguarding nature. This includes how organisations SFAC works with can refer concerns about individuals within the organisation.

Within SFAC's work we accept that there may be safeguarding risks present due to the nature of the work SFAC partner organisations do. We also accept in our register of risk that organisations level of practice may be below UK standards of practice and a cause for concern. This is often the motivation to work with SFAC.

Where an organisation does not progress or accept SFAC advice SFAC may end its involvement with the organisation and our safeguarding and working with organisations policies set out circumstances where an incident or level of practice justifies SFAC withdrawal from a project.

At no time does SFAC have operational control of projects or partner organisations. Our work with organisations is advisory and subject to their interpretations and decisions. Organisations SFAC work with remain responsible for the projects and for the children and families they work and staff they employ.

SFAC has two named officers to oversee Serious Incidents and Safeguarding who are both qualified and experienced social workers: Jane Booth (trustee) and Dan Hope (CEO and trainer). All employed staff are trained in safeguarding procedures and UK based staff and trustees have completed additional online training via NSPCC on England Safeguarding and Child Protection Procedures.

There have been no reported safeguarding incidents involving SFAC employees, contractors or trustees.

Business Plan and Strategic Plans

SFAC has an operational business plan until 2026 and yearly strategic plans. These are reviewed by the CEO and trustees. To 2022 SFAC is in line with its business plan targets.

Other

SFAC achieved a certificate of approval (quality mark) from the Charity Excellence organisation for our governance in 2021. This will be updated in 2023.

SFAC Objectives

The Objects of the CIO are, for the public benefit, to promote and develop fostering projects for abandoned children throughout the world, including but not limited to:-

4.1. the provision of family and child support services within local communities;

4.2. the provision of financial assistance to children's homes and older children with education fees and/or vocational training;

4.3. any other activity that is charitable by law that would aid the relief of hardship and poverty to children and develop their skills, capacities and capabilities and enable them to participate in society as mature and responsible individuals.

SFAC's aim is for all children to thrive in a safe and loving environment.

Vision - for SFAC to be a leading organisation to educate, equip and empower practitioners and organisations with the knowledge, skills and resources so they can provide the best care and protection to the children and families they work with.

Method - SFAC provides in person and online training, mentoring and advice services from experienced and qualified social workers, psychologists and legal professionals to any organisation around the world involved in the care and protection of children. We use a co-production model where the partner organisations remains in total control of the outcome from SFAC's advice and support. SFAC's role is consultancy and advisor.

USP (Unique Selling Point) - a multidisciplinary team of experienced professionals that is practice focused. We provide long term support responsive to when organisations need it.

SFAC

Trustees' Report

Values - to be a non-profit organisation, be accessible to all organisations, regardless of income, work in partnership acknowledging each organisations expertise and sharing knowledge, skills and resources.

'We turn good intentions into good practice.'

Public Beneficiary

SFAC's public good comes from it educating, equipping and empowering practitioners and organisations with the knowledge, skills and resources they need to improve the care and protection of children. This benefits the lives of children and families by improving their safety and well-being throught he care and protection they receive from the organisations SFAC works with. In turn this also upholds and promotes children's rights based on the United Nations Convention on the Rights of the Child.

Currently, there are 1 billion children viewed by UNICEF to be at risk of harm and neglect, 4-8 million children estimated by a 2020 Lancet study to be living in children's homes where they are more likely to suffer developmental delay compared to their peers due to poor standards of care. Similarly numerous studies of foster care/guardianship, domestic adoption and kinship care in the UK and Australia, for example, indicate concerns about placement breakdown, unsafe placements and children developmentally falling behind peers within national care systems. This all indicates that more needs to be done to improve children's lives. In addition SFAC regularly receives requests for support from organisations and countries who lack access to experienced qualified practitioners in social work, law, and psychology.

The need for SFAC work remains high and is growing as the international trend is focusing more on children's care and protection. Since 2019 United Nations General Assembly Resolution we have seen growing calls for change in many countries and NGOs. SFAC remains unique as a multi-disciplinary team of experienced and qualified practitioners who can focus on the practical implementation of policies to improve children's care and protection.

All trustees have regard and knowledge of the charity commission's guidance on the public benefit and ensure this is enacted by SFAC operations through regular review at board meetings that consider our performance and reach as well as our impact.

Charitable Activities and Achievements

2022 started to see the ease of the COVID19 pandemic on limiting SFAC and partner organsations work. However it remained the case SFAC's travel was limited and partner organisations needed to refocus from emergency responses of 2020-22 to returning to their main work caring and protecting children.

2022 saw SFAC return to overseas travel with a two week visit to Sierra Leone in April and a two week visit to Indonesia in November. SFAC also continued to maximise use of online working.

SFAC also continued its partnership with 1MillionHome to provide consultancy to their network of organisations and appeared on their podcast.

Overall from April 2022 to December 2022 SFAC worked with 27 organisations in 15 different countries. SFAC also contributed into the National (England) Social Care Review. And, SFAC has been working on a number of online and training materials for release in 2023-24.

SFAC completed the following work:

Workshop with UNICEF and Turkish Government on emergency, respite and short-term foster care;

Hosted the Vice-Minister of Paraguay to learn about practice in England including a visit with Baroness Blake, Leeds Children's Services, Cafcass and District Judge Ranjit Uppal;

Online consultations and a Field Visit to Sierra Leone with HCW/CRC organisations to review their practice and support re-design towards child protection and alternative care;

Online training with Revive, Brazil to support their first foster care programme;

Online training with WWO Europe and LifeVision, Egypt to develop their reunification and foster care programme;

Online training and a field visit to The Salvation Army, Indonesia supporting them implement a reunficiation programme, improve quality of care in the children's homes and train staff in assessment, best interest decision making, and care planning;

Completed a online workshop in Costa Rica with lawyers and judges. District Judge Ranjit Uppal, Nigel Priestley, Dan Hope and Mick Pease all talked to 156 lawyers and judges over a day online workshop;

In person consultation with Kenya Transformation Project in the UK on their future plans for children's care and protection;

Online participation in a international research group being developed by Spaulding USA;

Online participation in a group to develop practice in Sri Lanka;

Online participation in discussions with World Without Europe;

Ongoing work in Uganda with VCDF led by Joseph Luganda;

Ongoing consultations with Fape, Morocco; Help Kids, Sri Lanka; Step-Iraq Kurdistan-Iraq; Belize government representatives; Ekisa, Uganda; 1MillionHome; Little Neighbour, Paraguay; PPF, Paraguay; Abba, Brazil and Offspring, India.

Subsidies and Grants

SFAC continues to provide subsidies to a number of organisations to ensure our services are accessible to all. Overall subsidies were provided to 17 organisations which was 63% of the organisations we provided direct work to. Of the subsidies provided 82% were full subsidies; meaning SFAC provided 52% of the organisations we worked with a full subsidy.

The number of subsides provided was up from the previous year. Our overall subsidy level was consistent with our average of 60% of organisations receiving a subsidy, but full subsidies were higher than normal with 52% of all organisations receiving a full subsidy compared to previous years averaging 35%. We believe this is due to the ongoing cost pressures across the globe, whilst the increase in subsidies to normal average levels is indicative of a return to practice for many organisations after a time concentrating on pandemic responses.

