MISSION CARE

England & Wales · Charity number 284967

Details

Other names	BERMONDSEY AND BROOK LANE MEDICAL MISSION, BERMONDSEY MEDICAL MISSION, BROOK LANE MEDICAL MISSION, MISSION CARE INTERNATIONAL
Status	Registered
Legal form	Other
Registered	1982-06-27
Register	View on the Charity Commission register

Contact

Address	Mission Care Langford House 7-7A High Street Chislehurst Kent BR7 5AB
Phone	03031233201
Email	admin@missioncare.org.uk
Website	www.missioncare.org.uk

Activities

Objects: THE RELIEF OF SICKNESS AND POVERTY, THE RELIEF OF THE AGED, HANDICAPPED OR INFIRM AND THE ADVANCEMENT OF THE CHRISTIAN RELIGION IN THE LONDON BOROUGHS OF SOUTHWARK, LEWISHAM, GREENWICH, BROMLEY AND ELSEWHERE AS THE TRUSTEES MAY DETERMINE.

Activities: Mission Care is a Christian charity that provides nurisng care and support to the elderly frail, older people with mental health needs and people with physical disabilities in South London and Kent. We also have a growing work partnering with other organisations to help them fund and manage capital projects, to date principally in East Africa.

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Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty, Overseas Aid/famine Relief, Accommodation/housing, Religious Activities
- **Who:** Elderly/old People, People With Disabilities, Other Defined Groups

Geography

- **Area of benefit:** SEE OBJECTS
- Bromley
- Kent
- Southwark

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£17,566,916	£16,273,595	£7,780,845	297
2024-03-31	£15,350,910	£16,002,256	£6,490,233	293
2023-03-31	£17,076,846	£15,920,006	£7,136,370	276
2022-03-31	£14,570,595	£14,312,170	£5,981,563	290
2021-03-31	£13,742,120	£13,589,492	£5,718,052	298

Trustees

Name	Role	Appointed
MISSION CARE MANAGEMENT LIMITED		

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MISSION CARE

England & Wales - Charity number 284967

Accounts

MISSION CARE

ANNUAL REPORT

FOR THE YEAR ENDED

31 MARCH 2025

Registered Charity Number: 284967

MISSION CARE

ANNUAL REPORT

FOR THE YEAR ENDED

31 MARCH 2025

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MISSION CARE

REFERENCE AND ADMINISTRATIVE INFORMATION

Chairman	Mr G Dean
Corporate Trustee	Mission Care Management Limited
Directors of Mission Care Management Limited	
	Mr G Dean Mr M Jones Ms A Honeysett (resigned 16 December 2024) Mr P Martin (resigned 17 November 2024) Mr A Surgenor
Executive Director	Mr D Evans
Auditor	Xeinadin Audit Limited 5 Robin Hood Lane Sutton Surrey SM1 2SW
Solicitors	Anthony Collins Solicitors LLP 134 Edmund Street Birmingham B3 2ES
Bankers	National Westminster Bank plc 201 Tooley Street London SE1 2UE
Head Office	Langford House, 7-7A High Street Chislehurst Kent BR7 5AB
Charity Registration Number	284967

BOARD REPORT

The Board of the Corporate Trustee of Mission Care has pleasure in submitting the Annual Report and Financial Statements for the year ended 31 March 2025 which have been prepared in accordance with Charities Act 2011, the Charities' Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102).

Objects and activities

Mission Care was founded in 1904 as the Bermondsey Medical Mission. It is a charity operating in South East London. Mission Care aims to advance the Christian faith through the relief of sickness and poverty and through care and support of people with disabilities and elderly people, principally by the operation of a number of care homes, both nursing and residential.

Structure, governance and management

Mission Care is an unincorporated association which is governed by a corporate trustee, Mission Care Management Limited (Company Registration Number 3732148).

The key management personnel of the charity are considered to be the Senior Management Team. This team is comprised of the Chief Executive (Mr D Evans), the Clinical Director (Mr R Manuel), the Pastoral Director (Mrs F Wantenaar), and the Finance Director (Mrs H Fan). They are in charge of directing, controlling, running and operating the charity on a day to day basis. The Trustee Board (the Directors of the Corporate Trustee) give of their time freely and none of the Trustee Board received any remuneration in the year.

The pay of senior staff and all staff at Mission Care is reviewed annually and is normally increased in accordance with average earnings. Pay awards are based on small incremental percentage increases in accordance with good financial stewardship, and we informally benchmark our salaries in the market from time to time.

Procedures for inducting and training

Training for the directors of the Corporate Trustee is offered and has been carried out as required and covers a range of issues including governance and inspections of the homes. A full, independent governance review has been undertaken on behalf of Mission Care in 2023. The outcome was very positive with some helpful recommendations that have been implemented, including governance training for trustees and senior managers.

Risk

The Board continues to monitor and consider the major risks to which the charity is exposed and is satisfied that systems are in place to monitor and minimise them. At present we have identified the risks posed to the charity as follows: (a) on-going funding of the delivery of care both within and outside the London Borough of Bromley; (b) satisfactory and positive outcome by CQC inspection of our services; and (c) the cost of and involvement in the management of a significant number of paid staff in our employment.

The risks in relation to the on-going funding of the delivery care are sector wide and driven largely by central and local Government policy. It has been an incredibly challenging time to operate care homes over recent years. There is enormous pressure on average fee levels, budgetary challenges, increased costs associated inflation and market volatility, as well as ever-changing regulatory and stakeholder requirements. However, Mission Care manages the risk by ensuring regular communication with their principal local authority and CCG commissioners in respect of fee levels and grant fundings. There is a strong track record of Mission Care actively and positively negotiating with the local authority in securing the required levels of funding in recent years.

Mission Care continues to invest in improving and developing its clinical governance and audit processes. The Management Team at Mission Care carries out the monthly quality monitoring visits, and quarterly night visits across all homes not only to ensure full compliance and quality of care are met but also aim to achieve the highest standard of care provided to the residents in all aspects. The clinical team also meet regularly internally for quality assurance review and externally with other care homes in the local area to share the best practice and learn from each other. Additionally, Mission Care engage with external auditors to carry out independent reviews every one or two years to gather evaluations and feedback and to identify areas for improvements.

During this financial year, we have seen continued development and progress within our wider management team, including a newly appointed home manager at Willett House, and a new Business Support Manager. We have also successfully reduced staff vacancies significantly during the year through overseas sponsorship programme, internal promotion as well as an improved recruitment process. Mission Care continues to grow its own strategy with regard to staff recruitment and retention. There had been consistent improvement and stability throughout the Mission Care homes. Over the years, our teams have become more cohesive, achieving higher levels of performance.

Achievements, performance and commercial review

From an operational point of view, there have been some key achievements from the group during the financial year.

In FY24/25, the Senior Management Team decided to roll out a phased refurbishment project to gradually upgrade the facilities and environment across all homes. Phase 1 took place during the autumn of 2024. Both Greenhill and Elmwood, two of our largest homes, have gone through a major refurbishment improvement project. All of the communal areas, including lounges, dining rooms, kitchens and receptions as well as staff room have received a new look which transformed the homes' environment to be much more modern and stylish. The resident, relative and staff welcomed this uplifting change. This had also brought positive impact on new enquiries and referrals.

Towards to the end of the financial year, Phase 2 of the improvement project also commissioned. The residents, families and staff benefited from the newly refurbished lounges and kitchen areas at Willett House. Similarly, new kitchens were installed at the lounges in Homefield.

Over to the home in Southwark, since the merger of The Elms in January 2023, the onboarding process had been going exceptionally well. Occupancy is averaged at over 90% for the year. The home management team at The Elms, with the support from the Senior Management Team, had implemented many improvements in key areas such as rota management, quality monitoring audit, care plan documentation as well as pastoral care and activities. At the point of writing, the home had also just completed its refurbishment project which provided the residents with a new lounge and a new garden. The feedback we received from the residents and families are overwhelmingly positive. The home is still waiting for a CQC inspection. The current CQC report rating published online was related to the previous operator.

Another key development project for the Charity was Love Walk, a former residential home of 30 beds based in Southwark. It is currently going through planning phase to rebuild a new care home at the existing site. This new home once built will be able to provide 62 beds to residents with nursing care need in the local area. It will help relieve the pressure of the current storage on care provisions in Southwark. The Council had expressed strong interests to support the project. The Charity is working closely with the Council to move along the project in a timely manner.

Commercially, our trading performance this year has been encouraging, thanks to the strong occupancy throughout the year and our positive relationship with the local authorities in the areas in which we operate. Occupancy across all homes were averaged at 94.4% during the course of FY24/25. A balance approach was taken for the fee level. Due to the significant funding shortage the Charity experienced in previous years,

Achievements, performance and commercial review (continued)
it was clear that a fee review was needed to achieve a more sustainable financial model. Through balanced funding mix, the Charity manage to increase the average fee level across the board, and generated the income needed to meet the increased cost base.

Challenges remain in areas such as shortfall on government funding for residents who were admitted in the last few years. The average fee uplift year on year by local authorities and CCGs were between 1% - 4%, with a few local authorities offering no uplift at all. On the contrary, the National Living Wage had gone up by 9.8% in 2024. Inflation also impacted heavily on many care/medical products resulting in a challenging economic environment for care providers. The Charity has been revisiting our commercials strategy regularly in respond to the changing economic landscape, and thankfully we have made some good progress in achieving a reasonable fee level at the point of writing, whilst maintaining the stability in occupancy, consistency in staffing, and high standard of care in all aspects.

From clinical and care point of view, it was also observed that the care needs of newly admitted residents over the recent years are much higher compared to a few years ago, therefore more pressure on care providers to increase staffing ratio to meet the needs of the residents. Recruitments remained a challenging factor in the care sector, as a result, the usage of agency staff was inevitable. This issue partially was overcome by our overseas sponsorship program which helped resourcing good quality staff from other countries.

Although the challenges are ongoing, the Charity had maintained its good quality of care and service across all homes, with enhanced measurements on quality assurance. All homes received incredible positive customer feedback during the annual Residents and Relative Survey as well as on Carehome.co.uk. The CQC rating for Elmwood, Greenhill and Willett House remained to be Good. Homefield is waiting for a CQC inspection to review its current rating which was disagreed by the Charity.

Overall, all homes demonstrated a great level of stability and resilience to changes during the year. This is a reflection of the hard work and dedication of every member of staff working at this organisation. Mostly important, we give thanks to God for His provision and goodness to Mission Care.

Financial Performance

The consolidated EBITDA for the group including Mission Care Trading was £2.3m, and net profit after considering depreciation and finance costs was £1.1m.

Consolidated income for the year was £17.6m (2024: £15,351k). This includes income from the core charity £17.5m, and the trading subsidiary £80k.

Income from the core charity includes income from charitable activities, legacy and donations. Income from the charitable activity for the year was up by £2.1m comparing to prior year (2024: £15,351k). This increase on income was primarily due to the increased fee level for spot placements and self funders.

The main source of fee income for the charity remains the local government authorities. As at 31st March 2025, around 75% of our residents were funded by local authorities including Bromley, Lewisham, and Southwark, and some were funded directly by CCGs. The remaining were self-funded residents. The number of self funders also increased to 63 compared same as prior year, this includes the residents from The Elms.

Consolidated expenditure for the year was £16,274k (2024: £16,002k). This includes expenditure from both the charity £16,165k and the trading subsidiary of £87k.

The expenditure for the charity activities was £16,191k, £331k higher than prior year (2024: £15,860k).

Financial performance (continued)
This year the Charity reinvested over £1M into the Homes on various improvement projects. Over the last 3 years, total accumulated capital spend on the Homes was over £3m. Major projects this year include Greenhill and Elmwood communal area refurbishments, Head Office relocation, Willett House lounge upgrade, Greenhill lift refurbishment and Fire doors, together with other clinical facilities and equipment. These projects had further equipped the homes with high standard of health and safety controls, as well as improved care and services provided to the residents.

Despite various challenges, it was clear that Mission Care's financial resilience has grown over the last three years. The ongoing discussion with Local Authorities on funding, strong partnership with agencies and contractors, and good stewardship from management team have all helped to equip us to be able to continue to fulfil our objectives whilst responding and adapting to the everchanging landscape of care sector.

As we prepare for the next phase of the work of Mission Care, we are mindful of the progress we have made, and of the challenges we are likely to face. The opportunities and challenges for good quality care providers will remain the same in some respects, but in others will become pronounced. As we review the period from 2020 to date, we can see how Mission Care has grown and developed in many ways. We are very thankful to be able to observe this, to play a part in it, and above all, to give all the thanks and glory to our great God.

Reserves Policy
Mission Care is very careful to designate or allocate funds it receives. Voluntary donations received from the general public and from supporters of Mission Care and any grants awarded by trusts and government agencies for equipment, services or building construction are designated or allocated wherever possible according to the wishes of the donor or grantor.

The free reserves of Mission Care have been utilised over the last few years to improve the quality of the charity's buildings and to carry out various essential restructuring projects. It remains the intention of Mission Care to significantly build up the reserves over the next few years to both protect the organisation against any potential adverse trading conditions as well as to facilitate future improvements to the buildings. To this end every effort continues to be made in order to maximise income, carefully manage expenditure and control cash flow.

At the year end, the charity had consolidated reserves of £7,781k of which £1,507k was restricted. The charity had total reserves of £7,781k.

Investment policy
Over recent years the surpluses have been used to improve the homes infrastructure and environment.

As at 31st March 2025, other than balances held at Samaritan Fund and Love Walk restricted fund, there are no investments outside of cash balances held in regular bank accounts.

Principal Funding sources
The significant majority of Mission Care's funding in recent years has been received from local authority contracts and, in particular, the contract with the London Borough of Bromley. The funding received is in respect of fees paid for care services provided. The NHS, through a number of CCGs, is also a significant source of funding, again by way of fees paid for care services provided.

Mission Care Trading Ltd
This subsidiary company has been included in the consolidated financial statements and was in an operating deficit at the year end. The company continued its operation of running the charity shop Brix.

Public benefit

When reviewing Mission Care's activities for the past year and in planning the objectives for future periods, the Board have taken into consideration the Charity Commission's guidance on public benefit.

Mission Care is committed to ensuring that there is access to its services regardless of individuals' social standing or ability to pay. It does this through maintaining strong relationships with relevant local authority and active marketing of its services in the wider community. Approximately 80% of Mission Care's residents benefit from socially funded places that are offered under discounted block and spot contracts.

Through its support of an international project Mission Care is able to help a partner organisation, Vuyiroli, (in India). It seeks to alleviate sickness and poverty in the community in Chennai, India, in which it works.

As part of the care Mission Care provides, it is able to offer people opportunities to explore and experience the Christian faith. Much of what it delivers is well supported through its own Pastoral Team as well as partnerships with many local churches. Its international work has all been carried out in partnership with other organisations who share a similar desire to advance the Christian faith.

Plans for future periods

Mission Care continues to focus on strengthening the core business of the charity and ensuring that it is well placed to maintain and develop its delivery of care services into the changing marketplace. As set out in the charity's five year strategic plan for financial year 20-25, the three overarching objectives are to Protect, Progress and Proclaim.

Protect the organisation from financial and existential pressures in order to maintain the service that Mission Care provides in the communities in which it is placed. This is not a negative reflex. Rather, it is an honest acknowledgement of the very challenging nature of the sectors in which Mission Care operates, as a Christian charity providing care to vulnerable adults.

The need to protect the organisation has always been apparent, and never more so than now. The global Covid 19 pandemic that has had such a devastating impact on the care sector in the UK this year. It has demonstrated further the clear imperative to protect the work and best interests of care providers. Protecting the organisation will remain therefore a resolute aim as we seek to bring glory to God through the work, witness, and reputation of Mission Care.

Progress the organisation both in terms of the quality of the service we provide, and the number of people for whom we care. This has been a consistent ambition throughout our history. Firstly, to be committed to continuous improvement in the delivery of care and management of the organisation. Secondly, to seek to care for and reach more and more people each year.

Proclaim the Lord Jesus Christ in all that we do. This is the very reason that Mission Care exists and always has been, since 1904. We primarily seek to proclaim Jesus Christ through our commitment to the following:-

(a) good quality care for all residents and stakeholders

(b) fair and sound management and stewardship of our colleagues and resources, and

(c) sharing of God's Word through the work and support of our pastoral team, and through the words and witness of Christian colleagues

(d) a clear and principled resolve to maintain our evangelical Christian ethos for God's glory alone.

Plans for future periods (continued)
Much progress has been made on these three core elements over the last few years and we expect this to continue in the period ahead.

The trustee is grateful to all the Board Directors, to our Chief Executive and the Senior Management and Leadership Teams and their staff for their continuing dedication and commitment to the care of each of the vulnerable people entrusted to us.

We are committed to developing our services at this time of considerable change and in this we seek God's guidance and would ask for the prayerful support of all our friends and colleagues.

A new Strategic Plan for the period 2025 – 30 has been signed off this year. It is a plan for growth, both in respect of the quality of the service we seek to provide, and in increasing the number of residents we care for.

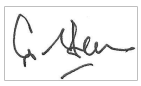
Statement of trustee responsibilities

The trustee is responsible for preparing the Council Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustee is required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustee is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



Mr G Dean
Chairman

18 November 2025

Opinion

We have audited the financial statements of Mission Care (the "Charity") and its subsidiary (the group) for the year ended 31 March 2025 which comprise the consolidated and parent statement of financial activities, the consolidated and parent balance sheets, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the Charity's affairs as at 31 March 2025 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Financial statements prepared on a basis other than going concern

We draw attention to note 1 which explains that, as a consequence of the transfer of the assets and liabilities of the charity to a charitable company on 30 May 2025, the charity is no longer considered to be a going concern. The note explains that the financial statements have therefore been prepared on a basis other than that of a going concern, albeit with the expectation of continuing its activities as a charitable company. The note also explains the expected impact of the use of the alternative basis on the financial statements. Our opinion is not modified in this respect.