SFAC can provide grants to organisations but provided no grants to any organisation in 2022.

Support Systems

We have developed our first advisory group and they have been active in reviewing material produced for online delivery.

We continue to evolve our branding and social media with a plan for the communications officer to implement our strategic plans for this area of growth within the organisation. This will include regular social media posting, development of the website, a youtube training channel and quarterly newsletters with a focus on a country SFAC has worked in. The introduction of a communications officer will increase our capacity in this area and release Caitlin Lance Hope to work more on training within the limited capacity she has of 1 day week.

Finance systems are operating well using Xero bookkeeping and are overseen by our SFAC treasurer. SFAC uses various online payment systems to enable easier transactions to take place. Organisations paying for our services can now do so via Stripe, Paypal, Go Cardless, Wise Bank Accounts or Transfers as well as direct bank transfer.

SFAC completed a review of banking options in 2022 and SFAC plans to transfer its banking to VirginMoney in 2023 to save costs and to improve efficiency with integration with Xero.

Trustees' Report

Fundraising in 2022 saw SFAC hold a May Gala that raised a significant amount of money and follow up donations including a new corporate donor. We also ran our second Mile a Day fundraising. We have lost our SFAC fundraising officer and are reviewing our fundraising strategy in 2023 with our new fundraising trustee.

We are also indebted to Maya Tyrell, volunteer, who supported SFAC develop case study communications materials in 2022.

Funding and Financial Review:

Income

Individual donors

SFAC continued to maintain its individual donors with no significant change. We lost and gained the same amount of donors.

Fundraising

SFAC's mile a day and May Gala saw us raise £10,000 in total with 25% a match funding of the mile a day campaign. We saw continued fundraising by Enzygo, a new corporate donor in Genesis Steel and the first donations of Infinity Dentists.

Grants Received

SFAC maintained a grant from Handmaid Trust Australia to support the work of Dr Caitlin Lance Hope and staff salaries for another three years.

Direct Work with Organisations.

SFAC continued to engage in work with organisations who could afford to pay and organisations who could not afford the SFAC fees. Our direct work from service providers who could afford SFAC service fees increased as a proportion of our income.

How We Spend Money Received

All monies received from individuals and organisations is used to fund other organisations ability to access our services through the provision of subsidies, to cover SFAC running costs enabling us to provide services to organisations, and provision for developing new programmes to provide more services to more organisations.

Expenditure

SFAC expenditure was on charity activities and core costs. SFAC charity activities provide subsidies for organisations to access our services for free or at reduced cost. SFAC core costs are our salaries and running costs. There was additional fundraising costs this year which netted a profit return and a increase in staff training to induct new contractors.

Reserves

SFAC maintains a reserves policy. The reserves remain within 6-12 months of operational running costs and are reviewed by the board of trustees on a regular basis. SFAC reserves remain at 6-12 months, averaging 10 months.

Banking

SFAC maintained three bank accounts for 2022 with Reliance Bank. A review will see SFAC move one account to Virgin Money and maintain the reserves account with Reliance, closing the other two.

SFAC also has various online banking facilities with WISE. This facilitates international transfers from various countries that are then transferred to the Reliance Bank Account when exchange rates are favourable. SFAC holds a small amount of money in USA dollars for use when overseas and can also use WISE accounts to facilitate money being available in local currency when overseas.

Financial Risk Statement

The trustees believe the charity is in a manageable financial position and has no imminent concerns in terms of its financial health.

Long-term, the charity needs to raise more money to fulfil its business plan and strategic objectives and plans are in place to enable this to succeed.

Financial Reporting Calendar

At a trustee meeting in October 2022 it was agreed that financial reporting move to the calendar year. The reasons for this are it connects with reporting duties in Australia and donors prefer yearly, rather than financial yearly reports. Syncronising financial and calendar year will enable reporting to be easier and create efficiences in the administrative processes.

Our Impact

SFAC continues to see need for its services. The growing international awareness about family care is triggering a number of reviews by organisations that have children's homes and a number of organisations to develop family care. We have seen requests for this work increase and see this as a significant area of growth in the future.

Feedback from organisations remains strong with LifeVision reporting how SFAC's work: *'Thankyou Dan it was really insightful and wasn't administrative. You explained the sense about it {foster care assessments, care planning and reunification processes) and why we should do it which was very insightful and different.'*

Whilst another from Kenya Children's Project described it as:

'Walking away from a 2-day session with Dan {and SFAC}, we at KCP were empowered and filled with wisdom and knowledge needed as we strategise for our next chapter working to reform care and secure safe families for children. Mapping our programmes again in fine detail, whilst critiquing and planning for further development was instrumental and well worth investing the time and finance. Dan's experience and expertise is second to none and we would highly recommend his services and consultancy work! On a more personal note, as someone that values truth and honest, Dan {and SFAC} speaks truth and it is truly a breath of fresh air. I always feel sharpened and encouraged after out meetings. Thanks for everything, I'm looking forward to working with you again soon!'

Whilst another practitioner on completing the Protective Behaviours Course SFAC offers stated: *'I should say that PB has greatly helped me in my daily life and especially at work while interacting with the youth and community.'*

And, feedback from UNICEF Turkey following our workshop on emergency, respite and short term foster care reported: *'On behalf of UNICEF, we would like to thank once again for your kind support and your valuable presentations, very useful and beneficial. I personally learnt a lot.'*

Whilst our legal workshop in Costa Rica saw positive comments with appreciation that the legal professionals were involved in care reform. One participant noting '*many of the events around care reform are based on social workers and psychologists. It is great to have a legal training day on the topic from judges and lawyers, as well as social workers, working together.*'

The feedback reinforces our view that SFAC has a significant role and its work continues to be valued by organisations. Further evidence is seen in the continued return use of SFAC by organisations with the vast majority long-term organisations who have worked with SFAC over many years. For SFAC this qualitative feedback is part of our impact analysis, alongside the number of organisations we have worked with.

In further reviewing our impact SFAC commissioned a independent 20 year impact report in 2022 as it was our 20th year. The impact report highlighted how SFAC had influenced and contributed to change in the global sector. It showed that SFAC had worked with many organisations who now provide family care services, along with organisations that are now trainers and influencers in their area of operations (such as Childs I; Children in Families, Cambodia; Abba, Brazil; Kinnected Myanmar; and many more).

The report highlighted for SFAC one key impact that we were happy with: *'Everyone I spoke to during this process all highlighted how lovely it is working with SFAC and how they have valued their support, input and encouragement. Even when the conversations between SFAC and some of the partners have been difficult, SFAC never strayed from being kind and encouraging. It is the kindness and humility of SFAC without compromising their beliefs that perhaps sets them apart from other organisations in the sector. The impact SFAC has had has been significant, even if difficult to quantify'*

For SFAC this paragraph sums up our intentions in our work with children and families, as well as how we want to impact organisations. We want people to 'be and feel safe'. That is the essence of SFAC's work, in addition to feeling that you 'belong' - connected to yourself, your identify, your community and culture.

Connecting to culture and context is vital to SFAC's values. The report summed this up in the following paragraph: *' The strength of SFAC is to be able to share their experiences and approaches across multiple stakeholders in different contexts. To see change fully implemented and for states to embed a child's best*

interest into their legal and policy frameworks, means taking a long-term view and developing long term relationships with the organisations they work with....being able to {provide} bespoke support to partners is critical in ensuring that responses are appropriate and child-centred.'

If SFAC's impact is in how we provide support then we know we have achieved. But we also know impact is in the fact many organisations are now providing family care services, are reviewing standards of care and implementing change (for example, in Indonesia we saw evidence of the implementation of care planning commencing in the children's homes where previously there was no filing or individualised care), we are seeing organisations review their programmes to develop a integrated approach of support, protection and alternative care in response to community needs; we are seeing organisations develop case management systems that centre on the child and are improving assessment and best interest decision making; we hare hearing about the use of protective behaviours in individuals work and how organisations are benefiting from the multidisciplinary approach we take.

We take heart reflecting on the long-term case study of Paraguay that was produced for our May Gala. Over ten years of involvement has seen Paraguay move from institutional residential care centres and fragmented child protection strategies with hardly any foster care programmes, to joint protocol agreements between government and courts to improve child protection practice, creation of a foster care department and emergence of foster care NGO providers, to a pilot project being discussed in San Lorenzo to create a local child protection and care system with the judiciary and nationally a child protection pathway manual. Or, in Brazil where SFAC started in 2003 there was no children in formally approved foster care. Now there are 1,876 children in foster care, some 2,536 registered foster care families and 432 foster care services operating nationwide and SFAC is invited speakers to the first national foster care conference in Brazil.

That for SFAC is impact - we have not led or ran programmes to create change, but worked alongside organisations in Brazil and Paraguay to achieve change providing advice and support where and when sought.

SFAC

Trustees' Report

Our Future

SFAC continues to invest in increasing capacity through building online resources, developing added human capacity and seeking to invest in fundraising and communications to increase income.

Our strategy plans for 2023 will aim for SFAC to:

Develop income streams that enable SFAC to provide greater support to organisations to access SFAC training and enable the development of family care and child protection services by:.

Increasing fundraising income streams from donors

Increasing income from organisations that can pay SFAC service fees that will be used to subsidy other organisations who cannot afford SFAC service fees

Continue to expand brand recognition and marketing of what SFAC can offer organisations and donors.

Embed new staff and contractors into SFAC to enable us to meet greater demands for our services including staff based outside the UK.

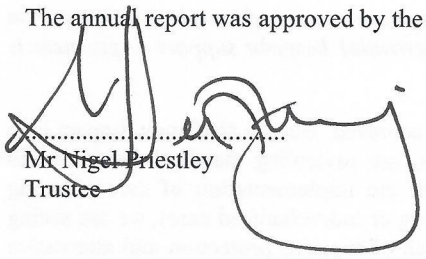
To develop quality assurance and control systems to maintain our reputation for quality work.

To produce more online resources and courses for organisations

To remain consistent to our values and ethos of delivering high quality work in a supportive yet challenging environment.

And, to build on impact case studies for donors and funders.

The annual report was approved by the trustees of the charity on 28 March 2023 and signed on its behalf by:



.....
Mr Nigel Priestley
Trustee

SFAC

Independent Examiner's Report to the trustees of SFAC ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2022.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of SFAC as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

.....

Gareth Cooper
ACCA

166 Banks Road
West Kirby
Wirral
Merseyside
CH48 0RH

12 April 2023

SFAC

Statement of Financial Activities for the Period from 1 April 2022 to 31 December 2022 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2022 £
Income and Endowments from:				
Donations and legacies	3	54,188	11,758	65,946
Charitable activities	4	22,165	-	22,165
Investment income	5	216	-	216
Total income		76,569	11,758	88,327
Expenditure on:				
Raising funds		(3,502)	-	(3,502)
Other expenditure	6	(63,546)	(11,758)	(75,304)
Total expenditure		(67,048)	(11,758)	(78,806)
Net income		9,521	-	9,521
Net movement in funds		9,521	-	9,521
Reconciliation of funds				
Total funds brought forward		74,835	-	74,835
Total funds carried forward	15	84,356	-	84,356

	Note	Unrestricted funds £	Restricted funds £	Total 31/03/2022 £
Income and Endowments from:				
Donations and legacies	3	38,754	13,223	51,977
Charitable activities	4	22,323	-	22,323
Investment income	5	158	-	158
Total income		61,235	13,223	74,458
Expenditure on:				
Raising funds		(19,767)	-	(19,767)
Other expenditure	6	(44,556)	(13,223)	(57,779)
Total expenditure		(64,323)	(13,223)	(77,546)
Net expenditure		(3,088)	-	(3,088)
Net movement in funds		(3,088)	-	(3,088)
Reconciliation of funds				
Total funds brought forward		77,923	-	77,923
Total funds carried forward	15	74,835	-	74,835

SFAC

Statement of Financial Activities for the Period from 1 April 2022 to 31 December 2022 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2022 is shown in note 15.

SFAC

(Registration number: CE019969)
Balance Sheet as at 31 December 2022

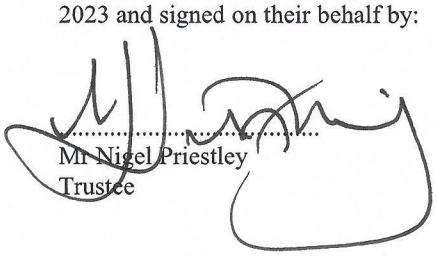
	Note	2022 £	31/03/2022 £
Current assets			
Debtors	12	250	3,232
Cash at bank and in hand	13	88,268	80,349
		88,518	83,581
Creditors: Amounts falling due within one year	14	(4,162)	(8,746)
Net assets		84,356	74,835
Funds of the charity:			
Unrestricted income funds			
Unrestricted funds		84,356	74,835
Total funds	15	84,356	74,835

For the financial period ending 31 December 2022 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the period in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements on pages 16 to 27 were approved by the trustees, and authorised for issue on 28 March 2023 and signed on their behalf by:



Mr Nigel Priestley
Trustee

Notes to the Financial Statements for the Period from 1 April 2022 to 31 December 2022

1 Charity status

The charity is limited by guarantee, incorporated in , and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £Nil towards the assets of the charity in the event of liquidation.

The address of its registered office is:
SFAC
c/o Bridge Community Church
Rider Street
Leeds
LS9 7BQ

These financial statements were authorised for issue by the trustees on 28 March 2023.

2 Accounting policies

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

Statement of compliance
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)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

Going concern
The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

Exemption from preparing a cash flow statement
The charity opted to early adopt Bulletin 1 published on 2 February 2016 and have therefore not included a cash flow statement in these financial statements.