Our responsibilities and the responsibilities of the trustee with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

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

Responsibilities of the trustee

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Based on our understanding of the charity, we identified that the principal risks of non-compliance with laws and regulations related to employment and breach of health & safety regulations and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team.

We determined that the principal risks were related to:

- accounting treatment of property
- management override of controls
- management bias in accounting estimates

In response to the risks identified we designed procedures which included, but were not limited to:

- reviewing capitalisation and depreciation treatment
- identifying and testing journal entries
- evaluating the charity's internal controls
- reviewing Board meeting minutes
- challenging significant accounting estimates such as bad debt provisions

There are inherent limitations in the audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charity's and group's trustee, as a body, in accordance Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the Charity's and group's trustee those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and group and their trustee as a body, for our audit work, for this report, or for the opinions we have formed.



Xeinadin Audit Limited
Statutory Auditor
Chartered Accountants

5 Robin Hood Lane
Sutton
Surrey
SM1 2SW

24/11/2025

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Xeinadin Audit Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006

MISSION CARE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Income from:							
Donations and legacies	**2**	176,863	45,000	221,863	123,771	-	123,771
Other trading activities	**3**	80,663	-	80,663	84,395	-	84,395
Investments	**4**	70,188	-	70,188	4,294	-	4,294
Charitable activities							
Residential care fees		17,193,136	-	17,193,136	15,112,050	-	15,112,050
Other income		1,066	-	1,066	520	25,880	26,400
Total income		17,521,916	45,000	17,566,916	15,325,030	25,880	15,350,910
Expenditure on:							
Raising funds	**5**	82,974	-	82,974	141,908	-	141,908
Charitable activities							
Residential care costs	**6**	16,185,125	5,496	16,190,621	15,856,242	4,106	15,860,348
Total expenditure		16,268,099	5,496	16,273,595	15,998,150	4,106	16,002,256
(Losses)/gains on investment assets		(2,709)	-	(2,709)	4,892	317	5,209
Net income/(expenditure)		1,251,108	39,504	1,290,612	(668,228)	22,091	(646,137)
Transfers between funds		-	-	-	-	-	-
Net movement in funds		1,251,108	39,504	1,290,612	(668,228)	22,091	(646,137)
Reconciliation of funds							
Funds brought forward		5,023,169	1,467,064	6,490,233	5,691,397	1,444,973	7,136,370
Funds carried forward		6,274,277	1,506,568	7,780,845	5,023,169	1,467,064	6,490,233

MISSION CARE

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025

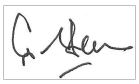
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Investments	**4**	70,188	-	70,188	4,294	-	4,294
Charitable activities							
Residential care fees		17,193,136	-	17,193,136	15,112,050	-	15,112,050
Other income		1,066	-	1,066	520	25,880	26,400
Total income		17,441,253	45,000	17,486,253	15,240,635	25,880	15,266,515
Expenditure on:							
Charitable activities							
Residential care costs		16,180,807	5,496	16,186,303	15,817,794	4,106	15,821,900
Other expenditure		(21,113)	-	(21,113)	106,525	-	106,525
Total expenditure		16,159,694	5,496	16,165,190	15,924,319	4,106	15,928,425
(Losses)/gains on investment assets		(2,709)	-	(2,709)	4,892	317	5,209
Net income/(expenditure)		1,278,850	39,504	1,318,354	(678,792)	22,091	(656,701)
Transfers between funds		-	-	-	-	-	-
Net movement in funds		1,278,850	39,504	1,318,354	(678,792)	22,091	(656,701)
Reconciliation of funds							
Funds brought forward		4,976,205	1,467,064	6,443,269	5,654,997	1,444,973	7,099,970
Funds carried forward		6,255,055	1,506,568	7,761,623	4,976,205	1,467,064	6,443,269

MISSION CARE

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2025

		2025		2024	
		£	£	£	£
Fixed assets					
Tangible fixed assets	**10a**		11,004,100		10,610,221
Investment assets	**11**		55,438		58,147
			11,059,538		10,668,368
Current assets					
Stocks		8,351		8,351	
Debtors	**12a**	4,094,505		3,167,901	
Cash at bank and in hand		2,306,507		547,141	
		6,409,363		3,723,393	
Creditors: amounts falling due within one year	**13a**	2,526,046		2,275,480	
Net current assets			3,883,317		1,447,913
Total assets less current liabilities			14,942,855		12,116,281
Creditors: amounts falling due after more than one year	**14a**		(7,162,010)		(5,626,048)
Net assets			7,780,845		6,490,233
Funds					
Unrestricted	**15**		6,274,277		5,023,169
Restricted	**16**		1,506,568		1,467,064
			7,780,845		6,490,233

The financial statements were approved by the Trustee on 18 November 2025 and signed on its behalf by:



Mr G Dean

Chairman

MISSION CARE

BALANCE SHEET
AS AT 31 MARCH 2025

		2025		2024	
		£	£	£	£
Fixed assets					
Tangible fixed assets	**10b**		11,003,948		10,609,921
Investment assets	**11**		55,439		58,148
			11,059,387		10,668,069
Current assets					
Stocks		7,951		7,951	
Debtors	**12b**	4,078,768		3,141,349	
Cash at bank and in hand		2,297,437		520,015	
		6,384,156		3,669,315	
Creditors: amounts falling due within one year	**13b**	2,519,910		2,268,067	
Net current assets			3,864,246		1,401,248
Total assets less current liabilities			14,923,633		12,069,317
Creditors: amounts falling due after more than one year	**14b**		(7,162,010)		(5,626,048)
Net assets			7,761,623		6,443,269
Funds					
Unrestricted			6,255,055		4,976,205
Restricted	**16**		1,506,568		1,467,064
			7,761,623		6,443,269

The financial statements were approved by the Trustee on 18 November 2025 and signed on its behalf by:



Mr G Dean

Chairman

MISSION CARE

CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025

	2025 £	2024 £
Cash flows from operating activities (see note (a) below)	1,785,131	6,117
Cash flows from investing activities		
Interest receivable	70,188	4,294
Interest paid	(497,617)	(435,610)
Proceeds on sale of investments	-	11,571
Payments to acquire tangible fixed assets	(1,032,990)	(329,977)
Proceeds on sale of tangible fixed assets	-	775,880
Net cash (used in)/provided by investing activities	(1,460,419)	26,158
Cash flows from financing activities		
Loans repaid	(531,609)	(301,418)
Cash inflows from new borrowing	2,000,000	-
Payments to reduce finance lease liabilities	(33,737)	(28,580)
Cash provided by/(used in) financing activities	1,434,654	(329,998)
Net cash inflow/(outflow)	1,759,366	(297,723)
Cash and cash equivalents at 1 April 2024	547,141	844,864
Cash and cash equivalents at 31 March 2025	2,306,507	547,141

(a) Reconciliation of net income to net cash flow from operating activities

Net income/(expenditure)	1,290,612	(718,724)
Interest receivable	(70,188)	(4,294)
Interest paid	497,617	435,610
Depreciation	693,001	686,984
Gains/(losses) on disposal of fixed assets	612	(25,880)
Gains/(losses) on investments	2,709	(5,209)
Increase in debtors	(926,604)	(417,104)
Increase in creditors	297,372	56,653
Decrease in stock	-	(1,919)
Net cash provided by operating activities	1,785,131	6,117

(b) Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	Non-cash changes £	At 31 March 2025 £
Cash	547,141	1,759,366	-	2,306,507
Loans falling due within one year	(334,662)	(1,468,391)	1,538,659	(264,394)
Loans falling due after more than one year	(5,539,747)	-	(1,538,659)	(7,078,406)
Finance lease obligations	(115,954)	33,737	(54,502)	(136,719)
Total	(5,443,222)	324,712	(54,502)	(5,173,012)

1 ACCOUNTING POLICIES

Accounting convention

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of investments, and in accordance with applicable accounting standards, Charities Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102) and the Charities Act 2011.

Mission Care is a public benefit entity and an unincorporated charity with its principal address at Langford House, 7-7A High St, Chistlehurst, Kent, BR7 5AB. The financial statements are the consolidated position of Mission Care and its subsidiary company Mission Care Trading Ltd. The financial statements have been prepared in pounds and figures have been rounded to the nearest pound.

Going concern

The trustee approved the transfer of the assets and liabilities of the charity to Mission Care Management from 30 May 2025. As a consequence, the continuing activities of the unincorporated charity have ceased from the date of transfer although the activities of the charity have continued under the new incorporated charity. The unincorporated charity is therefore no longer considered to be a going concern. The financial statements have therefore been prepared on a basis other than that of a going concern.

After reviewing the forecasts and projections of the new charity, the Trustee has a reasonable expectation that the new charity has adequate resources to continue in operational existence for the foreseeable future. The incorporation event has therefore not resulted in any significant change to the presentation, classification or valuation of the related assets and liabilities.

Tangible fixed assets

Fixed assets are depreciated on a straight line basis at rates dependent on their expected lives. Depreciation rates commencing from the date of first use are as follows:

Freehold nursing homes	2% of cost
Motor vehicles	25% of cost
Computer equipment	33% of cost
Fixed plant	10-33% of cost
Office equipment and furniture	25% of cost

Fixed asset investments

Investments are stated at bid value. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals during the year.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustee in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustee for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or which have been raised by the charity for specific purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1 ACCOUNTING POLICIES (continued)

Income
All income is accounted for on an accruals basis except for voluntary income which is accounted for when received. Gifts in kind received in the shop are recognised when sold. Gifts in kind are valued at estimated open market value at the date of the gift in the case of assets for retention or consumption.

Taxation status
Mission Care is not subject to corporation tax and is not registered for VAT.

Fund raising
Mission Care does not engage in any professional fund raising activity. Therefore, no fund raising costs are identified in the Statement of Financial Activities.

Support Centre costs are allocated between governance costs of administering the charity and charitable expenditure in support of the nursing homes. These costs are allocated on the basis of time spent and resources expended.

Expenditure
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to a category.

Governance costs
Governance costs are those costs associated with meeting the constitutional and statutory requirements of the charity and include auditors' fees and costs linked to the strategic management of the charity. These have been allocated directly to charitable expenditure.

Financial instruments
The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors
Other debtors are included at the settlement amount due. Prepayments are valued at the amount prepaid.

Cash at bank and in hand
Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of opening of the deposit.

Creditors and provisions
Creditors and provisions are recognised where the charity has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount.

Stocks
Catering stocks are included at cost.

1 ACCOUNTING POLICIES (continued)

Pension scheme
Mission Care contributes to a number of defined contribution pension schemes. The assets of the schemes are held separately from the charity in independently administered funds. Contributions are accounted for as they fall due.

Mission Care also contributes to one defined benefit pension scheme. This is a multi-employer scheme where Mission Care cannot identify its share of the assets and liabilities of the scheme on a reasonable and consistent basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The charity's contributions are charged in the period to which the salaries they relate are payable.

2 DONATIONS AND LEGACIES

	2025 £	2024 £
Support Centre	6,863	11,184
Legacies	215,000	112,587
	221,863	123,771

3 OTHER TRADING ACTIVITIES

	2025 £	2024 £
Charity shop	80,663	84,395

4 INVESTMENT INCOME

	2025 £	2024 £
Income from listed investments	4,690	1,977
Interest on cash deposits	65,498	2,317
	70,188	4,294

5 RAISING FUNDS

	2025 £	2024 £
Café	-	82,593
Charity shop	82,974	59,315
	82,974	141,908

6 CHARITABLE ACTIVITIES

	Direct Costs £	Support costs £	2025 £	2024 £
Staff costs	10,430,406	1,417,121	11,847,527	11,839,084
Depreciation	693,001	-	693,001	686,984
Other	3,475,855	174,238	3,650,093	3,334,280
	14,599,262	1,591,359	16,190,621	15,860,348

7 SUPPORT COSTS

	2025	2024
	£	£
Governance costs (note 8)	174,238	106,152
Staff costs	1,417,121	1,355,520
	1,591,359	1,461,672

8 GOVERNANCE COSTS

	2025	2024
	£	£
Legal costs	153,996	86,846
Fees paid to auditors		
- Audit fee	14,820	13,966
- Other fees	5,422	5,340
	174,238	106,152

9 EMPLOYMENT COSTS

	2025	2024
	£	£
Gross salaries	8,892,836	8,482,542
Employer's National Insurance	845,878	792,970
Employer's Pension contributions	198,367	198,340
Other agency charges	1,973,052	2,424,547
	11,910,133	11,898,399

The average number of staff employed during the year was:

	2025	2024
Residential homes	276	272
Support Centre	15	15
Charity Shop	6	6
	297	293

Employees earning over £60,000:

	2025	2024
£60,000 - £70,000	7	6
£70,000 - £80,000	1	-
£80,000 - £90,000	2	3
£100,000 - £110,000	1	-
£140,000 - £150,000	1	1
£240,000 - £250,000	-	1
£260,000 - £270,000	1	-

- 1-1 care agency charges are reimbursed by the local authorities or CCGs
- Other agency charges are incurred when staff are required at the homes at short notice to cover sickness or holiday periods.
- No expenses were reimbursed or remuneration paid to the trustee or the directors of the trustee during the year.
- Aggregate employee-benefits of key management personnel were £679,774 (2024: £654,530).
- Included in the above were redundancy costs of £50,186 (2024: £120,281).

10a TANGIBLE FIXED ASSETS GROUP

	Freehold Property £	Plant and Machinery £	Motor Vehicles £	Total £
Cost				
At 1 April 2024	14,279,254	6,404,359	44,413	20,728,026
Additions	-	1,087,492	-	1,087,492
Disposals		(6,258)	-	(6,258)
At 31 March 2025	14,279,254	7,485,593	44,413	21,809,260
Depreciation				
At 1 April 2024	5,246,445	4,826,947	44,413	10,117,805
Charge for the year	258,978	434,023	-	693,001
Released on disposals	-	(5,646)	-	(5,646)
At 31 March 2025	5,505,423	5,255,324	44,413	10,805,160
Net book value				
At 31 April 2025	8,773,831	2,230,269	-	11,004,100
At 31 March 2024	9,032,809	1,577,412	-	10,610,221

10b TANGIBLE FIXED ASSETS CHARITY

	Freehold Property £	Plant and Machinery £	Motor Vehicles £	Total £
Cost				
At 1 April 2024	14,279,254	6,375,260	44,413	20,698,927
Additions	-	1,087,492	-	1,087,492
Disposals	-	(717)	-	(717)
At 31 March 2025	14,279,254	7,462,035	44,413	21,785,702
Depreciation				
At 1 April 2024	5,246,445	4,798,148	44,413	10,089,006
Charge for the year	258,978	433,875	-	692,853
Released on disposals	-	(105)	-	(105)
At 31 March 2025	5,505,423	5,231,918	44,413	10,781,754
Net book value				
At 31 March 2025	8,773,831	2,230,117	-	11,003,948
At 31 March 2024	9,032,809	1,577,112	-	10,609,921

Freehold properties include £2,010,750 relating to freehold land which is not being depreciated and £95,555 of finance costs, (none of which was capitalised during the current year). Freehold properties with carrying values of £4,494,074 have been pledged as security for borrowings. Plant and Machinery with carrying value of £168,592 is held under finance leases.

11 INVESTMENTS

	Samaritan Fund	Love Walk	2025	2024
	£	£	£	£
GROUP				
Fair value				
At 1 April 2024	58,147	-	58,147	64,509
Unrealised (loss)/gain	(2,709)	-	(2,709)	5,209
Disposals	-	-	-	(11,571)
At 31 March 2025	55,438	-	55,438	58,147

	2025	2024
	£	£
UK Investments comprise:		
Listed investments: Common deposit and investment funds	55,438	58,147
Investment in subsidiary	1	1
	55,439	58,148

The investment in the subsidiary relates to Mission Care Trading Limited, company number 9337456. The charity owns 100% of the ordinary share capital of this company. At 31 March 2025 the company had net liabilities of £138,501. In the year to 31 March 2025 the company had turnover of £80,663 and expenses of £87,292. Overall, the company made an operating loss of £6,629. During the year the charity waived £100,000 of the loan that had been made to the trading subsidiary. The results of the subsidiary have been included in the consolidated accounts. The activity of the company is the running of charity shops.

12a DEBTORS GROUP

	2025	2024
	£	£
Fees receivable	864,521	512,638
Other debtors	12,203	23,430
Prepayments and accrued income	3,217,781	2,631,833
	4,094,505	3,167,901

12b DEBTORS CHARITY

	2025	2024
	£	£
Fees receivable	863,217	511,334
Prepayments and accrued income	3,215,551	2,630,015
	4,078,768	3,141,349

13a CREDITORS: Amounts falling due within one year
GROUP

	2025 £	2024 £
Bank loans	264,394	334,662
Trade creditors	904,439	983,994
Accruals	261,147	102,113
Social security	187,958	178,170
Other creditors	854,993	646,888
Finance lease obligations	53,115	29,653
	2,526,046	2,275,480

13b CREDITORS: Amounts falling due within one year
CHARITY

	2025 £	2024 £
Bank loans	264,394	334,662
Trade creditors	1,126,334	1,187,244
Accruals	274,407	115,373
Social security	187,958	178,170
Other creditors	613,702	422,965
Finance lease obligations	53,115	29,653
	2,519,910	2,268,067

The Triodos bank loans are secured on the Elmwood and Greenhill properties. The Natwest loan is secured on the The Elms properties, 147 and 145 Barry Road, East Dulwich, London. The bank loans are financial instruments measured at amortised cost. Interest of £497,617 (2024: £435,231) was charged during the year.