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

Notes to the Financial Statements for the Period from 1 April 2022 to 31 December 2022

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Investment income

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Raising funds

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

Taxation

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

Notes to the Financial Statements for the Period from 1 April 2022 to 31 December 2022

Trade debtors
Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents
Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors
Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure
Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Notes to the Financial Statements for the Period from 1 April 2022 to 31 December 2022

3 Income from donations and legacies

	Unrestricted funds General £	Restricted funds £	Total funds £
Donations and legacies;			
Donations from individuals	18,816	11,758	30,574
Gift aid reclaimed	1,152	-	1,152
Grants, including capital grants;			
Grants from other charities	34,220	-	34,220
Total for period ended 31 December 2022	54,188	11,758	65,946
Total for period ended 31 March 2022	38,754	13,223	51,977

4 Income from charitable activities

	Unrestricted funds General £	Total funds £
	22,165	22,165
Total for period ended 31 December 2022	22,165	22,165
Total for period ended 31 March 2022	22,323	22,323

5 Investment income

	Unrestricted funds General £	Total funds £
Interest receivable and similar income;		
Interest receivable on bank deposits	216	216
Total for period ended 31 December 2022	216	216
Total for period ended 31 March 2022	158	158

Notes to the Financial Statements for the Period from 1 April 2022 to 31 December 2022

6 Other expenditure

	Note	Unrestricted funds General £	Restricted funds £	Total funds £
Staff costs				
Wages and salaries		43,305	11,758	55,063
Independent examiner fees				
Examination of the financial statements		1,233	-	1,233
Allocated support costs	7	19,008	-	19,008
Total for period ended 31 December 2022		63,546	11,758	75,304
Total for period ended 31 March 2022		44,556	13,223	57,779

7 Analysis of support costs

Support costs allocated to charitable activities

	Basis of allocation	Administration costs £	Total funds £
Computer software & maintenance		3,766	3,766
Subcontractor		6,471	6,471
Training		350	350
Travelling		5,454	5,454
Insurance		1,548	1,548
PSA		321	321
Bank charges		(245)	(245)
General expenses		1,054	1,054
Licenses and subscriptions		289	289
Total for period ended 31 December 2022		19,008	19,008
Total for period ended 31 March 2022		7,604	7,604

8 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

Notes to the Financial Statements for the Period from 1 April 2022 to 31 December 2022

9 Staff costs

The aggregate payroll costs were as follows:

	2022	31/03/2022
	£	£
Staff costs during the period were:		
Wages and salaries	55,063	48,531

The monthly average number of persons (including senior management / leadership team) employed by the charity during the period expressed as full time equivalents was as follows:

	2022	31/03/2022
	No	No
	3	4

No employee received emoluments of more than £60,000 during the period.

10 Independent examiner's remuneration

	2022	31/03/2022
	£	£
Examination of the financial statements	1,233	1,644

Notes to the Financial Statements for the Period from 1 April 2022 to 31 December 2022

11 Taxation

The charity is a registered charity and is therefore exempt from taxation.

12 Debtors

	2022 £	31/03/2022 £
Trade debtors	250	3,232

13 Cash and cash equivalents

	2022 £	31/03/2022 £
Cash at bank	88,268	80,349

14 Creditors: amounts falling due within one year

	2022 £	31/03/2022 £
Trade creditors	-	2,118
Other taxation and social security	3,158	550
Other creditors	1,004	6,078
	4,162	8,746

15 Funds

	Balance at 1 April 2022 £	Incoming resources £	Resources expended £	Balance at 31 December 2022 £
Unrestricted funds				
General	74,835	76,569	(67,048)	84,356
Restricted funds	-	11,758	(11,758)	-
Total funds	74,835	88,327	(78,806)	84,356

Notes to the Financial Statements for the Period from 1 April 2022 to 31 December 2022

	Balance at 1 April 2021 £	Incoming resources £	Resources expended £	Balance at 31 March 2022 £
Unrestricted funds				
General	77,923	61,235	(64,323)	74,835
Restricted funds	-	13,223	(13,223)	-
Total funds	77,923	74,458	(77,546)	74,835

16 Analysis of net assets between funds

	Unrestricted funds General £	Total funds at 31 December 2022 £
Current assets	88,518	88,518
Current liabilities	(4,162)	(4,162)
Total net assets	84,356	84,356

	Unrestricted funds General £	Total funds at 31 March 2022 £
Current assets	83,581	83,581
Current liabilities	(8,746)	(8,746)
Total net assets	74,835	74,835

Notes to the Financial Statements for the Period from 1 April 2022 to 31 December 2022

17 Analysis of net funds

	At 1 April 2022 £	Cash flow £	At 31 December 2022 £
Cash at bank and in hand		7,919	88,268
Bank overdraft		-	-
		7,919	88,268
Debt due within one year		-	-
Debt due after more than one year		-	-
Finance leases and hire purchase contracts		-	-
Current asset investments		-	-
Net funds		7,919	88,268

	At 1 April 2021 £	Cash flow £	At 31 March 2022 £
Cash at bank and in hand		4,138	80,349
Bank overdraft		-	-
		4,138	80,349
Debt due within one year		-	-
Debt due after more than one year		-	-
Finance leases and hire purchase contracts		-	-
Current asset investments		-	-
Net funds		4,138	80,349

SFAC

England & Wales - Charity number 1186903

Accounts

Company registration number: CE019969
Charity registration number: 1186903

SFAC

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 March 2022

GRC Accountants Limited
166 Banks Road
West Kirby
Wirral
Merseyside
CH48 0RH

SFAC

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SFAC

Reference and Administrative Details

Trustees	Deborah Shield Jane Booth Philip Cotterill David Kinloch Xiaohui Chen
Principal Office	SFAC c/o Bridge Community Church Rider Street Leeds LS9 7BQ
Company Registration Number	CE019969
Charity Registration Number	1186903
Independent Examiner	GRC Accountants Limited 166 Banks Road West Kirby Wirral Merseyside CH48 0RH

SFAC

Strategic Report for the Year Ended 31 March 2022

The trustees, who are directors for the purposes of company law, present their strategic report for the year ended 31 March 2022, in compliance with s414C of the Companies Act 2006.

The strategic report was approved by the trustees of the charity on 23 July 2022 and signed on its behalf by:

Philip Cotterill OBE

.....

Philip Cotterill
Trustee

SFAC

Trustees' Report

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 31 March 2022.

Name:

SFAC (Strengthening Families and Children. Formerly known as Strengthening Families for Abandoned Children).

Charity Number: 1186903

Address: C/o Bridge Community Church, Rider Street, Leeds, LS9 7BQ

Governance:

Constitution

SFAC is a Charitable Incorporated Organisation that is formed by its constitution approved on 19th November 2019. Approval for transfer of assets and liabilities was given by the Charity Commission from SFAC 1095091 (a unincorporated charity of the same name) on 12th December 2019.

Transfer of SFAC assets and liabilities from SFAC 1095091 to SFAC 1186903

SFAC fully transferred all assets and liabilities from its previous charity SFAC 1095091 and for the financial year of April 2021 to March 2022 operated as the one charity. In July 2021 all staff moved from SFAC 1095091 to SFAC 1186903. SFAC 1095091 remained open until January 2022 for administrative reasons only.

Trustees

The number of trustees increased by one during the financial year as Nigel Priestley, MBE joined us. Nigel is an award-winning lawyer in children's care and a leading advocate for special guardians, kinship carers and adoptive parents in the UK. He has personal experience of being an adoptive parent and kinship carer. Nigel has also founded and ran an award-winning overseas training project Huddersfield Law Society-Uganda Law Society legal training. In addition Nigel has experience of family care projects overseas in his engagement with the Meltham Mustard Seed Project in Uganda. This project has pioneered foster care in its area. Nigel has also been involved in SFAC training utilising his legal and personal knowledge to train peers in Paraguay and has spoken to visiting delegations from Morocco and Turkey in the past. Nigel completed this work as a volunteer.