14a CREDITORS: Amounts falling due after more than one year
GROUP

	2025 £	2024 £
Bank loans	7,078,406	5,539,747
Finance lease obligations	83,604	86,301
	7,162,010	5,626,048

14b CREDITORS: Amounts falling due after more than one year
CHARITY

	2025 £	2024 £
Bank loans	7,078,406	5,539,747
Finance lease obligations	83,604	86,301
	7,162,010	5,626,048

£6,047,792 (2024: £4,647,113) of the bank loans is repayable in more than five years. The main bank loans are repayable by 2043 and 2044. They carry interest at 2.25% over base rate.

15 UNRESTRICTED FUNDS

2025

	Balance at 1 April 2024	Income	Expenditure	Investment gains and transfers	Balance at 31 March 2025
	£	£	£	£	£
General Fund	4,794,055	17,521,916	(16,267,549)	-	6,048,422
Friends' Groups	17,824	-	-	-	17,824
Samaritan Fund	26,625	-	(550)	(2,709)	23,366
Cyclical Maintenance	151,510	-	-	-	151,510
Redevelopment Fund	292	-	-	-	292
Building Fund	32,863	-	-	-	32,863
	5,023,169	17,521,916	(16,268,099)	(2,709)	6,274,277

2024

	Balance at 1 April 2023	Income	Expenditure	Investment gains and transfers	Balance at 31 March 2024
	£	£	£	£	£
General Fund	5,235,509	15,325,030	(15,766,484)	-	4,794,055
Friends' Groups	17,824	-	-	-	17,824
Samaritan Fund	22,533	-	(800)	4,892	26,625
Cyclical Maintenance	251,510	-	(100,000)	-	151,510
Redevelopment Fund	131,158	-	(130,866)	-	292
Building Fund	32,863	-	-	-	32,863
	5,691,397	15,325,030	(15,998,150)	4,892	5,023,169

The Friends' Groups funds relates to funds designated for the use of volunteers linked to specific homes and is generally used for residents' activities.

The Samaritan Fund is designated for allocation to current or former members of staff who have specific needs and is administered by a sub-committee.

The Cyclical Maintenance Fund is designated to provide funding for specific and exceptional maintenance requirements that arise from time to time.

The Redevelopment and Building Funds are designated for the future building or other development needs of specific homes.

16 RESTRICTED FUNDS

2025

	Balance at 1 April 2024	Income	Expenditure	Investment gains and transfers	Balance at 31 March 2025
	£	£	£	£	£
Love Walk	153,719	-	-	-	153,719
The Elms	1,313,345	45,000	(5,496)	-	1,352,849
	1,467,064	45,000	(5,496)	-	1,506,568

16 RESTRICTED FUNDS (continued)

2024	Balance at 1 April 2023	Income	Expenditure	Investment losses and transfers	Balance at 31 March 2024
	£	£	£	£	£
Love Walk	153,386	-	16	317	153,719
The Elms	1,291,587	25,880	(4,122)	-	1,313,345
	1,444,973	25,880	(4,106)	317	1,467,064

The Love Walk fund relates to gifts made for various specific aspects of residents' well-being at Love Walk and will be expended once appropriate needs arise.

The Elms fund relates to The Elms care home property which is restricted for use for the provision of care in the London Borough of Southwark. It also contains the balance of the other capital funds on transfer which are to be used for future capital works at the Elms.

17 ANALYSIS OF NET ASSETS BETWEEN FUNDS

GROUP

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fixed assets	11,059,538	-	11,059,538
Net current assets	2,376,749	1,506,568	3,883,317
Long term liabilities	(7,162,010)	-	(7,162,010)
	6,274,277	1,506,568	7,780,845

CHARITY

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fixed assets	11,059,387	-	11,059,387
Net current assets	2,357,678	1,506,568	3,864,246
Long term liabilities	(7,162,010)	-	(7,162,010)
	6,255,055	1,506,568	7,761,623

18 LEASING COMMITMENTS

The total future minimum lease payments under non-cancellable operating leases are payable :

	2025	2024
	£	£
Within one year	61,600	77,355
Between two and five years	245,073	62,146
More than five years	24,167	-
Operating lease payments in year	71,820	84,379

19 RELATED PARTY TRANSACTIONS

During the year, the charity paid £16,450 (2024: £26,258) to Pilgrim Law Ltd. Mark Jones is a director and shareholder of Pilgrim Law Ltd.

MISSION CARE

England & Wales - Charity number 284967

Accounts

MISSION CARE

ANNUAL REPORT

FOR THE YEAR ENDED

31 MARCH 2024

Registered Charity Number: 284967

MISSION CARE
called to serve

MISSION CARE

ANNUAL REPORT

FOR THE YEAR ENDED

31 MARCH 2024

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REFERENCE AND ADMINISTRATIVE INFORMATION

Chairman	Mr G Dean
Corporate Trustee	Mission Care Management Limited
Directors of Mission Care Management Limited	
	Mr G Dean Mr M Jones Ms A Honeysett Mr P Martin (resigned 17 November 2024) Mr A Surgenor
Executive Director	Mr D Evans
Auditor	Jacob Cavenagh & Skeet 5 Robin Hood Lane Sutton Surrey SM1 2SW
Solicitors	Anthony Collins Solicitors LLP 134 Edmund Street Birmingham B3 2ES
Bankers	National Westminster Bank plc 201 Tooley Street London SE1 2UE
Head Office	Suite 4, 7 High Street Chislehurst Kent BR7 5AB
Charity Registration Number	284967

BOARD REPORT

The Board of the Corporate Trustee of Mission Care has pleasure in submitting the Annual Report and Financial Statements for the year ended 31 March 2024 which have been prepared in accordance with Charities Act 2011, the Charities' Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102).

Objects and activities

Mission Care was founded in 1904 as the Bermondsey Medical Mission. It is a charity operating in South East London. Mission Care aims to advance the Christian faith through the relief of sickness and poverty and through care and support of people with disabilities and elderly people, principally by the operation of a number of care homes, both nursing and residential.

Structure, governance and management

Mission Care is an unincorporated association which is governed by a corporate trustee, Mission Care Management Limited (Company Registration Number 3732148).

The key management personnel of the charity are considered to be the Senior Management Team. This team is comprised of the Chief Executive (Mr D Evans), the Clinical Director (Mr R Manuel), the Pastoral Director (Miss F Oxborrow), and the Finance Director (Mrs H Fan). They are in charge of directing, controlling, running and operating the charity on a day to day basis. The Trustee Board (the Directors of the Corporate Trustee) give of their time freely and none of the Trustee Board received any remuneration in the year.

The pay of senior staff and all staff at Mission Care is reviewed annually and is normally increased in accordance with average earnings. Pay awards are based on small incremental percentage increases in accordance with good financial stewardship, and we informally benchmark our salaries in the market from time to time.

Procedures for inducting and training

Training for the directors of the Corporate Trustee is offered and has been carried out as required and covers a range of issues including governance and inspections of the homes. A full, independent governance review has been undertaken on behalf of Mission Care in 2022. The outcome was very positive with some helpful recommendations that have been implemented, including governance training for trustees and senior managers.

Risk

The Board continues to monitor and consider the major risks to which the charity is exposed and is satisfied that systems are in place to monitor and minimise them. At present we have identified the risks posed to the charity as follows: (a) on-going funding of the delivery of care both within and outside the London Borough of Bromley; (b) satisfactory and positive outcome by CQC inspection of our services; and (c) the cost of and involvement in the management of a significant number of paid staff in our employment.

The risks in relation to the on-going funding of the delivery care are sector wide and driven largely by central and local Government policy. It has been an incredibly challenging time to operate care homes over recent years. There is enormous pressure on average fee levels, budgetary challenges, increased costs associated inflation and market volatility, as well as ever-changing regulatory and stakeholder requirements. However, Mission Care manages the risk by ensuring regular communication with their principal local authority and CCG commissioners in respect of fee levels and grant fundings. There is a strong track record of Mission Care actively and positively negotiating with the local authority in securing the required levels of funding in recent years.

Mission Care continues to invest in improving and developing its clinical governance and audit processes. The Management Team at Mission Care carries out the monthly quality monitoring visits, and quarterly night visits across all homes not only to ensure full compliance and quality of care are met but also aim to achieve the highest standard of care provided to the residents in all aspects. The clinical team also meet regularly internally for quality assurance review and externally with other care homes in the local area to share the best practice and learn from each other. Additionally, Mission Care engage with external auditors to carry out independent reviews every one or two years to gather evaluations and feedback and to identify areas for improvements.

During this financial year, we have seen continued development and progress within our wider management team, including a newly appointed home manager at Willett House, and a new Business Support Manager. We have also successfully reduced staff vacancies significantly during the year through overseas sponsorship programme, internal promotion as well as an improved recruitment process. Mission Care continues to grow its own strategy with regard to staff recruitment and retention. There had been consistent improvement and stability throughout the Mission Care homes. Over the years, our teams have become more cohesive, achieving higher levels of performance.

Achievements, performance and commercial review

From an operational point of view, there have been some key changes to the group during the financial year.

Since the merger of The Elms in January 2023, the onboarding process had been going exceptionally well. Occupancy went from 50% to 100% in Q2. The new Home Management team at The Elms, with the support from the Senior Management Team, had implemented many improvements in key areas such as rota management, quality monitoring audit, care plan documentation as well as pastoral care and activities. Subsequently, the financial performance of the home had demonstrated a positive trend since Q3, and continued into FY24/25. The home is still waiting for a CQC inspection. The current CQC report rating published online was related to the previous operator SELBHs.

Another key change for the Charity this year was that Love Walk, a former residential home of 30 beds based in Southwark, was officially closed on 4th July 2023 for redevelopment. 11 residents were successfully transferred to The Elms, and the other residents were relocated to other homes of their choices. The home was deregistered with CQC at the time of closure. A large number of Love Walk staff were offered roles within the Mission Care group. The development project for Love Walk, to be rebuild as a high end nursing care home, is well underway. Southwark Council had expressed strong interests to support the project, but legal process for planning application is taking longer than expected. The Charity is working closely with Southwark Council to move along the project in a timely manner.

Commercially, our trading performance this year has been stable, thanks to the strong occupancy throughout the year and our positive relationship with the local authorities in the areas in which we operate. Occupancy across all homes were averaged at 95.5% during the course of FY23/24. However, from a fee level point of view, it is observed that there continues to be significant shortfall on government funding for the majority of residents who are publicly funded. The average fee uplift year on year by local authorities and CCGs were between 1% - 4%, with a few local authorities offering no uplift at all. On the contrary, the National Living Wage had gone up by 9.7% this year, and 9.8% the year before. Additionally, annual inflation for 2023 was 6.8% resulting in a challenging economic environment for care providers to operate at a sustainable financial level. The Charity has been revisiting our commercials strategy regularly in respond to the changing economic landscape, and thankfully we have made some good progress in achieving a better average fee level at the point of writing, whilst maintaining a sound level of occupancy, consistency in staffing and high standard of care.

From clinical and care point of view, it was also observed that the care needs of newly admitted residents over the recent years are much higher compared to a few years ago, therefore more pressure on care providers to increase staffing ratio to meet the needs of the residents. Recruitments remained a challenging factor in the care sector, as a result, the usage of agency staff was inevitable. This issue partially was overcome by our overseas sponsorship program which helped resourcing good quality staff from other countries. At the point of writing, our agency staff usage has reduced by 30% compared to prior year.

Achievements, performance and commercial review (continued)

Although the challenges are ongoing, the Charity had maintained its good quality of care and service across all homes, with enhanced measurements on quality assurance. All homes received profoundly good customer feedback during the annual Residents and Relative Survey as well as on Carehome.co.uk. The CQC rating for Elmwood, Greenhill and Willett House remained to be Good. However, there had been improvements identified during the year for Homefield, and a detailed action plan had been implemented following the inspection.

Overall, all homes demonstrated a great level of stability and resilience to changes during the year. This is a reflection of the hard work and dedication of every member of staff working at this organisation. Mostly important, we give thanks to God for His provision and goodness to Mission Care.

Financial Performance

The consolidated EBITDA for the group including Mission Care Trading was £446k, and net deficit after considering depreciation and finance costs was £646k.

Consolidated income for the year was £15,351k (2023: £17,077k). This includes income from the core charity £15,267k, and the trading subsidiary £84k.

Income from the core charity includes income from charitable activities, government grant funding, plus legacy and donations. Income from the charitable activity for the year was down by £572k comparing to prior year (2023: £15,684k). This reduction on income was primarily due to the closure of Love Walk in July 2023, partially offset by the increased income from the four nursing homes in Bromley.

The main source of fee income for the charity remains the local government authorities. As at 31st March 2024, nearly 80% of our residents were funded by local authorities including Bromley, Lewisham, and Southwark, and some were funded directly by CCGs. The remaining were self-funded residents. The number of self funders remained at 54 compared same as prior year, this includes the residents from The Elms.

Consolidated expenditure for the year was £16,002k (2023: £15,920k). This includes expenditure from both the charity £15,847k and the trading subsidiary of £155k.

The expenditure for the charity activities was £15,822k, £44k higher than prior year (2023: £15,778k). Excluding Love Walk and The Elms, the cost increases for the nursing homes was £960k. This increase was in line with the National Living Wage uplift of 9.8% and general inflation on food, property and maintenance costs. The cost variances for Love Walk and The Elms were mainly due to change in occupancy during the year.

This year the Charity reinvested over £350k into the Homes on various improvement projects. Over the last 3 years, total accumulated capital spend on the Homes was over £2.5m. Major projects this year include Homefield lift refurbishment, Greenhill and Elmwood bedroom flooring upgrade, door entry system access control, and other clinical facilities and equipment. These projects had further equipped the homes with high standard of health and safety controls, as well as improved care and services provided to the residents.

Despite various challenges, it was clear that Mission Care's financial resilience has grown over the last three years. The ongoing discussion with Local Authorities on funding, strong partnership with agencies and contractors, and good stewardship from management team have all helped to equip us to be able to continue to fulfil our objectives whilst responding and adapting to the everchanging landscape of care sector.

Financial performance (continued)
The Charity has invested heavily on the redevelopment project of Love Walk with the aim to provide a high-end nursing care home to care for more people at the existing site of Love Walk. On 5th July, Southwark Council granted the planning permission to re-develop Love Walk into a new 63 bed nursing care home subject. However, due to subsequent Judicial Review raised by local residents, Southwark Council withdrew the approval. After seeking legal and planning advice, the Board of the Charity decided to re-submit the planning application to the Southwark Council. The Council remains very positive and supportive to the scheme due to the massive shortage of nursing beds in the area. The Planning Committee meeting will be held in December 2024 to reconsider the case. The charity spent £1.7m on professional fees and legal fees for the planning application to date.

As we prepare for the next phase of the work of Mission Care, we are mindful of the progress we have made, and of the challenges we are likely to face. The opportunities and challenges for good quality care providers will remain the same in some respects, but in others will become pronounced. As we review the period from 2020 to date, we can see how Mission Care has grown and developed in many ways. We are very thankful to be able to observe this, to play a part in it, and above all, to give all the thanks and glory to our great God.

Reserves Policy
Mission Care is very careful to designate or allocate funds it receives. Voluntary donations received from the general public and from supporters of Mission Care and any grants awarded by trusts and government agencies for equipment, services or building construction are designated or allocated wherever possible according to the wishes of the donor or grantor.

The free reserves of Mission Care have been utilised over the last few years to improve the quality of the charity's buildings and to carry out various essential restructuring projects. It remains the intention of Mission Care to significantly build up the reserves over the next few years to both protect the organisation against any potential adverse trading conditions as well as to facilitate future improvements to the buildings. To this end every effort continues to be made in order to maximise income, carefully manage expenditure and control cash flow.

At the year end, the charity had consolidated reserves of £6,490k of which £1,467k was restricted. The charity had total reserves of £6,443k.

Investment policy
Over recent years the surpluses have been used to improve the homes infrastructure and environment.

As at 31st March 2024, other than balances held at Samaritan Fund and Love Walk restricted fund, there are no investments outside of cash balances held in regular bank accounts.

Principal Funding sources
The significant majority of Mission Care's funding in recent years has been received from local authority contracts and, in particular, the contract with the London Borough of Bromley. The funding received is in respect of fees paid for care services provided. The NHS, through a number of CCGs, is also a significant source of funding, again by way of fees paid for care services provided.

Mission Care Trading Ltd
This subsidiary company has been included in the consolidated financial statements and was in an operating deficit at the year end. Following the Board's decision in prior year to close the café, the lease for Mission Café was surrendered in July 2023, total costs include dilapidation was £50k. The company continued its operation of running the charity shop Brix.

Public benefit

When reviewing Mission Care's activities for the past year and in planning the objectives for future periods, the Board have taken into consideration the Charity Commission's guidance on public benefit.

Mission Care is committed to ensuring that there is access to its services regardless of individuals' social standing or ability to pay. It does this through maintaining strong relationships with relevant local authority and active marketing of its services in the wider community. Approximately 80% of Mission Care's residents benefit from socially funded places that are offered under discounted block and spot contracts.

Through its support of an international project Mission Care is able to help a partner organisation, Vuyiroli, (in India). It seeks to alleviate sickness and poverty in the community in Chennai, India, in which it works.

As part of the care Mission Care provides, it is able to offer people opportunities to explore and experience the Christian faith. Much of what it delivers is well supported through its own Pastoral Team as well as partnerships with many local churches. Its international work has all been carried out in partnership with other organisations who share a similar desire to advance the Christian faith.