Nigel was interviewed and approved by the board as a suitable additional trustee with his experience of SFAC's work, his overseas experience and his personal knowledge and experience of children's care. Nigel will be given a focused role after a period of settling in and getting to know the charity's strategic work.

All other trustees remain on the board and have particular roles. **Philip Cotterill, OBE** chairs the organisation with responsibility for strategic oversight. **Jane Booth** oversees work with organisations, and safeguarding procedures, **Deborah Shield** reviews legal requirements and oversees human resources, **David Kinloch** reviews fundraising and marketing operations, and **Xiaohui Chen** oversees finance and acts as the trustee treasurer.

Trustee meetings were held on a three monthly basis as finance remained stable but at a level requiring frequent monitoring in line with our financial risk strategy.

Trustee meetings were held online in 2021-22 except for our first in person meeting since Covid19. This took place in October 2021 and it is envisaged further in person meetings will return in 2022.

Regular communication between the chair of trustees and CEO took place on a monthly basis with the CEO also completing a safeguarding review with the designated trustee, having regular communications with Xiaohui Chen concerning financial matters and all other trustees as appropriate.

Trustees were all recruited following interviews and safeguarding checks being completed. They all receive information about their role including copies of the 'Essential Trustee Guide' from the Charity Commission. They can access training at any time.

Policies, Insurance and Registrations

SFAC has all relevant insurance policy cover in place including employment liability, public and professional indemnity and trustee insurance. Travel insurance will be in operation once overseas travel resumes and is not necessary in 2021-22. This is likely to change in 2022-23.

The organisation is signed up to and adheres to the Fundraising Regulator, follows charity commission guidance as well as statutory requirements. SFAC is signed up to the Pensions Regulator and Information Commissioner's Office.

SFAC maintains a risk register that is regularly reviewed by trustees. Trustees view all risks identified as manageable and present no imminent risk to the future of the charity. Where risks are identified strategies are in place to mitigate these concerns.

Policies and procedures are in place and regularly reviewed by trustees with the CEO. Policies include: Safeguarding Policy including employee code of conduct; Health and Safety Policy; travel policy; Working with Organisations Policy; Employment Policy; Trustee Code of Conduct Policy; Marketing, Communications and Fundraising policy; Serious Incidents Policy; and a Finance Policy. These are available to trustees and staff as well as organisations we work with via our Google Workspace Shared Drive.

In 2021-22 SFAC conducted an outside review of our policies and procedures using pro bono support from A4ID. They commissioned legal experts in their fields to review our data protection, employment and privacy policies and procedures with recommendations due in 2022-23.

Staffing

SFAC continues to employ one full time member of staff: Dan Hope CEO and trainer; and three part time members of staff: Mick Pease (trainer), Dr Caitlin Lance Hope (trainer and communications) and Hannah Pease (fundraising). SFAC contracts an accountant Gareth Cooper at GRC Accountants to manage our finance and we use the Xero Bookkeeping system. During the year SFAC also contracted Joseph Luganda from CALM AFRICA (based in Uganda) to complete work on behalf of SFAC with a small organisation in West Uganda where online training was not possible. Joseph's direct work was subject to a full COVID19 and operational risk assessment.

SFAC also took on an administrator on a contractor basis. Isabel Khumalo is based in Zimbabwe and works on an as and when needed basis to support the CEO in their functions and is likely to take on human resources role in 2022-23.

SFAC interviewed 7 potential social work trainers in 2022. These trainers would be employed on a contractor as and when basis. Four were offered posts. One Joseph Luganda is based in Uganda, another Liz Wilson is based in Spain and Leah Denes and Naomi Duetsch are both based in the UK. All, bar Joseph, are qualified social workers. Joseph has extensive experience in the field and will be undergoing social work training.

In total SFAC employs 2.5 full time equivalent staff and uses contractors as and when required. All staff are subject to interview, safeguarding checks and those in training roles are professionally qualified and experienced.

Dan Hope and Dr Caitlin Lance Hope are also registered licensed practitioners in social work and psychology. Dr Caitlin Lance Hope is also a qualified trainer and approved Protective Behaviours trainer. Dan Hope is a qualified social work practice educator in England and also practises in this area in addition to SFAC work with approval of the board.

All employees are offered a NEST pension with Mick Pease opting out due to age.

All staff receive a laptop and work from home but can choose to work in an office space if preferred. All staff chose to work from home and in the initial months whilst COVID19 was a significant risk all staff remained directed to work from home but were able to determine their own work location from August 2021 onwards.

Work with Organisations

SFAC works with organisations on a partnership and invited basis. Once organisations contact SFAC a due diligence assessment is completed through website searches, registration checks, interviews with the charity and any connected individuals SFAC knows who have experience of the referring charity.

Due diligence includes assessment of any risk of terrorism or money laundering and safety of staff to visit in person where such a visit is required.

All due diligence checks completed by the CEO are approved by a trustee: Jane Booth.

If successful a Partner Plan is then agreed with the agency who also signs terms and conditions or a Memorandum of Understanding. All case notes and forms are stored for each organisation under a password protected folder on SFAC Google Workspace.

Partner plans are regularly reviewed as and when and no longer than 12 months from commencement. Organisations can continue working with SFAC until they feel this is no longer required. Either party can terminate working arrangements at any time subject to clauses in the terms and conditions or MOU.

SFAC provides subsidies to organisations with an income below £100,000 or where there is an emergency need. Discretion is also with the CEO, subject to trustee approval, to provide subsidies to government officials where funding is not available. Where subsidies are not provided SFAC charges a set hourly or day rate or course rate agreed in advance. This is currently set at £75 an hour, £600 a day or course rates subject to the course. All monies raised are used to cover SFAC costs, develop new courses and build SFAC capacity to provide subsidies to others.

SFAC is a not for profit organisation.

Donors

All SFAC donors are checked using the principles set out in the 'know your donor' guidance from Charity Commission. No concerning donations were noted.

SFAC receives donations into its bank account from individuals or companies or via CAF, VirginMoney, Paypal, Amazon Smile, JustGiving, Stewardship or payroll giving schemes. SFAC also has accounts for donations to be made in Australia and USA. In Australia people give a restricted donation to Australian Christian Churches International Relief and Mission (ACCI) marked for SFAC. We also receive donors from the USA via GCA (Global Child Advocates) through a restricted donation to GCA marked for SFAC . A Memorandum of Understanding is signed with both ACCI and GCA to oversee these payments and share responsibilities for accounting and reporting duties. Both ACCI and GCA are registered with their local authorities to receive tax deductible donations and are registered non-governmental organisations.

SFAC received one grant in the year from Handmaid Foundation in Australia.

Serious Incidents and Safeguarding

SFAC had no serious incidents or safeguarding concerns to report to the charity commission during the year.

SFAC sets out in its safeguarding policy, working with organisations policy and terms and conditions how it manages risk and any concerns of a safeguarding nature. This includes how organisations SFAC works with can refer concerns about individuals within the organisation.

Within SFAC's work we accept that there may be safeguarding risks present due to the nature of the work SFAC partner organisations do. We also accept in our register of risk that organisations level of practice may be below UK standards of practice and a cause for concern. This is often the motivation to work with SFAC.