Plans for future periods

Mission Care continues to focus on strengthening the core business of the charity and ensuring that it is well placed to maintain and develop its delivery of care services into the changing marketplace. As set out in the charity's next five year strategic plan for financial year 2020-2025, the three overarching objectives are to Protect, Progress and Proclaim.

Protect the organisation from financial and existential pressures in order to maintain the service that Mission Care provides in the communities in which it is placed. This is not a negative reflex. Rather, it is an honest acknowledgement of the very challenging nature of the sectors in which Mission Care operates, as a Christian charity providing care to vulnerable adults.

The need to protect the organisation has always been apparent, and never more so than now. The global Covid 19 pandemic that has had such a devastating impact on the care sector in the UK this year. It has demonstrated further the clear imperative to protect the work and best interests of care providers. Protecting the organisation will remain therefore a resolute aim as we seek to bring glory to God through the work, witness, and reputation of Mission Care.

Progress the organisation both in terms of the quality of the service we provide, and the number of people for whom we care. This has been a consistent ambition throughout our history. Firstly, to be committed to continuous improvement in the delivery of care and management of the organisation. Secondly, to seek to care for and reach more and more people each year.

Proclaim the Lord Jesus Christ in all that we do. This is the very reason that Mission Care exists and always has been, since 1904. We primarily seek to proclaim Jesus Christ through our commitment to the following:-

(a) good quality care for all residents and stakeholders

(b) fair and sound management and stewardship of our colleagues and resources, and

(c) sharing of God's Word through the work and support of our pastoral team, and through the words and witness of Christian colleagues

(d) a clear and principled resolve to maintain our evangelical Christian ethos for God's glory alone.

Plans for future periods (continued)

Much progress has been made on these three core elements over the last few years and we expect this to continue in the period ahead.

Apart from the material impact from Covid-19 pandemic that started at the end of the financial year, there were no other significant events during the year that had any financial effect.

The trustee is grateful to all the Board Directors, to our Chief Executive and the Senior Management and Leadership Teams and their staff for their continuing dedication and commitment to the care of each of the vulnerable people entrusted to us.

We are committed to developing our services at this time of considerable change and in this we seek God's guidance and would ask for the prayerful support of all our friends and colleagues.

A new Strategic Plan for the period 2025 – 30 has been drafted and will be signed off this year. It is a plan for growth, both in respect of the quality of the service we seek to provide, and in increasing the number of residents we care for.

Statement of trustee responsibilities

The trustee is responsible for preparing the Council Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustee is required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustee is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Mr G Dean
Chairman

19 November 2024

Opinion

We have audited the financial statements of Mission Care (the "Charity") and its subsidiary (the group) for the year ended 31 March 2024 which comprise the consolidated and parent statement of financial activities, the consolidated and parent balance sheets, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the Charity's affairs as at 31 March 2024 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's and Charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

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

Responsibilities of the trustee

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Based on our understanding of the charity, we identified that the principal risks of non-compliance with laws and regulations related to employment and breach of health & safety regulations and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team.

We determined that the principal risks were related to:

- management override of controls
- management bias in accounting estimates

In response to the risks identified we designed procedures which included, but were not limited to:

- identifying and testing journal entries
- evaluating the charity's internal controls
- reviewing Board meeting minutes
- challenging significant accounting estimates such as bad debt provisions

There are inherent limitations in the audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charity's and group's trustee, as a body, in accordance Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the Charity's and group's trustee those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and group and their trustee as a body, for our audit work, for this report, or for the opinions we have formed.

Jacob Cavenagh & Skeet

Jacob Cavenagh & Skeet
Statutory Auditor
Chartered Accountants

5 Robin Hood Lane
Sutton
Surrey
SM1 2SW

3 DECEMBER 2024

Jacob Cavenagh & Skeet is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006

MISSION CARE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Unrestricted Funds £	Restricted Funds £	Total 2023 £
Income from:							
Donations and legacies	2	123,771	-	123,771	12,191	1,291,587	1,303,778
Other trading activities	3	84,395	-	84,395	81,465	-	81,465
Investments	4	4,294	-	4,294	6,860	-	6,860
Charitable activities							
Residential care fees		15,112,050	-	15,112,050	15,679,471	5,000	15,684,471
Other income		520	25,880	26,400	272	-	272
Total income		15,325,030	25,880	15,350,910	15,780,259	1,296,587	17,076,846
Expenditure on:							
Raising funds	5	141,908	-	141,908	121,197	-	121,197
Charitable activities							
Residential care costs	6	15,856,242	4,106	15,860,348	15,630,024	168,785	15,798,809
Total expenditure		15,998,150	4,106	16,002,256	15,751,221	168,785	15,920,006
Gains/(losses) on investment assets		4,892	317	5,209	(2,074)	41	(2,033)
Net (expenditure)/income		(668,228)	22,091	(646,137)	26,964	1,127,843	1,154,807
Transfers between funds		-	-	-	-	-	-
Net movement in funds		(668,228)	22,091	(646,137)	26,964	1,127,843	1,154,807
Reconciliation of funds							
Funds brought forward		5,691,397	1,444,973	7,136,370	5,664,433	317,130	5,981,563
Funds carried forward		5,023,169	1,467,064	6,490,233	5,691,397	1,444,973	7,136,370

MISSION CARE

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Unrestricted Funds £	Restricted Funds £	Total 2023 £
Income from:							
Donations and legacies	2	123,771	-	123,771	12,191	1,291,587	1,303,778
Investments	4	4,294	-	4,294	6,860	-	6,860
Charitable activities							
Residential care fees		15,112,050	-	15,112,050	15,679,471	5,000	15,684,471
Other income		520	25,880	26,400	272	-	272
Total income		15,240,635	25,880	15,266,515	15,698,794	1,296,587	16,995,381
Expenditure on:							
Charitable activities							
Residential care costs		15,817,794	4,106	15,821,900	15,609,459	168,785	15,778,224
Other expenditure		106,525	-	106,525	72,478	-	72,478
Total expenditure		15,928,425	4,106	15,928,425	15,681,937	168,785	15,850,722
Gains/(losses) on investment assets		4,892	317	5,209	(2,074)	41	(2,033)
Net (expenditure)/income		(678,792)	22,091	(656,701)	14,783	1,127,843	1,142,626
Transfers between funds		-	-	-	-	-	-
Net movement in funds		(678,792)	22,091	(656,701)	14,783	1,127,843	1,142,626
Reconciliation of funds							
Funds brought forward		5,654,997	1,444,973	7,099,970	5,640,214	317,130	5,957,344
Funds carried forward		4,976,205	1,467,064	6,443,269	5,654,997	1,444,973	7,099,970

MISSION CARE

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2024

		2024		2023	
		£	£	£	£
Fixed assets					
Tangible fixed assets	**10a**		10,610,221		11,576,427
Investment assets	**11**		58,147		64,509
			10,668,368		11,640,936
Current assets					
Stocks		8,351		6,432	
Debtors	**12a**	3,167,901		2,678,210	
Cash at bank and in hand		547,141		844,864	
		3,723,393		3,529,506	
Creditors: amounts falling due within one year	**13a**	2,275,480		2,334,063	
Net current assets			1,447,913		1,195,443
Total assets less current liabilities			12,116,281		12,836,379
Creditors: amounts falling due after more than one year	**14a**		(5,626,048)		(5,700,009)
Net assets			6,490,233		7,136,370
Funds					
Unrestricted	**15**		5,023,169		5,691,397
Restricted	**16**		1,467,064		1,444,973
			6,490,233		7,136,370

The financial statements were approved by the Trustee on 19 November 2024 and signed on its behalf by:

Mr G Dean

Chairman

MISSION CARE

BALANCE SHEET
AS AT 31 MARCH 2024

		2024		2023	
		£	£	£	£
Fixed assets					
Tangible fixed assets	**10b**		10,609,921		11,550,533
Investment assets	**11**		58,148		64,510
			10,668,069		11,615,043
Current assets					
Stocks		7,951		6,032	
Debtors	**12b**	3,141,349		2,667,800	
Cash at bank and in hand		520,015		826,911	
		3,669,315		3,500,743	
Creditors: amounts falling due within one year	**13b**	2,268,067		2,315,807	
Net current assets			1,401,248		1,184,936
Total assets less current liabilities			12,069,317		12,799,979
Creditors: amounts falling due after more than one year	**14b**		(5,626,048)		(5,700,009)
Net assets			6,443,269		7,099,970
Funds					
Unrestricted			4,976,205		5,654,997
Restricted	**16**		1,467,064		1,444,973
			6,443,269		7,099,970

The financial statements were approved by the Trustee on 19 November 2024 and signed on its behalf by:

Mr G Dean

Chairman

MISSION CARE

CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

	2024 £	2023 £
Cash flows from operating activities (see note (a) below)	6,117	(749,964)
Cash flows from investing activities		
Interest receivable	4,294	6,860
Interest paid	(435,610)	(263,835)
Proceeds on sale of investments	11,571	-
Payments to acquire tangible fixed assets	(329,977)	(675,471)
Proceeds on sale of tangible fixed assets	775,880	-
Net cash provided by/(used in) investing activities	26,158	(932,446)
Cash flows from financing activities		
Loans repaid	(301,418)	(217,262)
Cash inflows from new borrowing	-	426,000
Payments to reduce finance lease liabilities	(28,580)	(3,110)
Cash (used in)/provided by financing activities	(329,998)	205,628
Net cash outflow	(297,723)	(1,476,782)
Cash and cash equivalents at 1 April 2023	844,864	2,321,646
Cash and cash equivalents at 31 March 2024	547,141	844,864

(a) Reconciliation of net income to net cash flow from operating activities

Net income	(718,724)	1,154,807
Interest receivable	(4,294)	(6,860)
Interest paid	435,610	263,835
Depreciation	686,984	650,669
Gift of 'The Elms'	-	(1,850,000)
Gains on disposal of fixed assets	(25,880)	-
Gains/(losses) on investments	(5,209)	2,033
(Increase)/decrease in debtors	(417,104)	(1,240,740)
Increase in creditors	56,653	276,292
(Increase)/decrease in stock	(1,919)	-
Net cash provided by operating activities	6,117	(749,964)

(b) Analysis of changes in net debt

	At 1 April 2023 £	Cash flows £	Non-cash changes £	At 31 March 2024 £
Cash	844,864	(297,723)	-	547,141
Loans falling due within one year	(475,984)	301,418	(160,096)	(334,662)
Loans falling due after more than one year	(5,699,843)	-	160,096	(5,539,747)
Finance lease obligations	(3,733)	28,580	(140,801)	(115,954)
Total	(5,334,696)	32,275	(140,801)	(5,443,222)

1 ACCOUNTING POLICIES

Accounting convention
The financial statements have been prepared under the historical cost convention, as modified by the revaluation of investments, and in accordance with applicable accounting standards, Charities Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102) and the Charities Act 2011.

Mission Care is a public benefit entity and an unincorporated charity with its principal address at Suite 4, 7 High St, Chistlehurst, Kent, BR7 5AB. The financial statements are the consolidated position of Mission Care and its subsidiary company Mission Care Trading Ltd. The financial statements have been prepared in pounds and figures have been rounded to the nearest pound.

Going concern
The trustee has prepared budgets and forecasts which support the continuing financial performance of the charity.

Tangible fixed assets
Fixed assets are depreciated on a straight line basis at rates dependent on their expected lives. Depreciation rates commencing from the date of first use are as follows:

Freehold nursing homes	2% of cost
Motor vehicles	25% of cost
Computer equipment	33% of cost
Fixed plant	10-33% of cost
Office equipment and furniture	25% of cost

Fixed asset investments
Investments are stated at bid value. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals during the year.

Fund accounting
General funds are unrestricted funds which are available for use at the discretion of the trustee in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustee for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or which have been raised by the charity for specific purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1 ACCOUNTING POLICIES (continued)

Income
All income is accounted for on an accruals basis except for voluntary income which is accounted for when received. Gifts in kind received in the shop are recognised when sold. Gifts in kind are valued at estimated open market value at the date of the gift in the case of assets for retention or consumption.

Taxation status
Mission Care is not subject to corporation tax and is not registered for VAT.

Fund raising
Mission Care does not engage in any professional fund raising activity. Therefore, no fund raising costs are identified in the Statement of Financial Activities.

Support Centre costs are allocated between governance costs of administering the charity and charitable expenditure in support of the nursing homes. These costs are allocated on the basis of time spent and resources expended.

Expenditure
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to a category.

Governance costs
Governance costs are those costs associated with meeting the constitutional and statutory requirements of the charity and include auditors' fees and costs linked to the strategic management of the charity. These have been allocated directly to charitable expenditure.

Financial instruments
The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors
Other debtors are included at the settlement amount due. Prepayments are valued at the amount prepaid.

Cash at bank and in hand
Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of opening of the deposit.

Creditors and provisions
Creditors and provisions are recognised where the charity has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount.

Stocks
Catering stocks are included at cost.

1 ACCOUNTING POLICIES (continued)

Pension scheme
Mission Care contributes to a number of defined contribution pension schemes. The assets of the schemes are held separately from the charity in independently administered funds. Contributions are accounted for as they fall due.

Mission Care also contributes to one defined benefit pension scheme. This is a multi-employer scheme where Mission Care cannot identify its share of the assets and liabilities of the scheme on a reasonable and consistent basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The charity's contributions are charged in the period to which the salaries they relate are payable.

2 DONATIONS AND LEGACIES

	2024 £	2023 £
Support Centre	11,184	12,191
Transfer of The Elms	-	1,291,587
Legacies	112,587	-
	123,771	1,303,778

3 OTHER TRADING ACTIVITIES

	2024 £	2023 £
Charity shop	84,395	81,465

4 INVESTMENT INCOME

	2024 £	2023 £
Income from listed investments	1,977	3,260
Interest on cash deposits	2,317	3,600
	4,294	6,860

5 RAISING FUNDS

	2024 £	2023 £
Café	82,593	60,744
Charity shop	59,315	60,453
	141,908	121,197

6 CHARITABLE ACTIVITIES

	Direct Costs £	Support costs £	2024 £	2023 £
Staff costs	10,483,564	1,355,520	11,839,084	12,081,473
Depreciation	686,984	-	686,984	650,669
Other	3,228,128	106,152	3,334,280	3,066,667
	14,398,676	1,461,672	15,860,348	15,798,809

7 SUPPORT COSTS

	2024	2023
	£	£
Governance costs (note 8)	106,152	112,459
Staff costs	1,355,520	1,265,133
	1,461,672	1,377,592

8 GOVERNANCE COSTS

	2024	2023
	£	£
Legal costs	86,846	91,943
Fees paid to auditors		
- Audit fee	18,166	15,056
- Other fees	1,140	5,460
Other	-	-
	106,152	112,459

9 EMPLOYMENT COSTS

	2024	2023
	£	£
Gross salaries	8,482,542	7,256,651
Employer's National Insurance	792,970	712,495
Employer's Pension contributions	198,340	178,560
1-1 care agency charges	-	1,569,398
Other agency charges	2,424,547	2,424,822
	11,898,399	12,141,926

The average number of staff employed during the year was:

	2024	2023
Residential homes	272	254
Support Centre	15	14
Charity Shop	6	8
	293	276

Employees earning over £60,000:

	2024	2023
£60,000 - £70,000	6	5
£70,000 - £80,000	-	2
£80,000 - £90,000	3	-
£120,000 - £130,000	-	1
£140,000 - £150,000	1	-
£230,000 - £240,000	-	1
£240,000 - £250,000	1	-

- 1-1 care agency charges are reimbursed by the local authorities or CCGs
- Other agency charges are incurred when staff are required at the homes at short notice to cover sickness or holiday periods.
- No expenses were reimbursed or remuneration paid to the trustee or the directors of the trustee during the year.
- Aggregate employee-benefits of key management personnel were £654,530 (2023: £634,846).
- Included in the above were redundancy costs of £105,478 relating to the closure of the Love Walk home and £14,803 relating to other termination payments. (2023: £nil).

10a TANGIBLE FIXED ASSETS GROUP

	Freehold Property £	Plant and Machinery £	Motor Vehicles £	Total £
Cost				
At 1 April 2023	15,029,254	6,120,739	44,413	21,194,406
Additions	-	470,778	-	470,778
Disposals	(750,000)	(187,158)	-	(937,158)
At 31 March 2024	14,279,254	6,404,359	44,413	20,728,026
Depreciation				
At 1 April 2023	4,988,411	4,585,155	44,413	9,617,979
Charge for the year	258,034	428,950	-	686,984
Released on disposals	-	(187,158)	-	(187,158)
At 31 March 2024	5,246,445	4,826,947	44,413	10,117,805
Net book value				
At 31 April 2024	9,032,809	1,577,412	-	10,612,221
At 31 March 2023	10,040,843	1,535,584	-	11,576,427

10b TANGIBLE FIXED ASSETS CHARITY

	Freehold Property £	Plant and Machinery £	Motor Vehicles £	Total £
Cost				
At 1 April 2023	15,029,254	5,904,482	44,413	20,978,149
Additions	-	470,778	-	470,778
Disposals	(750,000)	-	-	(750,000)
At 31 March 2024	14,279,254	6,375,260	44,413	20,698,927
Depreciation				
At 1 April 2023	4,988,411	4,394,792	44,413	9,427,616
Charge for the year	258,034	403,356	-	661,390
Released on disposals	-	-	-	-
At 31 March 2024	5,246,445	4,798,148	44,413	10,089,006
Net book value				
At 31 March 2024	9,032,809	1,577,112	-	10,609,921
At 31 March 2023	10,040,843	1,509,690	-	11,550,533

Freehold properties include £2,010,750 relating to freehold land which is not being depreciated and £95,555 of finance costs, (none of which was capitalised during the current year). Freehold properties with carrying values of £4,647,176 have been pledged as security for borrowings. Plant and Machinery with carrying value of £129,068 is held under finance leases.

11 INVESTMENTS

	Samaritan Fund	Love Walk	2024	2023
	£	£	£	£
GROUP				
Fair value				
At 1 April 2023	53,255	11,254	64,509	66,542
Unrealised gain/(loss)	4,892	317	5,209	(2,033)
Disposals	-	(11,571)	(11,571)	-
At 31 March 2024	58,147	-	58,147	64,509

	2024	2023
	£	£
UK Investments comprise:		
Listed investments: Common deposit and investment funds	58,147	64,509
Investment in subsidiary	1	1
	58,148	64,510

The investment in the subsidiary relates to Mission Care Trading Limited, company number 9337456. The charity owns 100% of the ordinary share capital of this company. At 31 March 2024 the company had net liabilities of £381,872. In the year to 31 March 2024 the company had turnover of £84,395 and expenses of £177,922. Overall, the company made a loss of £93,527. The results of the subsidiary have been included in the consolidated accounts. The activity of the company is the running of charity shops.

During the year the charity provided £nil (2023: £72,478) against the loan that had been made to its trading subsidiary.

12a DEBTORS GROUP

	2024	2023
	£	£
Fees receivable	512,638	751,051
Other debtors	23,430	-
Prepayments and accrued income	2,631,833	1,927,159
	3,167,901	2,678,210

12b DEBTORS CHARITY

	2024	2023
	£	£
Fees receivable	511,334	749,747
Prepayments and accrued income	2,630,015	1,918,053
	3,141,349	2,667,800

13a CREDITORS: Amounts falling due within one year
GROUP

	2024 £	2023 £
Bank loans	334,662	475,984
Trade creditors	983,994	820,242
Accruals	102,113	163,890
Social security	178,170	169,489
Other creditors	646,888	700,891
Finance lease obligations	29,653	3,567
	2,275,480	2,334,063

13b CREDITORS: Amounts falling due within one year
CHARITY

	2024 £	2023 £
Bank loans	334,662	475,984
Trade creditors	1,187,244	1,033,909
Accruals	115,373	171,288
Social security	178,170	169,489
Other creditors	422,965	461,570
Finance lease obligations	29,653	3,567
	2,268,067	2,315,807

The Triodos bank loans are secured on the Elmwood and Greenhill properties. The Natwest loan is secured on the The Elms properties, 147 and 145 Barry Road, East Dulwich, London. The bank loans are financial instruments measured at amortised cost. Interest of £435,231 (2023: £270,009) was charged during the year.

14a CREDITORS: Amounts falling due after more than one year
GROUP

	2024 £	2023 £
Bank loans	5,539,747	5,699,843
Finance lease obligations	86,301	166
	5,626,048	5,700,009

14b CREDITORS: Amounts falling due after more than one year
CHARITY

	2024 £	2023 £
Bank loans	5,539,747	5,699,843
Finance lease obligations	86,301	166
	5,626,048	5,700,009

£4,647,113 (2023: £4,896,494) of the bank loans is repayable in more than five years. The main bank loans are repayable by 2043 and carry interest at 2.5% over base rate.

15 UNRESTRICTED FUNDS

2024

	Balance at 1 April 2023	Income	Expenditure	Investment gains and transfers	Balance at 31 March 2024
	£	£	£	£	£
General Fund	5,235,509	15,325,030	(15,766,484)	-	4,794,055
Friends' Groups	17,824	-	-	-	17,824
Samaritan Fund	22,533	-	(800)	4,892	26,625
Cyclical Maintenance	251,510	-	(100,000)	-	151,510
Redevelopment Fund	131,158	-	(130,866)	-	292
Building Fund	32,863	-	-	-	32,863
	5,691,397	15,325,030	(15,998,150)	4,892	5,023,169

2023

	Balance at 1 April 2022	Income	Expenditure	Investment gains and transfers	Balance at 31 March 2023
	£	£	£	£	£
General Fund	5,205,571	15,780,259	(15,750,321)	-	5,235,509
Friends' Groups	17,824	-	-	-	17,824
Samaritan Fund	25,507	-	(900)	(2,074)	22,533
Cyclical Maintenance	251,510	-	-	-	251,510
Redevelopment Fund	131,158	-	-	-	131,158
Building Fund	32,863	-	-	-	32,863
	5,664,443	15,780,259	(15,751,221)	(2,074)	5,691,397

The Friends' Groups funds relates to funds designated for the use of volunteers linked to specific homes and is generally used for residents' activities.

The Samaritan Fund is designated for allocation to current or former members of staff who have specific needs and is administered by a sub-committee.

The Cyclical Maintenance Fund is designated to provide funding for specific and exceptional maintenance requirements that arise from time to time.

The Redevelopment and Building Funds are designated for the future building or other development needs of specific homes.

16 RESTRICTED FUNDS

2024

	Balance at 1 April 2023	Income	Expenditure	Investment gains and transfers	Balance at 31 March 2024
	£	£	£	£	£
Love Walk	153,386	-	16	317	153,719
The Elms	1,291,587	25,880	(4,122)	-	1,313,245
	1,444,973	25,880	(4,106)	317	1,467,064

16 RESTRICTED FUNDS (continued)

2023	Balance at 1 April 2022	Income	Expenditure	Investment losses and transfers	Balance at 31 March 2023
	£	£	£	£	£
Love Walk	301,130	5,000	(152,785)	41	153,386
Covid grants	16,000	-	(16,000)	-	-
The Elms		1,291,587			1,291,587
	317,130	1,296,587	(168,785)	41	1,444,973

The Love Walk fund relates to gifts made for various specific aspects of residents' well-being at Love Walk and will be expended once appropriate needs arise.

The Elms fund relates to The Elms care home property which is restricted for use for the provision of care in the London Borough of Southwark. It also contains the balance of the other capital funds on transfer which are to be used for future capital works at the Elms.

17 ANALYSIS OF NET ASSETS BETWEEN FUNDS

GROUP

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fixed assets	10,668,368	-	10,668,368
Net current assets	(91,738)	1,467,064	1,375,326
Long term liabilities	(5,626,048)	-	(5,626,048)
	4,950,582	1,467,064	6,417,646

CHARITY

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fixed assets	10,668,069	-	10,668,069
Net current assets	(31,878)	1,467,064	1,435,186
Long term liabilities	(5,626,048)	-	(5,626,048)
	5,010,143	1,467,064	6,477,207

18 LEASING COMMITMENTS

The total future minimum lease payments under non-cancellable operating leases are payable :

	2024	2023
	£	£
Within one year	77,355	109,348
Between two and five years	62,146	176,263
Operating lease payments in year	84,379	109,347

19 RELATED PARTY TRANSACTIONS

During the year, the charity paid £26,258 (2023: £64,825) to Pilgrim Law Ltd. Mark Jones is a director and shareholder of Pilgrim Law Ltd.

MISSION CARE

England & Wales - Charity number 284967

Accounts

MISSION CARE

called to serve

MISSION CARE

ANNUAL REPORT

FOR THE YEAR ENDED

31 MARCH 2023

Registered Charity Number: 284967

MISSION CARE
called to serve

MISSION CARE

ANNUAL REPORT

FOR THE YEAR ENDED

31 MARCH 2023

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REFERENCE AND ADMINISTRATIVE INFORMATION

Chairman	Mr G Dean
Corporate Trustee (previously "Custodian Trustee")	Mission Care Management Limited
Directors of Mission Care Management Limited	Mr G Dean Mr M Jones Ms A Honeysett Mr P Martin Mr A Surgenor (appointed 31 January 2023)
Executive Director	Mr D Evans
Auditor	Jacob Cavenagh & Skeet 5 Robin Hood Lane Sutton Surrey SM1 2SW
Solicitors	Anthony Collins Solicitors LLP 134 Edmund Street Birmingham B3 2ES
Bankers	National Westminster Bank plc 201 Tooley Street London SE1 2UE
Head Office	Suite 4, 7 High Street Chislehurst Kent BR7 5AB
Charity Registration Number	284967

BOARD REPORT

The Board of the Corporate Trustee of Mission Care has pleasure in submitting the Annual Report and Financial Statements for the year ended 31 March 2023 which have been prepared in accordance with Charities Act 2011, the Charities' Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102).

Objects and activities

Mission Care was founded in 1904 as the Bermondsey Medical Mission. It is a charity operating in South East London. Mission Care aims to advance the Christian faith through the relief of sickness and poverty and through care and support of people with disabilities and elderly people, principally by the operation of a number of care homes, both nursing and residential.

Structure, governance and management

Mission Care is an unincorporated association which is governed by a corporate trustee, Mission Care Management Limited (Company Registration Number 3732148).

The key management personnel of the charity are considered to be the Senior Management Team. This team is comprised of the Chief Executive (Mr D Evans), the Clinical Director (Mr R Manuel), the Pastoral Director (Miss F Oxborrow), the Operations Director (Mr W van der Merwe), and the Finance Director (Mrs H Fan). They are in charge of directing, controlling, running and operating the charity on a day to day basis. The Trustee Board (the Directors of the Corporate Trustee) give of their time freely and none of the Trustee Board received any remuneration in the year.

The pay of senior staff and all staff at Mission Care is reviewed annually and is normally increased in accordance with average earnings. Pay awards are based on small incremental percentage increases in accordance with good financial stewardship, and we informally benchmark our salaries in the market from time to time.

Procedures for inducting and training

Training for the directors of the Corporate Trustee is offered and carried out as required and covers a range of issues including governance and inspections of the homes. A full, independent governance review has been undertaken on behalf of Mission Care last year. The outcome was very positive with some helpful recommendations to be implemented, including governance training for trustees and senior managers.

Risk

The Board continues to monitor and consider the major risks to which the charity is exposed and is satisfied that systems are in place to monitor and minimise them. At present we have identified the risks posed to the charity as follows: (a) on-going funding of the delivery of care both within and outside the London Borough of Bromley; (b) satisfactory and positive inspections by CQC of our services; and (c) the cost of and involvement in the management of a significant number of paid staff in our employment.

The risks in relation to the on-going funding of the delivery care are sector wide and driven largely by central and local Government policy. It has been an incredibly challenging time to operate care homes over recent years. There is enormous pressure on average fee levels, budgetary challenges, increased costs associated inflation and market volatility, as well as ever-changing regulatory and stakeholder requirements. This has been the case particularly during the last three years of the pandemic. However, Mission Care manages the risk by ensuring regular communication with their principal local authority and CCG commissioners in respect of fee levels and grant fundings. There is a strong track record of Mission Care actively and positively negotiating with the local authority in securing the required levels of funding in recent years.

To achieve a satisfactory CQC rating for our services, Mission Care continues to invest in improving and developing its clinical governance and audit processes to ensure that the level of care provided meets the demands of the regulator. Last year, Mission Care specifically engaged with an external legal advisor to carry out an independent review on how the charity had managed the pandemic and what lessons could be learned. The review gave a full evaluation of each area of the home in term of decisions and actions took in responding to the challenges caused by the pandemic. It concluded with very positive feedback reflecting the charity's ability in coping with the situation.

During this financial year, we have also seen continued development and progress within our wider management team, and senior management team. We have enjoyed a period of consistent improvement and stability throughout our homes. Our teams have become more cohesive, achieving higher levels of performance. We have also seen the work of the pastoral team develop and grow not only for residents, but also for colleagues and relatives.

The risk associated with shortage of permanent staff is also sector wide. The social care sector employs approximately 1.6 million people, even more than the NHS (1.4 million). There are currently approximately 160,000 vacancies for carers in UK.

Some of the key drivers for this high number of vacancies include : (a) consistent underfunding in the sector, (b) a total absence of central government capital investment over many years, and (c) the government policy making it mandatory for care workers to receive the Covid vaccination in order to retain their employment in 2021. It is estimated that over 40,000 staff left the care sector as a result of the mandatory vaccine requirement, which has now been repealed following resistance from the NHS.

It is fair to state that there is a real crisis in staffing in the care sector, and no provider is immune from the pressure this brings. This is particularly pertinent given the central role that staff play in a sector such as healthcare, as it is a service where care is provided to people through people.

Mission Care continues to grow its own strategy with regard to staff recruitment and retention.

Our strategy seeks to maximise the value of our ethos, manifested in a positive management culture, with a very strong track record of internal progression. The progress that has been made in this area by Mission Care has been a significant factor in its success in recent years.

In all of these things, and many more, the Lord has been our provider and our guide. We can trace and see His hand of providence. We are grateful that we can positively acknowledge the contribution of our colleagues throughout our organisation, whilst giving thanks to the Lord for each of them and their commitment to Mission Care.

Achievements, performance and financial review

From the financial point of view, there had been a few unprecedented challenges resulted from the pandemic and the changing economic climate over the last three years, but at the same time, with God's blessing and provision, our trading performance continued to be positive and stable.

Our financial performance has been helped by strong occupancy levels, and a very good reputation due to positive customer experience. Our commercial and operational stability has been helped by our very strong relationship with the local authorities in the areas in which we operate. The environment and safety requirements within our homes have gone through a phase of accelerated improvement in the past three years.

Achievements, performance and financial review (continued)

However, there continues to be significant under funding with the majority of residents still publicly funded. The aspiration of many local authorities is to reduce the spending on care homes by spending more on home care and potentially retirement living facilities, because accommodation costs are not payable. Therefore, it is important that we continue to produce compelling evidence about the cost of providing services to support the long-term negotiation with public sector commissioners. We have made good progress in this area in recent years, albeit not without its significant challenges and some setbacks.

Although there is still a lack of coherent political focus, it is hoped that the Fair Cost of Care exercise will result in improved fee agreements in due course.

Occupancy across all homes were gradually recovered to its pre-covid during the course of FY22/23. At the point of writing, the average occupancy across all homes have achieved 97%. Average occupancy demonstrated an increase of 4% compared to the previous year. The Chairty cared for an average of 235 residents on a daily basis. This is a key achievement for the Charity after the significant impact felt over pandemic.

However, new challenges arose since Autumn 2022 as a result of the record high inflation on cost of living and the volatility of the energy market. Utility costs, being the second largest cost element after staff cost for the care homes, have doubled during the reported period, and catering costs also increased by 22% compared to prior year.

It was also observed that the care needs of newly admitted residents over the past years are much higher compared to a few years ago, therefore more pressure on care providers to increase staffing ratio to meet the needs of the residents. Recruitments remained a challenging factor in the care sector, as a result, the usage of agency staff was inevitable. This issue partially was overcome by our overseas sponsorship program which helped resourcing good quality staff from other countries.

Despite the continuing challenges faced at Mission Care throughout the year of pandemic, the Charity had maintained its good quality of care and service across all homes, with enhanced measurements on infection controls. All four nursing homes received Good CQC ratings with confirmation that all areas on infection prevention and controls are assured. Love Walk had a 'requires improvement' CQC rating prior to its closure. However, the home is now officially closed (since July 2023) for re-development. Eleven former Love Walk residents were successfully relocated to other Mission Care homes.

It is worth noting that The Elms, a 25 beds residential home in East Dulwich, has merged into Mission Care group in early 2023. Since the merger, the Chairty has implemented a number of improvements on health and safety, as well as improvements on the home environment to enhance the service users experiences, with more work planned to take place in the next financial year with the aim to bring it to a 'Good' CQC rating.

Overall, all homes demonstrated a great level of stability and resilience to changes during the year. This is a reflection of the hard work and dedication of every member of staff working at this organisation.

Taking into account of the merger of The Elms, the consolidated EBITDA for the group was £2.1m, and net surplus after considering depreciation and finance costs was £1.2m.

Consolidated income for the year was £17,077k (2022: £14,571k). This includes income from the core charity £16,995k, and the trading subsidiary £82k.

BOARD REPORT (continued)

Income from the core charity includes income from charitable activities, government grant funding, plus legacy and donations. Income from the charitable activity for the year was up by £2,003k comparing to prior year (2022: £13,676k). This was primarily as a result of the higher occupancy and higher average fee level due to fee uplift and increase in self funders.

Total government grant funding related to backdated fee uplift as a result of higher inflation during the year. The charity had used these funds to cover part of the expenditures associated with additional utility and food costs,

The main source of fee income for the charity remains the local government authorities. As at 31st March 2023, nearly 80% of our residents were funded by local authorities including Bromley, Lewisham, and Southwark, and some were funded directly by CCGs. The remaining were self-funded residents. The number of self funders increased to 54 compared to 47 at beginning of the year, this includes the residents from The Elms.

Consolidated expenditure for the year was £15,920k (2022: £14,312k). This includes expenditure from both the core charity £15,778k and the trading subsidiary £142k.

The expenditure for the core charity was £15,778k, £1,699k higher than prior year (2022: £14,079k). This was largely due to the increase in the National Living Wage which was up by 6.2%, and increase on utilities, finance costs, and other costs as a result of high inflation.

Operationally, there had been many improvements made in the homes. This year the Charity invested over £680k in capital projects, on top of the investment made over the last financial year £600k. Major projects this year include Homefield refurbishment, Greenhill pipework upgrade, bedroom flooring upgrade, entry system access control, and other clinical facilities and equipment. These projects had further equipped the homes with high standard of health and safety controls, as well as improved care and services provided to the residents. Over the last three years, the Charity has reinvested nearly £2m in total into the home infrastructures.

Despite various challenges, it was clear that Mission Care's financial resilience has grown over the last three years. The ongoing discussion with Local Authorities on funding, strong partnership with agencies and contractors, and good stewardship from management team have all helped to equip us to be able to continue to fulfil our objectives whilst responding and adapting to the everchanging landscape of care sector.