Where an organisation does not progress or accept SFAC advice SFAC may end its involvement with the organisation and our safeguarding and working with organisations policies set out circumstances where an incident or level of practice justifies SFAC withdrawal from a project.

At no time does SFAC have operational control of projects or partner organisations. Our work with organisations is advisory and subject to their interpretations and decisions. Organisations SFAC work with remain responsible for the projects and for the children and families they work and staff they employ.

SFAC has two named officers to oversee Serious Incidents and Safeguarding who are both qualified and experienced social workers: Jane Booth (trustee) and Dan Hope (CEO and trainer). All employed staff are trained in safeguarding procedures and UK based staff and trustees have completed additional online training via NSPCC on England Safeguarding and Child Protection Procedures.

Business Plan and Strategic Plans

A business plan review was completed in 2020-21 and a new business plan has been agreed for 2021-26 which is reviewed regularly by the board of trustees through the yearly strategic plans.

Strategic Plans are reviewed by the board at every July meeting for the financial year.

Other

SFAC achieved a certificate of approval (quality mark) from the Charity Excellence organisation for our governance in 2020-21 which was renewed in 2021-22.

SFAC Objectives

The Objects of the CIO are, for the public benefit, to promote and develop fostering projects for abandoned children throughout the world, including but not limited to:-

4.1. the provision of family and child support services within local communities;

4.2. the provision of financial assistance to children's homes and older children with education fees and/or vocational training;

4.3. any other activity that is charitable by law that would aid the relief of hardship and poverty to children and develop their skills, capacities and capabilities and enable them to participate in society as mature and responsible individuals.

SFAC's aim is for all children to thrive in a safe and loving environment.

Vision - for SFAC to be a leading organisation to educate, equip and empower practitioners and organisations with the knowledge, skills and resources so they can provide the best care and protection to the children and families they work with.

Method - SFAC provides in person and online training, mentoring and advice services from experienced and qualified social workers, psychologists and legal professionals to any organisation around the world involved in the care and protection of children.

USP (Unique Selling Point) - a multidisciplinary team of experienced professionals that focuses on the practice of caring and protecting children, including on-going, long term support responsive to when organisations need it.

SFAC

Trustees' Report

Values - to be a non-profit organisation, be accessible to all organisations, regardless of income, work in partnership acknowledging each organisations expertise and sharing knowledge, skills and resources.

'We turn good intentions into good practice.'

Public Beneficiary

SFAC view is that by educating, equipping and empowering practitioners and organisations with the knowledge, skills and resources they need to improve the care and protection of children we benefit the lives of children and families achieving our mission to see more children living a safe, family life where they can thrive.

We provide advocacy, training, consultancy, mentoring and reviews of practice standards to community groups, non-governmental organisations, governments and judicial authorities to achieve our aims.

Currently, there are 1 billion children viewed by UNICEF to be at risk of harm and neglect, 4-8 million children estimated by a 2020 Lancet study to be living in children's homes where they are more likely to suffer developmental delay compared to their peers. Similarly numerous studies of foster care/guardianship, domestic adoption and kinship care in the UK and Australia, for example, indicate concerns about placement breakdown, unsafe placements and children developmentally falling behind peers within national care systems. This all indicates that more needs to be done to improve the knowledge, skills and resources to care and protect children better.

The need for SFAC work remains high. Improving practice in children's homes, enabling organisations to create effective family care systems, and child protection/family support programmes are critical, in our view, in achieving our objectives and enabling children to thrive and be confident adults.

All trustees have regard and knowledge of the charity commission's guidance on the public benefit and ensure this is enacted by SFAC operations through regular review at board meetings that consider our performance and reach as well as our impact.

Charitable Activities and Achievements

2021-22 was again a challenging year due to COVID19 significantly impacting our abilities to provide support. Online technology mitigated the risk to a significant effect but there are limitations due to some organisations' lack of technology or electricity and some training exercises and reviews requiring in person visits.

Overall SFAC had contact with 52 organisations in 26 different countries in 2021-22. We worked directly with 31 organisations during the financial year. This includes three organisations where SFAC was an invited presentator at conferences; and, 28 organisations who sought and received training, mentoring or advice services from SFAC. We also had 15 people from 6 organisations complete protective behaviours training and certifications. And, SFAC completed a online training and advocacy course for 1MillionHome as well as a podcast for Think Orphan.

21 organisations made initial enquiries and advice for potential work in 2022-23 (reflective of the move out of COVID19 restrictions towards the end of 2021 and into 2022).

Of note SFAC provided no training to governments or courts in 2021-22 but enquiries have been received for such work to commence in 2022-23. This is likely to reflect the impact of COVID19 redirecting priorities. In addition smaller organisations who require subsidies are also likely to have redirected priorities from training to community responses to COVID19 with little capacity to undertake training opportunities. SFAC predicts this will change in 2022-23 as evidenced by the rapid increase in enquiries received from January 2022 onwards.

SFAC's work included repeat work with many organisations. We continued to build our relationship with 1MillionHome working on various consultation projects with their various partner organisations in Kenya, Haiti, Lesotho, Sierra Leone and Uganda. We also completed an online advocacy and training course available on their free to use platform Journey Home as well as a podcast for Think Orphan.

We continued work with The Salvation Army in Indonesia and we continued long-term work with a number of small organisations (for example, Sepheo in Lesotho, Redeeming Zoe in Philippines, Little Neighbours in Paraguay, Offspring in India, Abba in Brazil, GCA in Thailand, and Fape in Morocco), and began new projects with organisations such as Life Foundation (UK/Romania), Revive (Brazil) and Act4Africa (Uganda).

We completed conferences for Homecoming and World Without Orphans (joint conference), Thinking Faith and FACES. We also took part in advocacy and international development discussions participating and providing advice on various projects with Better Care Network, Faith to Action, Spaulding (USA), and World Without Orphans Europe. In addition SFAC also contributed into the UK Children's Review.

We also saw Joseph Luganda become SFAC's first overseas based contractor in a pilot project. Joseph delivered training on behalf of SFAC to VCDF and Act4Africa. SFAC has worked with Joseph for over ten years through our ongoing mentoring and advice on foster care for CALM AFRICA. It is great to now see Joseph train others.

We worked on various online resources. These have now been tested and reviewed by members of our advisory group and are going through final reviews for graphic design and video editing.

Subsidies and Grants

SFAC continues to provide subsidies to a number of organisations to ensure our services are accessible to all. Overall subsidies were provided to 13 organisations which was 43% of the organisations we provided direct work to. **Of those 10 organisations received a full subsidy (36%) and 2 organisations received a partial subsidy (7%).** . The number of subsides provided was down from previous years. We believe this is due to the partnership SFAC has with 1MillionHome who fund our work with small organisations in their network, and a drop in small organisations accessing training in 2021-22 as they redirected priorities to COVID19 responses. The latter point is expected to change in 2022-23 and is reflected in the rapid growth of enquiries made towards the end of 2021-22.

SFAC can provide grants to organisations but provided no grants to any organisation in 2021-22. Our strategic plan is to be able to offer grants to organisations in 2024 onwards.

Support Systems

We have developed our first advisory group and they have been active in reviewing material produced for online delivery.