The charity has made a significant progress on the work of Love Walk redevelopment. It has completed the planning phase of the projects in early July. On 5th July, Southwark Council has approved the planning application to re-develop Love Walk into a new 63 bed nursing care home subject to section 106 agreement. The charity is very pleased with this outcome, with the vision to provide high quality care to more people.

As we prepare for the next phase of the work of Mission Care, we are mindful of the progress we have made, and of the challenges we are likely to face. The opportunities and challenges for good quality care providers will remain the same in some respects, but in others will become pronounced. As we review the period from 2020 to date, we can see how Mission Care has grown and developed in many ways. We are very thankful to be able to observe this, to play a part in it, and above all, to give all the thanks and glory to our great God.

Reserves Policy

Mission Care is very careful to designate or allocate funds it receives. Voluntary donations received from the general public and from supporters of Mission Care and any grants awarded by trusts and government agencies for equipment, services or building construction are designated or allocated wherever possible according to the wishes of the donor or grantor.

The free reserves of Mission Care have been utilised over the last few years to improve the quality of the charity's buildings and to carry out various essential restructuring projects. It remains the intention of Mission Care to significantly build up the reserves over the next few years to both protect the organisation against any potential adverse trading conditions as well as to facilitate future improvements to the buildings. To this end every effort continues to be made in order to maximise income, carefully manage expenditure and control cash flow.

At the year end, the charity had consolidated reserves of £7,136k of which £1,445k were restricted. The charity had total reserves of £7,100k.

Investment policy
Over recent years the surpluses have been used to improve the homes infrastructure and environment.

As at 31st March 2023, other than balances held at Samaritan Fund and Love Walk restricted fund, there are no investments outside of cash balances held in regular bank accounts.

Principal Funding sources
The significant majority of Mission Care's funding in recent years has been received from local authority contracts and, in particular, the contract with the London Borough of Bromley. The funding received is in respect of fees paid for care services provided. The NHS, through a number of CCGs, is also a significant source of funding, again by way of fees paid for care services provided.

Mission Care Trading Ltd
This subsidiary company has been included in the consolidated financial statements and was in an operating deficit at the year end. The company's activities included the running of a dementia friendly café and a charity shop. The costs have been partially provided by the charity in the form of an intercompany loan. In March 2022, the Board had took the decision to close the café in order to minimise future losses of this entity. The Charity had tried to approach the landlord for their permission to sub-let the lease to further reduce the costs for the remaining of the lease period, however, this had not been possible. Following a lengthy negotiation process, the Board took the decision to surrender the lease at a cost of £50k in July 2023.

Public benefit

When reviewing Mission Care's activities for the past year and in planning the objectives for future periods, the Board have taken into consideration the Charity Commission's guidance on public benefit.

Mission Care is committed to ensuring that there is access to its services regardless of individuals' social standing or ability to pay. It does this through maintaining strong relationships with relevant local authority and active marketing of its services in the wider community. Approximately 80% of Mission Care's residents benefit from socially funded places that are offered under discounted block and spot contracts.

Through its support of an international project Mission Care is able to help a partner organisation, Vuyiroli, (in India). It seeks to alleviate sickness and poverty in the community in Chennai, India, in which it works.

As part of the care Mission Care provides, it is able to offer people opportunities to explore and experience the Christian faith. Much of what it delivers is well supported through its own Pastoral Team as well as partnerships with many local churches. Its international work has all been carried out in partnership with other organisations who share a similar desire to advance the Christian faith.

Plans for future periods

Mission Care continues to focus on strengthening the core business of the charity and ensuring that it is well placed to maintain and develop its delivery of care services into the changing marketplace. As set out in the charity's next five year strategic plan for financial year 2020-2025, the three overarching objectives are to Protect, Progress and Proclaim.

Protect the organisation from financial and existential pressures in order to maintain the service that Mission Care provides in the communities in which it is placed. This is not a negative reflex. Rather, it is an honest acknowledgement of the very challenging nature of the sectors in which Mission Care operates, as a Christian charity providing care to vulnerable adults.

The need to protect the organisation has always been apparent, and never more so than now. The global Covid 19 pandemic that has had such a devastating impact on the care sector in the UK this year. It has demonstrated further the clear imperative to protect the work and best interests of care providers. Protecting the organisation will remain therefore a resolute aim as we seek to bring glory to God through the work, witness, and reputation of Mission Care.

Progress the organisation both in terms of the quality of the service we provide, and the number of people for whom we care. This has been a consistent ambition throughout our history. Firstly, to be committed to continuous improvement in the delivery of care and management of the organisation. Secondly, to seek to care for and reach more and more people each year.

Proclaim the Lord Jesus Christ in all that we do. This is the very reason that Mission Care exists and always has been, since 1904. We primarily seek to proclaim Jesus Christ through our commitment to the following:-

(a) good quality care for all residents and stakeholders

(b) fair and sound management and stewardship of our colleagues and resources, and

(c) sharing of God's Word through the work and support of our pastoral team, and through the words and witness of Christian colleagues

(d) a clear and principled resolve to maintain our evangelical Christian ethos for God's glory alone.

Much progress has been made on these three core elements over the last few years and we expect this to continue in the period ahead.

Apart from the material impact from Covid-19 pandemic that started at the end of the financial year, there were no other significant events during the year that had any financial effect.

The trustee is grateful to all the Board Directors, to our Chief Executive and the Senior Management and Leadership Teams and their staff for their continuing dedication and commitment to the care of each of the vulnerable people entrusted to us.

We are committed to developing our services at this time of considerable change and in this we seek God's guidance and would ask for the prayerful support of all our friends and colleagues.

Statement of trustee responsibilities

The trustee is responsible for preparing the Council Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustee is required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustee is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Mr G Dean
Chairman

1 November 2023

Opinion

We have audited the financial statements of Mission Care (the "Charity") and its subsidiary (the group) for the year ended 31 March 2023 which comprise the consolidated and parent statement of financial activities, the consolidated and parent balance sheets, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the Charity's affairs as at 31 March 2023 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's and Charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

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

Responsibilities of the trustee

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Based on our understanding of the charity, we identified that the principal risks of non-compliance with laws and regulations related to employment and breach of health & safety regulations and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team.

We determined that the principal risks were related to:

- management override of controls
- management bias in accounting estimates

In response to the risks identified we designed procedures which included, but were not limited to:

- identifying and testing journal entries
- evaluating the charity's internal controls
- reviewing Board meeting minutes
- challenging significant accounting estimates such as bad debt provisions

There are inherent limitations in the audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charity's and group's trustee, as a body, in accordance Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the Charity's and group's trustee those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and group and their trustee as a body, for our audit work, for this report, or for the opinions we have formed.

Jacob Cavenagh & Skeet

Jacob Cavenagh & Skeet
Statutory Auditor
Chartered Accountants

5 Robin Hood Lane
Sutton
Surrey
SM1 2SW

16 NOVEMBER 2023

Jacob Cavenagh & Skeet is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006

MISSION CARE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Unrestricted Funds £	Restricted Funds £	Total 2022 £
Income from:							
Donations and legacies	2	12,191	1,291,587	1,303,778	63,094	-	63,094
Other trading activities	3	81,465	-	81,465	135,150	-	135,150
Investments	4	6,860	-	6,860	2,029	-	2,029
Charitable activities							
Residential care fees		15,679,471	5,000	15,684,471	13,681,077	681,175	14,362,252
Other income		272	-	272	8,070	-	8,070
Total income		15,780,259	1,296,587	17,076,846	13,889,420	681,175	14,570,595
Expenditure on:							
Raising funds	5	121,197	-	121,197	216,792	-	216,792
Charitable activities							
Residential care costs	6	15,630,024	168,785	15,798,809	13,335,428	759,950	14,095,378
Total expenditure		15,751,221	168,785	15,920,006	13,552,220	759,950	14,312,170
Gains/(losses) on investment assets		(2,074)	41	(2,033)	4,414	672	5,086
Net income/(expenditure)		26,964	1,127,843	1,154,807	341,614	(78,103)	263,511
Transfers between funds		-	-	-	-	-	-
Net movement in funds		26,964	1,127,843	1,154,807	341,614	(78,103)	263,511
Reconciliation of funds							
Funds brought forward		5,664,433	317,130	5,981,563	5,322,819	395,233	5,718,052
Funds carried forward		5,691,397	1,444,973	7,136,370	5,664,433	317,130	5,981,563

MISSION CARE

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Unrestricted Funds £	Restricted Funds £	Total 2022 £
Income from:							
Donations and legacies	2	12,191	1,291,587	1,303,778	63,094	-	63,094
Investments	4	6,860	-	6,860	2,029	-	2,029
Charitable activities							
Residential care fees		15,679,471	5,000	15,684,471	13,675,660	681,175	14,356,835
Other income		272	-	272	400	-	400
Total income		15,698,794	1,296,587	16,995,381	13,741,183	681,175	14,422,358
Expenditure on:							
Charitable activities							
Residential care costs		15,609,459	168,785	15,778,244	13,318,576	759,950	14,078,526
Other expenditure	11	72,478	-	72,478	49,328	-	49,328
Total expenditure		15,681,937	168,785	15,850,722	13,367,904	759,950	14,127,854
Gains/(losses) on investment assets		(2,074)	41	(2,033)	4,414	672	5,086
Net income/(expenditure)		14,783	1,127,843	1,142,626	377,693	(78,103)	299,590
Transfers between funds		-	-	-	-	-	-
Net movement in funds		14,783	1,127,843	1,142,626	377,693	(78,103)	299,590
Reconciliation of funds							
Funds brought forward		5,640,214	317,130	5,957,344	5,262,521	395,233	5,657,754
Funds carried forward		5,654,997	1,444,973	7,099,970	5,640,214	317,130	5,957,344

MISSION CARE

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2023

		2023		2022	
		£	£	£	£
Fixed assets					
Tangible fixed assets	**10a**		11,576,427		9,701,625
Investment assets	**11**		64,509		66,542
			11,640,936		9,768,167
Current assets					
Stocks		6,432		6,432	
Debtors	**12a**	2,678,210		1,437,470	
Cash at bank and in hand		844,864		2,321,646	
		3,529,506		3,765,548	
Creditors: amounts falling due within one year	**13a**	2,334,063		1,814,731	
Net current assets			1,195,443		1,950,817
Total assets less current liabilities			12,836,379		11,718,984
Creditors: amounts falling due after more than one year	**14a**		(5,700,009)		(5,737,421)
Net assets			7,136,370		5,981,563
Funds					
Unrestricted	**15**		5,691,397		5,664,433
Restricted	**16**		1,444,973		317,130
			7,136,370		5,981,563

The financial statements were approved by the Trustee on 1 November 2023 and signed on its behalf by:

Mr G Dean

Chairman

MISSION CARE

BALANCE SHEET
AS AT 31 MARCH 2023

		2023		2022	
		£	£	£	£
Fixed assets					
Tangible fixed assets	**10b**		11,550,533		9,664,697
Investment assets	**11**		64,510		66,543
			11,615,043		9,731,240
Current assets					
Stocks		6,032		6,032	
Debtors	**12b**	2,667,800		1,427,386	
Cash at bank and in hand		826,911		2,319,695	
		3,500,743		3,753,113	
Creditors: amounts falling due within one year	**13b**	2,315,807		1,789,588	
Net current assets			1,184,936		1,963,525
Total assets less current liabilities			12,799,979		11,694,765
Creditors: amounts falling due after more than one year	**14b**		(5,700,009)		(5,737,421)
Net assets			7,099,970		5,957,344
Funds					
Unrestricted			5,654,997		5,640,214
Restricted	**16**		1,444,973		317,130
			7,099,970		5,957,344

The financial statements were approved by the Trustee on 1 November 2023 and signed on its behalf by:

Mr G Dean

Chairman

CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	2022 £
Cash flows from operating activities (see note (a) below)	(749,964)	1,390,431
Cash flows from investing activities		
Interest receivable	6,860	2,029
Interest paid	(263,835)	(155,575)
Payments to acquire tangible fixed assets	(675,471)	(596,595)
Net cash used in investing activities	(932,446)	(750,141)
Cash flows from financing activities		
Loans repaid	(217,262)	(220,963)
Cash inflows from new borrowing	426,000	-
Payments to reduce finance lease liabilities	(3,110)	(2,719)
Cash (used in)/provided by financing activities	205,628	(223,682)
Net cash inflow/(outflow)	(1,476,782)	416,608
Cash and cash equivalents at 1 April 2022	2,321,646	1,905,038
Cash and cash equivalents at 31 March 2023	844,864	2,321,646

(a) Reconciliation of net income to net cash flow from operating activities

Net income	1,154,807	263,511
Interest receivable	(6,860)	(2,029)
Interest paid	263,835	155,575
Depreciation	650,669	644,497
Gift of 'The Elms'	(1,850,000)	-
Gains/(losses) on investments	2,033	(5,086)
(Increase)/decrease in debtors	(1,240,740)	230,758
Increase in creditors	276,292	104,790
(Increase)/decrease in stock	-	(1,585)
Net cash provided by operating activities	(749,964)	1,390,431

(b) Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	Non-cash changes £	At 31 March 2023 £
Cash	2,321,646	(1,476,782)	-	844,864
Loans falling due within one year	(233,400)	(208,738)	(33,846)	(475,984)
Loans falling due after more than one year	(5,733,689)	-	33,846	(5,699,843)
Finance lease obligations	(6,843)	3,110	-	(3,733)
Total	(3,652,286)	(1,682,410)	-	(5,334,696)

1 ACCOUNTING POLICIES

Accounting convention
The financial statements have been prepared under the historical cost convention, as modified by the revaluation of investments, and in accordance with applicable accounting standards, Charities Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102) and the Charities Act 2011.

Mission Care is a public benefit entity and an unincorporated charity with its principal address at Suite 4, 7 High St, Chistlehurst, Kent, BR7 5AB. The financial statements are the consolidated position of Mission Care and its subsidiary company Mission Care Trading Ltd. The financial statements have been prepared in pounds and figures have been rounded to the nearest pound.

Going concern
The trustee has prepared budgets and forecasts which support the continuing financial performance of the charity.

Tangible fixed assets
Fixed assets are depreciated on a straight line basis at rates dependent on their expected lives. Depreciation rates commencing from the date of first use are as follows:

Freehold nursing homes	2% of cost
Motor vehicles	25% of cost
Computer equipment	33% of cost
Fixed plant	10-33% of cost
Office equipment and furniture	25% of cost

Fixed asset investments
Investments are stated at market value. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals during the year.

Fund accounting
General funds are unrestricted funds which are available for use at the discretion of the trustee in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustee for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or which have been raised by the charity for specific purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1 ACCOUNTING POLICIES (continued)

Income
All income is accounted for on an accruals basis except for voluntary income which is accounted for when received. Gifts in kind received in the shop are recognised when sold. Gifts in kind are valued at estimated open market value at the date of the gift in the case of assets for retention or consumption.

Job Retention Scheme government grant income
For JRS grant income, the income is recognised in the period to which the underlying furloughed staff costs relate to.

Taxation status
Mission Care is not subject to corporation tax and is not registered for VAT.

Fund raising
Mission Care does not engage in any professional fund raising activity. Therefore, no fund raising costs are identified in the Statement of Financial Activities.

Support Centre costs are allocated between governance costs of administering the charity and charitable expenditure in support of the nursing homes. These costs are allocated on the basis of time spent and resources expended.

Expenditure
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to a category.

Governance costs
Governance costs are those costs associated with meeting the constitutional and statutory requirements of the charity and include auditors' fees and costs linked to the strategic management of the charity. These have been allocated directly to charitable expenditure.

Financial instruments
The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors
Other debtors are included at the settlement amount due. Prepayments are valued at the amount prepaid.

Cash at bank and in hand
Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of opening of the deposit.

Creditors and provisions
Creditors and provisions are recognised where the charity has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount.

Stocks
Catering stocks are included at cost.

1 ACCOUNTING POLICIES (continued)

Pension scheme
Mission Care contributes to a number of defined contribution pension schemes. The assets of the schemes are held separately from the charity in independently administered funds. Contributions are accounted for as they fall due.

Mission Care also contributes to one defined benefit pension scheme. This is a multi-employer scheme where Mission Care cannot identify its share of the assets and liabilities of the scheme on a reasonable and consistent basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The charity's contributions are charged in the period to which the salaries they relate are payable.

2 DONATIONS AND LEGACIES

	2023 £	2022 £
Support Centre	12,191	21,807
Transfer of The Elms	1,291,587	-
Legacies	-	41,287
	1,303,778	63,094

3 OTHER TRADING ACTIVITIES

	2023 £	2022 £
Café	-	67,080
Charity shop	81,465	68,070
	81,465	135,150

4 INVESTMENT INCOME

	2023 £	2022 £
Income from listed investments	3,260	1,929
Interest on cash deposits	3,600	100
	6,860	2,029

5 RAISING FUNDS

	2023 £	2022 £
Café	60,744	146,325
Charity shop	60,453	70,467
	121,197	216,792

6 CHARITABLE ACTIVITIES

	Direct Costs £	Support costs £	2023 £	2022 £
Staff costs	10,816,340	1,265,133	12,081,473	11,170,741
Depreciation	650,669	-	650,669	644,497
Other	2,954,208	112,459	3,066,667	2,280,140
	14,421,217	1,377,592	15,798,809	14,095,378

7 SUPPORT COSTS

	2023	2022
	£	£
Governance costs (note 8)	112,459	95,916
Staff costs	1,265,133	1,095,912
	1,377,592	1,191,828

8 GOVERNANCE COSTS

	2023	2022
	£	£
Legal costs	91,943	76,768
Fees paid to auditors		
- Audit fee	15,056	15,746
- Other fees	5,460	1,400
Other	-	2,002
	112,459	95,916

9 EMPLOYMENT COSTS

	2023	2022
	£	£
Gross salaries	7,256,651	6,632,947
Employer's National Insurance	712,495	606,665
Employer's Pension contributions	178,560	159,729
1-1 care agency charges	1,569,398	1,435,759
Other agency charges	2,424,822	2,466,785
	12,141,926	11,301,885

The average number of staff employed during the year was:

	2023	2022
Residential homes	254	263
Support Centre	14	18
Charity Shop	8	5
Cafe	-	4
	276	290

Employees earning over £60,000:

	2023	2022
£60,000 - £70,000	5	2
£70,000 - £80,000	2	2
£110,000 - £120,000	-	1
£120,000 - £130,000	1	-
£210,000 - £220,000	-	1
£230,000 - £240,000	1	-

- 1-1 care agency charges are reimbursed by the local authorities or CCGs
- Other agency charges are incurred when staff are required at the homes at short notice to cover sickness or holiday periods.
- No expenses were reimbursed or remuneration paid to the trustee or the directors of the trustee during the year.
- Aggregate employee-benefits of key management personnel were £634,845 (2022: £507,680).
- Included in the above were redundancy costs of £nil (2022: £5,470).

10a TANGIBLE FIXED ASSETS GROUP

	Freehold Property £	Plant and Machinery £	Motor Vehicles £	Total £
Cost				
At 1 April 2022	13,179,254	5,445,268	44,413	18,668,935
Additions	1,850,000	675,471	-	2,525,471
Disposals	-	-	-	-
At 31 March 2023	15,029,254	6,120,739	44,413	21,194,406
Depreciation				
At 1 April 2022	4,728,911	4,194,794	43,605	8,967,310
Charge for the year	259,500	390,361	808	650,669
Released on disposals	-	-	-	-
At 31 March 2023	4,988,411	4,585,155	44,413	9,617,979
Net book value				
At 31 April 2022	10,040,843	1,535,584	-	11,576,427
At 31 March 2022	8,450,343	1,250,474	808	9,701,625

10b TANGIBLE FIXED ASSETS CHARITY

	Freehold Property £	Plant and Machinery £	Motor Vehicles £	Total £
Cost				
At 1 April 2022	13,179,254	5,229,011	44,413	18,452,678
Additions	1,850,000	675,471	-	2,525,471
Disposals	-	-	-	-
At 31 March 2023	15,029,254	5,904,482	44,413	20,978,149
Depreciation				
At 1 April 2022	4,728,911	4,015,465	43,605	8,787,981
Charge for the year	259,500	379,327	808	639,635
Released on disposals	-	-	-	-
At 31 March 2023	4,988,411	4,394,792	44,413	9,427,616
Net book value				
At 31 March 2023	10,040,843	1,509,690	-	11,550,533
At 31 March 2022	8,450,343	1,213,546	808	9,664,697

Freehold properties include £2,010,750 relating to freehold land which is not being depreciated and £95,555 of finance costs, (none of which was capitalised during the current year). Freehold properties with carrying values of £4,800,278 have been pledged as security for borrowings. Plant and Machinery with carrying value of £147 is held under finance leases.

11 INVESTMENTS

	Samaritan Fund	Love Walk	2023	2022
	£	£	£	£
GROUP				
Fair value				
At 1 April 2022	55,329	11,213	66,542	61,456
Unrealised gain/(loss)	(2,074)	41	(2,033)	5,086
Disposals	-	-	-	-
At 31 March 2023	53,255	11,254	64,509	66,542
CHARITY				
At 1 April 2022 & 31 March 2023			64,510	66,543
At 31 March 2023			64,510	66,543

	2023	2022
	£	£
UK Investments comprise:		
Common deposit and investment funds	64,509	66,542
Investment in subsidiary	1	1
	64,510	66,543

The investment in the subsidiary relates to Mission Care Trading Limited, company number 9337456. The charity owns 100% of the ordinary share capital of this company. At 31 March 2023 the company had net liabilities of £288,345. In the year to 31 March 2023 the company had turnover of £81,465 and expenses of £141,761. Overall, the company made a loss of £60,296. The results of the subsidiary have been included in the consolidated accounts. The activity of the company is the running of charity shops.

During the year the charity provided £72,478 (2022: £49,328) against the loan that had been made to its trading subsidiary.

12a DEBTORS GROUP

	2023	2022
	£	£
Fees receivable	751,051	580,837
Prepayments and accrued income	1,927,159	856,633
	2,678,210	1,437,470

12b DEBTORS CHARITY

	2023	2022
	£	£
Fees receivable	749,747	579,533
Prepayments and accrued income	1,918,053	847,853
	2,667,800	1,427,386

13a CREDITORS:Amounts falling due within one year
GROUP

	2023 £	2022 £
Bank loans	475,984	233,400
Trade creditors	820,242	705,148
Accruals	163,890	148,138
Social security	169,489	191,610
Other creditors	700,891	533,324
Finance lease obligations	3,567	3,111
	2,334,063	1,814,731

13b CREDITORS:Amounts falling due within one year
CHARITY

	2023 £	2022 £
Bank loans	475,984	233,400
Trade creditors	1,033,909	813,067
Accruals	171,288	148,974
Social security	169,489	191,610
Other creditors	461,570	399,426
Finance lease obligations	3,567	3,111
	2,315,807	1,789,588

The Triodos bank loans are secured on the Elmwood and Greenhill properties. The Natwest loan is secured on the The Elms properties, 147 and 145 Barry Road, East Dulwich, London. The bank loans are financial instruments measured at amortised cost. Interest of £270,009 (2022: £154,560) was charged during the year.

14a CREDITORS:Amounts falling due after more than one year
GROUP

	2023 £	2022 £
Bank loans	5,699,843	5,733,689
Finance lease obligations	166	3,732
	5,700,009	5,737,421

14b CREDITORS:Amounts falling due after more than one year
CHARITY

	2023 £	2022 £
Bank loans	5,699,843	5,733,689
Finance lease obligations (due between one and five years)	166	3,732
	5,700,009	5,737,421

£4,896,494 (2022:£ 4,725,511) of the bank loans is repayable in more than five years. The main bank loans are repayable by 2043 and carry interest at 2.5% over base rate.

15 UNRESTRICTED FUNDS

2023

	Balance at 1 April 2022 £	Income £	Expenditure £	Investment gains and transfers £	Balance at 31 March 2023 £
General Fund	5,205,571	15,780,259	(15,750,321)	-	5,235,509
Friends' Groups	17,824	-	-	-	17,824
Samaritan Fund	25,507	-	(900)	(2,074)	22,533
Cyclical Maintenance	251,510	-	-	-	251,510
Redevelopment Fund	131,158	-	-	-	131,158
Building Fund	32,863	-	-	-	32,863
	5,664,443	15,780,259	(15,751,221)	(2,074)	5,691,397

2022

	Balance at 1 April 2021 £	Income £	Expenditure £	Investment gains and transfers £	Balance at 31 March 2022 £
General Fund	4,867,671	13,889,420	(13,551,520)	-	5,205,571
Friends' Groups	17,824	-	-	-	17,824
Samaritan Fund	21,793	-	(700)	4,414	25,507
Cyclical Maintenance	251,510	-	-	-	251,510
Redevelopment Fund	131,158	-	-	-	131,158
Building Fund	32,863	-	-	-	32,863
	5,322,819	13,889,420	(13,552,220)	4,414	5,664,433

The Friends' Groups funds relates to funds designated for the use of volunteers linked to specific homes and is generally used for residents' activities.

The Samaritan Fund is designated for allocation to current or former members of staff who have specific needs and is administered by a sub-committee.

The Cyclical Maintenance Fund is designated to provide funding for specific and exceptional maintenance requirements that arise from time to time.

The Redevelopment and Building Funds are designated for the future building or other development needs of specific homes.

16 RESTRICTED FUNDS

2023

	Balance at 1 April 2022 £	Income £	Expenditure £	Investment losses and transfers £	Balance at 31 March 2023 £
Love Walk	301,130	5,000	(152,785)	41	153,386
Covid grants	16,000	-	(16,000)	-	-
The Elms	-	1,291,587	-	-	1,291,587
	317,130	1,296,587	(168,785)	41	1,444,973

16 RESTRICTED FUNDS (continued)

2022	Balance at 1 April 2021	Income	Expenditure	Investment losses and transfers	Balance at 31 March 2022
	£	£	£	£	£
Love Walk	395,233	-	(94,775)	672	301,130
Covid grants	-	681,175	(665,175)	-	16,000
	395,233	681,175	(759,950)	672	317,130

The Love Walk fund relates to gifts made for various specific aspects of residents well-being at Love Walk and will be expended once appropriate needs arise.

The Elms fund relates to The Elms care home property which is restricted for use for the provision of care in the London Borough of Southwark. It also contains the balance of the other capital funds on transfer which are to be used for future capital works at the Elms.

Covid grants were received from local authorities to support the additional measures needed during the pandemic such as infection control, testing and additional staffing.

17 ANALYSIS OF NET ASSETS BETWEEN FUNDS

2023

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fixed assets	11,640,936	-	11,640,936
Net current assets	(249,530)	1,444,973	1,189,443
Long term liabilities	(5,700,009)	-	(5,700,009)
	5,691,397	1,444,973	7,130,370

2022

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fixed assets	9,768,167	-	9,768,167
Net current assets	1,633,687	317,130	1,950,817
Long term liabilities	(5,737,421)	-	(5,737,421)
	5,664,433	317,130	5,981,563

18 LEASING COMMITMENTS

The total future minimum lease payments under non-cancellable operating leases are payable:

	2023	2022
	£	£
Within one year	109,348	109,348
Between two and five years	176,263	285,611

19 RELATED PARTY TRANSACTIONS

During the year, the charity paid £64,825 (2022: £16,662) to Pilgrim Law Ltd. Mark Jones is a director and shareholder of Pilgrim Law Ltd.

MISSION CARE

England & Wales - Charity number 284967

Accounts

MISSION CARE

called to serve

MISSION CARE

ANNUAL REPORT

FOR THE YEAR ENDED

31 MARCH 2022

Registered Charity Number: 284967

MISSION CARE
called to serve

MISSION CARE

ANNUAL REPORT

FOR THE YEAR ENDED

31 MARCH 2022

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REFERENCE AND ADMINISTRATIVE INFORMATION

Chairman	Mr G Dean
Corporate Trustee (previously "Custodian Trustee")	Mission Care Management Limited
Directors of Mission Care Management Limited	Mr G Dean Mr M Jones Mr P Yeulett (resigned 21 October 2021) Ms A Honeysett Mr P Martin (appointed on 23 February 2022)
Executive Director	Mr D Evans
Auditor	Jacob Cavenagh & Skeet 5 Robin Hood Lane Sutton Surrey SM1 2SW
Solicitors	Anthony Collins Solicitors LLP 134 Edmund Street Birmingham B3 2ES
Bankers	National Westminster Bank plc 201 Tooley Street London SE1 2UE
Head Office	Suite 4, 7 High Street Chislehurst Kent BR7 5AB
Charity Registration Number	284967

The Board of the Corporate Trustee of Mission Care has pleasure in submitting the Annual Report and Financial Statements for the year ended 31 March 2022 which have been prepared in accordance with Charities Act 2011, the Charities' Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102).

Objects and activities

Mission Care was founded in 1904 as the Bermondsey Medical Mission. It is a charity operating in South East London. Mission Care aims to advance the Christian faith through the relief of sickness and poverty and through care and support of people with disabilities and elderly people, principally by the operation of a number of care homes, both nursing and residential.

Structure, governance and management

Mission Care is an unincorporated association which is governed by a corporate trustee, Mission Care Management Limited (Company Registration Number 3732148).

The key management personnel of the charity are considered to be the Senior Management Team. This team is comprised of the Chief Executive (Mr D Evans), the Clinical Director (Mr R Manuel), the Pastoral Director (Miss F Oxborrow) and the Finance Director (Mrs H Fan). They are in charge of directing, controlling, running and operating the charity on a day to day basis. The Trustee Board (the Directors of the Corporate Trustee) give of their time freely and none of the Trustee Board received any remuneration in the year.

The pay of senior staff and all staff at Mission Care is reviewed annually and is normally increased in accordance with average earnings. Pay awards are based on small incremental percentage increases in accordance with good financial stewardship, and we informally benchmark our salaries in the market from time to time.

Procedures for inducting and training
Training for the directors of the Corporate Trustee is offered and carried out as required and covers a range of issues including governance and inspections of the homes. A full, independent governance review has been undertaken on behalf of Mission Care. The outcome was very positive with some helpful recommendations to be implemented, including governance training for trustees and senior managers.

Risk
The Board continues to monitor and consider the major risks to which the charity is exposed and is satisfied that systems are in place to monitor and minimise them. At present we have identified the risks posed to the charity as follows: (a) on-going funding of the delivery of care both within and outside the London Borough of Bromley; (b) satisfactory and positive inspections by CQC of our services; and (c) the cost of and involvement in the management of a significant number of paid staff in our employment.

The risks in relation to the on-going funding of the delivery care are sector wide and driven largely by central and local Government policy. However, Mission Care manages the risk by ensuring regular communication with their principal local authority and CCG commissioners in respect of fee levels. There is a strong track record of Mission Care actively and positively negotiating with the local authority in securing the required levels of funding in recent years.

Mission Care continues to invest in improving and developing its clinical governance and audit processes to ensure that the level of care provided meets the demands of the regulator. In FY2020/21 and FY2021/22, Mission Care specifically engaged with an external legal advisor to carry out an independent review on how the charity had managed the pandemic and whether any lessons learned. The review gave a full evaluation of each area of the home in term of decisions and actions took in responding to the challenges caused by the pandemic. It concluded with very positive feedback reflecting the charity's ability in coping with the situation.

Mission Care is also committed to providing high quality training, and robust supervision and support for all staff. Since the ease of lockdown restrictions, members of the Senior Management Team and home management team have also resumed in carrying out the quality monitoring visits on a quarterly basis to ensure that the services standards are kept at a high level.

Recruitment of quality staff, remains a significant challenge for the organisation. Again, this is a sector-wide challenge with many thousands of care sector vacancies nationwide. However, The charity has started to look into the overseas sponsorship program. By the end of March, the Charity has successfully appointed 9 overseas candidates to the roles of Assistance Practitioner and Senior carers, with more due to follow. This has helped relieve the pressure of the local job market, and will significantly reduce the usage of agencies for the Charity. Where there are inevitably other vacancies, they are still filled by agency staff. The charity has developed a strong relationship with a staffing agency over the last number of years, and is able to secure consistent agency staff who have a good knowledge of the organisation, its working practices and culture. The cost of agency staff usage is managed through monthly review of budget and rota management.

Impact of Covid-19 and measures taken

As the pandemic continued to develop during the year of 2021-22, the Charity has reflected and summarised its impact and the measures taken as below.

It is apparent that, in the latter half of the pandemic, the Charity has continued to be well organised and reacted quickly to changing situations throughout the pandemic. Policy changes made at the start of the pandemic have been well sustained and communicated with services users, their families and the staff team.

The Charity's preparation in the area of infection control appears to have been positive and staff have quickly adapted to new testing regimes and changing approaches to receiving visitors in each service. Service users and family members continue to be receptive to the changes that have been made to policy thanks to the clear communication and support offered by the management team.

The Charity did not experience significant staffing issues as the organisation received good support from agency staff when permanent staff were unable to work assigned shifts through illness or isolation. The Charity managed to book staff onto the rota well in advance and that level of planning helped to manage staffing, as well as the continuity of care.

Staff morale was described this as good. Staff were naturally worried at the start of the pandemic but gradually built up strength with the positive support of the management team. Staff were extra supportive to each other and service users and built an excellent team spirit during the pandemic.

Levels of vaccinated staff are very high and this will have a positive effect on consistency and continuity of care, as well as loyalty and commitment of the staff team to the Charity. Close to 100% of service users have also been fully vaccinated.

At the point of writing, the Charity performs two LFT tests each week for all staff. These tests are helpful to identify any asymptomatic COVID cases and isolate them immediately. This helps to prevent COVID spreading in homes and also prevents staff isolation and controlled COVID spreading to others.

The CQC inspected all Mission Care homes in 2021. Four were rated "Good" and one home was rated as "Requires Improvement". The inspections mainly focused on infection control and safety and were not comprehensive in nature.

There has been a significant financial impact with more resource required to manage infection control, the administrative job of testing, enforced isolation, and a sector wide reduction in the numbers of people entering care facilities. A clear financial impact on lower income was also observed due to the reduced occupancy levels, particularly during the first half of the financial year. But it is understood that this is a national issue. Funding from the government was helpful to continue with good infection control procedures. Extra staffing was put in place to perform LFT and PCR tests for staff, residents, and relatives. The funding from the government helped to cover these extra costs during this difficult time. The Government also provided the weekly supply of PPE, including masks, gloves, aprons, and hand hygiene products.

The Charity continued to make admissions throughout the pandemic. However, it maintained a very clear position with all relevant stakeholders (CCGs, local authorities, families etc) that all Mission Care homes would require a negative test result 48 hours before admission, in order to protect its current residents and its staff, as well as seeking to be open to admissions where possible. Mission Care homes did experience covid outbreaks at various points of the year. However, at the point of writing, all homes are back to normal, and open for admissions. There were no covid related death in the homes throughout the year.