We have significantly overhauled our branding across social media and publications and now have a consistent look and feel which represents the organisation. The brand reflects our professional approach but also the fun and friendly nature of SFAC - we feel this reflects family life (serious .but enjoyable)

Within administration the appointment of Isabel is adding new capacity to the team that frees Dan Hope as CEO from administrative tasks and as Isabel gets trained and familiar with SFAC systems this is envisaged to be a significant support to SFAC resources.

Fundraising has been the attention of Hannah Pease and this will take time to build strategies and relationships, especially in our core corporate market. Plans for increasing fundraising are in place and will be annually reviewed.

Finance systems are now in place using Xero bookkeeping and are overseen by our SFAC treasurer. This system is now effective and SFAC uses various online payment systems to enable easier transactions to take place. Organisations paying for our services can now do so via Stripe, Paypal, Go Cardless, Wise Bank Accounts or Transfers as well as direct bank transfer.

Trustees' Report

We have continued to provide social media content and newsletters to donors and supporters whilst also initiating a new website with content being added to consistently. This has been achieved whilst acknowledging our limited communications budget and capacity as all communications work is completed by Caitlin Lance Hope in addition to her training role. Caitlin only works 1 day a week so it is a priority need to increase capacity in this area to also free Caitlin to concentrate on her training role.

We are also indebted to Maya Tyrell, volunteer, who supported SFAC develop case study communications materials which will be completed in 2021-22.

Funding and Financial Review:

Income

Individual donors

SFAC continued to maintain its individual donors seeing an overall slight increase of 2% in donations.

Fundraising

SFAC also held no significant fundraising activities in part due to the COVID19 situation. SFAC held an online quiz and in May 2021 piloted a Mile a Day in May initiative. This was not widely publicised but still raised a significant amount of money of just over £2000.

Corporate Giving

Enzygo continued to support SFAC with increasing activities including a golf day and cake baking raising just over £1000. It is expected this relationship will increase in the coming years. In addition Cake is the Answer donated £2 per cake sale in May and November of 2021 via Work for Good.

Grants Received

SFAC maintained a grant from Handmaid Trust Australia to support the work of Dr Caitlin Lance Hope and staff salaries.

SFAC also accessed one month's furlough grant in 2021-22. All other furlough grants were made under SFAC's old charity.

Direct Work with Organisations.

SFAC continued to engage in work with organisations who could afford to pay and organisations who could not afford the SFAC fees. Our direct work from service providers who could afford SFAC service fees increased as a proportion of our income.

How We Spend Money Received

All monies received from individuals and organisations is used to fund other organisations ability to access our services through the provision of subsidies, to cover SFAC running costs enabling us to provide services to organisations, and provision for developing new programmes to provide more services to more organisations.

Expenditure

SFAC expenditure was on charity activities and core costs. SFAC charity activities provide subsidies for organisations to access our services for free or at reduced cost and covering our core costs. This includes salaries and running costs and included this year reimbursing CALM AFRICA for time Joseph Luganda spent on SFAC work with other organisations under a Memorandium of Understanding.

Reserves

SFAC maintains a reserves policy. The reserves remain within 6-12 months of operational running costs and are reviewed by the board of trustees on a regular basis. There was no change in SFAC reserves

Banking

SFAC maintained three bank accounts for 2020-21 with Reliance Bank. If SFAC were to raise significantly more money in the bank then a new account with an alternative provider will be arranged to ensure the organisation is covered in case of any failure of the bank.

SFAC also has various online banking facilities with WISE. This facilitates international transfers from various countries that are then transferred to the Reliance Bank Account when exchange rates are favourable. SFAC holds a small amount of money in USA dollars for use when overseas and can also use WISE accounts to facilitate money being available in local currency when overseas.

Transfer of Assets and Liabilities

Monies in SFAC 1095091 were mainly transferred in March 2021 with remaining monies transferred by December 2021. No debts transferred.

Financial Risk Statement

The trustees believe the charity is in a manageable financial position and has no imminent concerns in terms of its financial health.

Long-term, the charity needs to raise more money to fulfil its business plan and strategic objectives and plans are in place to enable this to succeed.

It was planned that SFAC would incur a drop in turnover due to the financial consequences of COVID19, limited overseas travel, restricted fundraising activities, and staff working on varied furlough arrangements. It is anticipated that as restrictions ease turnover will increase.

Our Future We see the next twelve months as an opportunity for significant growth as organisations move from initial responses to COVID19 to long-term practice. The growing international awareness about family care is triggering a number of reviews by organisations that have children's homes and a number of organisations to develop family care. The international gap is in the lack of knowledge and skills to deliver family care in countries where minimal experience of such services or child protection practice exists. In addition there is increasing 'professionalisation' of the work and moves to implement and understand good practice. This growth in calls and awareness about family care is illustrated in the recent UNGA (United Nations General Assembly) resolution in 2019 on children's care, implementation of UNCRC convention, donor awareness, and governments identifying a need for an increased role in the care and protection of its children.

SFAC continues to be seen as a resource for organisations to use and support the development of good practice. One such organisation in Belize referred to why they like SFAC as its about 'contextually relevant safeguarding and care. It is not about fixed models or policies, but supporting practitioners and organisations deliver good practice through ideas, experiences, concepts and principles that we own and take responsibility for determining relevance, adaptability and implementation.'

To meet growing demand SFAC needs to invest in a nimble and flexible workforce that can respond to the needs of organisations. To this end we will be adding capacity as we train new social work trainers, with plans to add resources in therapeutic training in 2022 to 2024. In addition SFAC will need to increase revenue and income streams to enable it to continue providing support to organisations of all sizes.

Our strategy plans for 2022-23 will aim for SFAC to:

Develop income streams that enable SFAC to provide greater support to organisations to access SFAC training and enable the development of family care and child protection services by:.

Increasing fundraising income streams from donors

Increasing income from organisations that can pay SFAC service fees that will be used to subsidy other organisations who cannot afford SFAC service fees

Continue to expand brand recognition and marketing of what SFAC can offer organisations and donors.

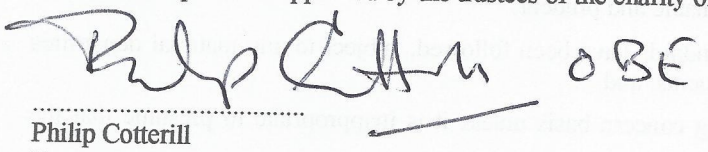
Embed new staff and contractors into SFAC to enable us to meet greater demands for our services including staff based outside the UK.

To develop quality assurance and control systems to maintain our reputation for quality work.

To produce more online resources and courses for organisations

To remain consistent to our values and ethos of delivering high quality work in a supportive yet challenging environment.

The annual report was approved by the trustees of the charity on 23 July 2022 and signed on its behalf by:



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Philip Cotterill
Trustee

SFAC

Statement of Trustees' Responsibilities

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

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the trustees of the charity on 23 July 2022 and signed on its behalf by:

Philip Cotterill OBE

.....

Philip Cotterill
Trustee

SFAC

Independent Examiner's Report to the trustees of SFAC

I report to the charity trustees on my examination of the accounts of the charity for the year ended 31 March 2022 which are set out on pages 14 to 23.

Respective responsibilities of trustees and examiner

As the charity's trustees of SFAC (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of SFAC are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of SFAC as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

.....

Gareth Cooper
ACCA

166 Banks Road
West Kirby
Wirral
Merseyside
CH48 0RH

Date:.....

SFAC

Statement of Financial Activities for the Year Ended 31 March 2022 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 31 March 2022 £
Income and Endowments from:				
Donations and legacies	3	38,754	13,223	51,977
Charitable activities	4	22,323	-	22,323
Investment income	5	158	-	158
Total income		61,235	13,223	74,458
Expenditure on:				
Raising funds		(19,767)	-	(19,767)
Other expenditure	6	(44,556)	(13,223)	(57,779)
Total expenditure		(64,323)	(13,223)	(77,546)
Net expenditure		(3,088)	-	(3,088)
Net movement in funds		(3,088)	-	(3,088)
Reconciliation of funds				
Total funds brought forward		77,923	-	77,923
Total funds carried forward	14	74,835	-	74,835

	Note	Unrestricted funds £	Total 31 March 2021 £
Income and Endowments from:			
Donations and legacies	3	72,052	72,052
Charitable activities	4	8,142	8,142
Investment income	5	205	205
Total income		80,399	80,399
Expenditure on:			
Raising funds		(336)	(336)
Other expenditure	6	(2,770)	(2,770)
Total expenditure		(3,106)	(3,106)
Net income		77,293	77,293
Reconciliation of funds			
Total funds carried forward	14	77,293	77,293

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2021 is shown in note 14.

SFAC

(Registration number: CE019969)
Balance Sheet as at 31 March 2022

	Note	31 March 2022 £	31 March 2021 £
Current assets			
Debtors	12	3,232	1,250
Cash at bank and in hand		80,349	76,211
		83,581	77,461
Creditors: Amounts falling due within one year	13	(8,746)	(168)
Net assets		74,835	77,293
Funds of the charity:			
Unrestricted income funds			
Unrestricted funds		74,835	77,293
Total funds	14	74,835	77,293

For the financial year ending 31 March 2022 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements on pages 14 to 23 were approved by the trustees, and authorised for issue on 23 July 2022 and signed on their behalf by:

.....

Philip Cotterill
Trustee

Notes to the Financial Statements for the Year Ended 31 March 2022

1 Charity status

The charity is limited by guarantee, incorporated in , and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £Nil towards the assets of the charity in the event of liquidation.

The address of its registered office is:
SFAC
c/o Bridge Community Church
Rider Street
Leeds
LS9 7BQ

These financial statements were authorised for issue by the trustees on 23 July 2022.

2 Accounting policies

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

Statement of compliance
The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). They also comply with the Companies Act 2006 and Charities Act 2011.

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

Going concern
The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

Exemption from preparing a cash flow statement
The charity opted to early adopt Bulletin 1 published on 2 February 2016 and have therefore not included a cash flow statement in these financial statements.

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

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Gifts in kind

Gifts in kind are recognised in different ways dependent on how they are used by the charity:

(i) Those donated for resale produce income when they are sold. They are valued at the amount actually realised.
(ii) Those donated for onward transmission to beneficiaries are included in the Statement of Financial Activities as incoming resources and resources expended when they are distributed. They are valued at the amount the charity would have had to pay to acquire them.
(iii) Those donated for use by the charity itself are included when receivable. They are valued at the amount the charity would have had to pay to acquire them.

Investment income

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Raising funds

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

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

Trade debtors
Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents
Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors
Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure
Unrestricted income funds are general funds that are available for use at the trustees's discretion in furtherance of the objectives of the charity.

Notes to the Financial Statements for the Year Ended 31 March 2022

3 Income from donations and legacies

	Unrestricted funds			
	General £	Restricted funds £	Total 31 March 2022 £	Total 12 December 2019 to 31 March 2021 £
Donations and legacies;				
Donations from individuals	34,080	13,223	47,303	8,210
Gift aid reclaimed	1,525	-	1,525	-
Grants, including capital grants;				
Grants from other charities	3,149	-	3,149	11,042
Gifts in kind	-	-	-	52,800
	38,754	13,223	51,977	72,052

4 Income from charitable activities

	Unrestricted funds		
	General £	Total 31 March 2022 £	Total 12 December 2019 to 31 March 2021 £
	22,323	22,323	8,142

5 Investment income

	Unrestricted funds		
	General £	Total 31 March 2022 £	Total 12 December 2019 to 31 March 2021 £
Interest receivable and similar income;			
Interest receivable on bank deposits	158	158	205

6 Other expenditure

	Note	Unrestricted funds General £	Restricted funds £	Total 31 March 2022 £	Total 12 December 2019 to 31 March 2021 £
Staff costs					
Wages and salaries		35,308	13,223	48,531	-
Allocated support costs	7	7,604	-	7,604	1,922
		42,912	13,223	56,135	1,922

7 Analysis of support costs

Support costs allocated to charitable activities

	Administration costs £	Total 31 March 2022 £	Total 12 December 2019 to 31 March 2021 £
Repairs	-	-	49
Telephone	-	-	10
Computer software & maintenance	2,002	2,002	1,863
Subcontractor	2,000	2,000	-
Training	261	261	-
Travelling	774	774	-
Insurance	1,493	1,493	-
PSA	200	200	-
Bank charges	(112)	(112)	-
General expenses	473	473	-
Licenses and subscriptions	513	513	-
	7,604	7,604	1,922

8 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

9 Staff costs

The aggregate payroll costs were as follows:

Notes to the Financial Statements for the Year Ended 31 March 2022

	2022 £
Staff costs during the year were:	
Wages and salaries	48,531

No employee received emoluments of more than £60,000 during the year.

10 Independent examiner's remuneration

	Year ended 31 March 2022 £	12 December 2019 to 31 March 2021 £
Examination of the financial statements	1,644	848

Notes to the Financial Statements for the Year Ended 31 March 2022

11 Taxation

The charity is a registered charity and is therefore exempt from taxation.

12 Debtors

	31 March 2022 £	31 March 2021 £
Trade debtors	3,232	1,250

13 Creditors: amounts falling due within one year

	31 March 2022 £	31 March 2021 £
Trade creditors	2,118	-
Other taxation and social security	550	-
Other creditors	6,078	168
	8,746	168

14 Funds

	Balance at 1 April 2021 £	Incoming resources £	Resources expended £	Balance at 31 March 2022 £
Unrestricted funds				
General	(77,923)	(61,235)	64,323	(74,835)
Restricted funds	-	(13,223)	13,223	-
Total funds	(77,923)	(74,458)	77,546	(74,835)

	Incoming resources £	Resources expended £	Balance at 31 March 2021 £
Unrestricted funds			
General	(80,399)	3,106	(77,293)

15 Analysis of net assets between funds

	Unrestricted funds General £	Total funds £
Current assets	83,581	83,581
Current liabilities	(8,746)	(8,746)
Total net assets	74,835	74,835

	Unrestricted funds General £	Total funds £
Current assets	77,461	77,461
Current liabilities	(168)	(168)
Total net assets	77,293	77,293

16 Analysis of net funds

	At 1 April 2021 £	Cash flow £	At 31 March 2022 £
Cash at bank and in hand	76,211	4,138	80,349
Net funds	76,211	4,138	80,349

	At 12 December 2019 £	Cash flow £	At 31 March 2021 £
Cash at bank and in hand	-	76,211	76,211
Net funds	-	76,211	76,211