In October 2021, the Charity had engaged with an independent legal advisor to conduct the second exclusive internal review to reflect how the organisation coped with the covid-19 pandemic. It was concluded that the charity had been well organised and reacted quickly to changing situations throughout the pandemic. Decision making appears to have been prompt and has been received well by the stakeholders. The charity had received very positive feedback from all stakeholders including relatives and local authorities.

Achievements, performance and financial review

At the point of writing, the average occupancy across all homes have returned to above 90%. This is a key achievement for the Charity after the significant impact felt over the last 24 months. Although it is still slightly below the occupancy pre-Covid as a few homes paused for admission due to outbreak during June/July, the Charity is moving steadily in the right direction in all areas.

Financially, the Charity received covid related Grant funding from the central government to cover the additional costs required for infection controls, compulsory self-isolation, and administrative work for testing. These grants and funds were very helpful to support the charity in continuing with all the Infection Control measures and testing regimes that were put in place.

Despite the continuing challenges faced at Mission Care throughout the year of pandemic, the Charity had maintained its good quality of care and service across all homes, with enhanced measurements on infection controls. All homes received CQC inspections during 2021. All four nursing homes received Good CQC ratings with confirmation that all areas on infection prevention and controls are assured. An unannounced CQC inspection took place at Love Walk in July 2022, and currently awaiting for the outcome. Overall, all homes demonstrated a great level of stability and resilience to changes during the year. This is a reflection of the hard work and dedication of every member of staff working at this organisation.

This year Mission Care cared for an average of 225 residents on a daily basis. Average occupancy largely recovered to pre-covid level during the second half of the financial year, an increase of 6% compared to the previous year.

The consolidated EBITDA for the group was £1.064m, and net surplus after considering depreciation and finance costs was £264k.

Consolidated income for the year was £14,571k (2021: £13,742k). This includes income from the core charity £14,422k, and the trading subsidiary £149k.

Income from the core charity includes income from charitable activities, government funding relating to covid infection control and tests, plus legacy and donations. Income from the charitable activity for the year prior to the government Covid funding was up by £1,214k comparing to prior year (2021: £12,462k). This was primarily as a result of the higher occupancy and higher average fee level due to increase in self funders.

Total government funding related to Infection Control and Rapid Testing scheme was amounted to £681k. The charity had used these funds to cover expenditures associated with additional staff costs for Infection Controls, Rapid Testing and Safe Visiting requirements that were specifically identified under the government grant conditions.

The main source of fee income for the charity remains the local government authorities. As at 31st March 2022, nearly 80% of our residents were funded by local authorities including Bromley, Lewisham, and Southwark, and some were funded directly by CCGs. The remaining were self-funded residents. The number of self funders increased to 47 compared to 30 as at beginning of the year. This reflects the self funder market confidence being restored as the impact of the pandemic starting to reduce.

Consolidated expenditure for the year was £14,312k (2021: £13,589k). This includes expenditure from both the core charity £14,128k and the trading subsidiary £184k.

The expenditure excluding exceptional items for the core charity was £14,079k, £676k higher than prior year (2021: £13,403k). This was partially due to the increase in the National Living Wage which was up by 2.2%, and increased staff ratio to ensure compliance of infection control requirements. It was offset by the reduction of agency staff during the first two quarters as a result of the reduced occupancy level. Additionally, it was observed over the past couple of years that the residents coming into care homes generally have much higher needs compared to previous years. It was essential that this was reflected into the staffing ratio and enhanced home management team to maintain a good standard of care for the residents. On the other hand, cost savings achieved as a result of significant reduction on the usage of catering and domestic agency staff, as well as savings on agency costs due to increased number of shifts covered by permanent staff as opposed to agency staff.

Operationally, there had been many improvements made in the homes. This year the Charity invested over £600k in capital projects, on top of the investment made over the last financial year £530k. These projects had further equipped the homes with high standard of health and safety controls, as well as new facilities provided to the residents. Included in the total capital expenditures, nearly £360k were invested in building improvements which covered the fire safety system upgrades, Greenhill pipework, boiler room and entry system upgrade. Over £75k were invested in new mattresses, beds, furniture and medical equipment to enhance the services provided to service users.

The charity commenced the planning phase of two business development projects at Love Walk and Willet House before the pandemic started, with the vision to provide high quality care to more people. However, the projects had been put on hold during the pandemic, but they remain one of the main objectives in the Charity's 5 year plan.

Reserves Policy

Mission Care is very careful to designate or allocate funds it receives. Voluntary donations received from the general public and from supporters of Mission Care and any grants awarded by trusts and government agencies for equipment, services or building construction are designated or allocated wherever possible according to the wishes of the donor or grantor.

The free reserves of Mission Care have been utilised over the last few years to improve the quality of the charity's buildings and to carry out various essential restructuring projects. It remains the intention of Mission Care to significantly build up the reserves over the next few years to both protect the organisation against any potential adverse trading conditions as well as to facilitate future improvements to the buildings. To this end every effort continues to be made in order to maximise income, carefully manage expenditure and control cash flow.

At the year end, the charity had consolidated reserves of £5,982k of which £317k were restricted. The charity had total reserves of £5,957k.

Investment policy
Over recent years the surpluses have been used to improve the homes infrastructure and environment.

As at 31st March 2022, other than balances held at Samaritan Fund and Love Walk restricted fund, there are no investments outside of cash balances held in regular bank accounts.

Principal Funding sources
The significant majority of Mission Care's funding in recent years has been received from local authority contracts and, in particular, the contract with the London Borough of Bromley. The funding received is in respect of fees paid for care services provided. The NHS, through a number of CCGs, is also a significant source of funding, again by way of fees paid for care services provided.

Mission Care Trading Ltd
This subsidiary company has been included in the consolidated financial statements and was in an operating deficit at the year end. The company's activities include the running of a dementia friendly café and a charity shop. The costs have been partially provided by the charity in the form of an intercompany loan. During the October 2021 board meeting, after careful consideration, the Board had took the decision to close the café in order to minimise future losses of this entity. The Charity is currently seeking landlord's permission to sub-let the lease to further reduce the costs for the remaining of the lease period. The current lease period expires in July 2024.

Following the lift of national lockdown, the charity shop and the café remained open for majority of the year. Brix reopened on 12th April 2021 and café reopened on 7 June 2021 but permanently closed on 30th March 2022 following the board decision.

Public benefit

When reviewing Mission Care's activities for the past year and in planning the objectives for future periods, the Board have taken into consideration the Charity Commission's guidance on public benefit.

Mission Care is committed to ensuring that there is access to its services regardless of individuals' social standing or ability to pay. It does this through maintaining strong relationships with relevant local authority and active marketing of its services in the wider community. Approximately 80% of Mission Care's residents benefit from socially funded places that are offered under discounted block and spot contracts.

Through its support of an international project Mission Care is able to help a partner organisation, Vuyiroli, (in India). It seeks to alleviate sickness and poverty in the community in Chennai, India, in which it works.

As part of the care Mission Care provides, it is able to offer people opportunities to explore and experience the Christian faith. Much of what it delivers is well supported through its own Pastoral Team as well as partnerships with many local churches. Its international work has all been carried out in partnership with other organisations who share a similar desire to advance the Christian faith.

Plans for future periods

Mission Care continues to focus on strengthening the core business of the charity and ensuring that it is well placed to maintain and develop its delivery of care services into the changing marketplace. As set out in the charity's next five year strategic plan for financial year 2020-2025, the three overarching objectives are to Protect, Progress and Proclaim.

Protect the organisation from financial and existential pressures in order to maintain the service that Mission Care provides in the communities in which it is placed. This is not a negative reflex. Rather, it is an honest acknowledgement of the very challenging nature of the sectors in which Mission Care operates, as a Christian charity providing care to vulnerable adults.

The need to protect the organisation has always been apparent, and never more so than now. The global Covid 19 pandemic that has had such a devastating impact on the care sector in the UK this year. It has demonstrated further the clear imperative to protect the work and best interests of care providers. Protecting the organisation will remain therefore a resolute aim as we seek to bring glory to God through the work, witness, and reputation of Mission Care.

Progress the organisation both in terms of the quality of the service we provide, and the number of people for whom we care. This has been a consistent ambition throughout our history. Firstly, to be committed to continuous improvement in the delivery of care and management of the organisation. Secondly, to seek to care for and reach more and more people each year.
Proclaim the Lord Jesus Christ in all that we do. This is the very reason that Mission Care exists and always has been, since 1904. We primarily seek to proclaim Jesus Christ through our commitment to the following:-

(a) good quality care for all residents and stakeholders

(b) fair and sound management and stewardship of our colleagues and resources, and

(c) sharing of God's Word through the work and support of our pastoral team, and through the words and witness of Christian colleagues

(d) a clear and principled resolve to maintain our evangelical Christian ethos for God's glory alone.

Much progress has been made on these three core elements over the last few years and we expect this to continue in the period ahead.

Apart from the material impact from Covid-19 pandemic that started at the end of the financial year, there were no other significant events during the year that had any financial effect.

The trustee is grateful to all the Board Directors, to our Chief Executive and the Senior Management and Leadership Teams and their staff for their continuing dedication and commitment to the care of each of the vulnerable people entrusted to us.

We are committed to developing our services at this time of considerable change and in this we seek God's guidance and would ask for the prayerful support of all our friends and colleagues.

Statement of trustee responsibilities

The trustee is responsible for preparing the Council Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustee is required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustee is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

M G Dean
Chairman

2 November 2022

Opinion

We have audited the financial statements of Mission Care (the "Charity") and its subsidiary (the group) for the year ended 31 March 2022 which comprise the consolidated and parent statement of financial activities, the consolidated and parent balance sheets, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the Charity's affairs as at 31 March 2022 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's and Charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

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

Responsibilities of the trustee

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity, we identified that the principal risks of non-compliance with laws and regulations related to employment and breach of health & safety regulations and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team.

We determined that the principal risks were related to:

- management override of controls
- management bias in accounting estimates
- government assistance – furlough income

In response to the risks identified we designed procedures which included, but were not limited to:

- identifying and testing journal entries
- evaluating the charity's internal controls
- reviewing Board meeting minutes
- challenging significant accounting estimates such as bad debt provisions
- testing the calculation of claims made under the Coronavirus Job Retention Scheme

There are inherent limitations in the audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charity's and group's trustee, as a body, in accordance Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the Charity's and group's trustee those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and group and their trustee as a body, for our audit work, for this report, or for the opinions we have formed.

Jacob Cavenagh & Skeet

Jacob Cavenagh & Skeet
Statutory Auditor
Chartered Accountants

5 Robin Hood Lane
Sutton
Surrey
SM1 2SW

15 November 2022

Jacob Cavenagh & Skeet is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006

MISSION CARE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Income from:							
Donations and legacies	2	63,094	-	63,094	465,253	10,000	475,253
Other trading activities	3	135,150	-	135,150	41,607	-	41,607
Investments	4	2,029	-	2,029	2,202	-	2,202
Charitable activities							
Residential care fees		13,681,077	681,175	14,362,252	12,522,676	596,484	13,119,160
Other income		8,070	-	8,070	103,898	-	103,898
Total income		13,889,420	681,175	14,570,595	13,135,636	606,484	13,742,120
Expenditure on:							
Raising funds	5	216,792	-	216,792	167,975	-	167,975
Charitable activities							
Residential care costs	6	13,335,428	759,950	14,095,378	12,748,334	673,183	13,421,517
Total expenditure		13,552,220	759,950	14,312,170	12,916,309	673,183	13,589,492
Gains/(losses) on investment assets		4,414	672	5,086	8,732	(73)	8,659
Net income/(expenditure)		341,614	(78,103)	263,511	228,059	(66,772)	161,287
Transfers between funds		-	-	-	7,522	(7,522)	-
Net movement in funds		341,614	(78,103)	263,511	235,581	(74,294)	161,287
Reconciliation of funds							
Funds brought forward		5,322,819	395,233	5,718,052	5,087,238	469,527	5,556,765
Funds carried forward		5,664,433	317,130	5,981,563	5,322,819	395,233	5,718,052

MISSION CARE

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Income from:							
Donations and legacies	2	63,094	-	63,094	465,253	10,000	475,253
Investments	4	2,029	-	2,029	2,202	-	2,202
Charitable activities							
Residential care fees		13,675,660	681,175	14,356,835	12,462,197	596,484	13,058,681
Other income		400	-	400	51,889	-	51,889
Total income		13,741,183	681,175	14,422,358	12,981,541	606,484	13,588,025
Expenditure on:							
Charitable activities							
Residential care costs		13,318,576	759,950	14,078,526	12,729,690	673,183	13,402,873
Other expenditure	11	49,328	-	49,328	200,507	-	200,507
Total expenditure		13,367,904	759,950	14,127,854	12,930,197	673,183	13,603,380
Gains/(losses) on investment assets		4,414	672	5,086	8,732	(73)	8,659
Net income/(expenditure)		377,693	(78,103)	299,590	60,076	(66,772)	(6,696)
Transfers between funds		-	-	-	7,522	(7,522)	-
Net movement in funds		377,693	(78,103)	299,590	67,598	(74,294)	(6,696)
Reconciliation of funds							
Funds brought forward		5,262,521	395,233	5,657,754	5,194,923	469,527	5,664,450
Funds carried forward		5,640,214	317,130	5,957,344	5,262,521	395,233	5,657,754

MISSION CARE

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2022

		2022		2021	
		£	£	£	£
Fixed assets					
Tangible fixed assets	**10a**		9,701,625		9,749,527
Investment assets	**11**		66,542		61,456
			9,768,167		9,810,983
Current assets					
Stocks		6,432		4,847	
Debtors	**12a**	1,437,470		1,668,228	
Cash at bank and in hand		2,321,646		1,905,038	
		3,765,548		3,578,113	
Creditors: amounts falling due within one year	**13a**	1,814,731		1,678,238	
Net current assets			1,950,817		1,899,875
Total assets less current liabilities			11,718,984		11,710,858
Creditors: amounts falling due after more than one year	**14a**		(5,737,421)		(5,992,806)
Net assets			5,981,563		5,718,052
Funds					
Unrestricted	**15**		5,664,433		5,322,819
Restricted	**16**		317,130		395,233
			5,981,563		5,718,052

The financial statements were approved by the Trustee on 2 November 2022 and signed on its behalf by:

Mr G Dean

Chairman

MISSION CARE

BALANCE SHEET
AS AT 31 MARCH 2022

		2022		2021	
		£	£	£	£
Fixed assets					
Tangible fixed assets	**10b**		9,664,697		9,701,179
Investment assets	**11**		66,543		61,457
			9,731,240		9,762,636
Current assets					
Stocks		6,032		4,447	
Debtors	**12b**	1,427,386		1,662,336	
Cash at bank and in hand		2,319,695		1,885,203	
		3,753,113		3,551,986	
Creditors: amounts falling due within one year	**13b**	1,789,588		1,664,062	
Net current assets			1,963,525		1,887,924
Total assets less current liabilities			11,694,765		11,650,560
Creditors: amounts falling due after more than one year	**14b**		(5,737,421)		(5,992,806)
Net assets			5,957,344		5,657,754
Funds					
Unrestricted			5,640,214		5,262,521
Restricted	**16**		317,130		395,233
			5,962,530		5,657,754

The financial statements were approved by the Trustee on 2 November 2022 and signed on its behalf by:

Mr G Dean

Chairman

CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

	2022 £	2021 £
Cash flows from operating activities (see note (a) below)	1,390,431	1,464,841
Cash flows from investing activities		
Interest receivable	2,029	2,202
Interest paid	(155,575)	(150,711)
Payments to acquire tangible fixed assets	(596,595)	(535,041)
Net cash used in investing activities	(750,141)	(683,550)
Cash flows from financing activities		
Loans repaid	(220,963)	(19)
Cash inflows from new borrowing	-	250,000
Payments to reduce finance lease liabilities	(2,719)	(12,755)
Cash (used in)/provided by financing activities	(223,682)	237,226
Net cash inflow	416,608	1,018,517
Cash and cash equivalents at 1 April 2021	1,905,038	886,521
Cash and cash equivalents at 31 March 2022	2,321,646	1,905,038

(a) Reconciliation of net income to net cash flow from operating activities

Net income	263,511	161,287
Interest receivable	(2,029)	(2,202)
Interest paid	155,575	150,711
Depreciation	644,497	623,059
Gains on investments	(5,086)	(8,659)
Decrease in debtors	230,758	294,816
Increase in creditors	104,790	242,589
(Increase)/decrease in stock	(1,585)	3,240
Net cash provided by operating activities	1,390,431	1,464,841

(b) Analysis of changes in net debt

	At 1 April 2021 £	Cash flows £	Non-cash changes £	At 31 March 2022 £
Cash	1,905,038	416,608	-	2,321,646
Loans falling due within one year	(202,089)	220,963	(252,274)	(233,400)
Loans falling due after more than one year	(5,985,963)	-	252,274	(5,733,689)
Finance lease obligations	(9,562)	2,719	-	(6,843)
Total	(4,292,576)	640,290	-	(3,652,286)

1 ACCOUNTING POLICIES

Accounting convention

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of investments, and in accordance with applicable accounting standards, Charities Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102) and the Charities Act 2011.

Mission Care is a public benefit entity and an unincorporated charity with its principal address at Suite 4, 7 High St, Chistlehurst, Kent, BR7 5AB. The financial statements are the consolidated position of Mission Care and its subsidiary company Mission Care Trading Ltd. The financial statements have been prepared in pounds and figures have been rounded to the nearest pound.

Going concern

The trustee has prepared budgets and forecasts which support the continuing financial performance of the charity.

Tangible fixed assets

Fixed assets are depreciated on a straight line basis at rates dependent on their expected lives. Depreciation rates commencing from the date of first use are as follows:

Freehold nursing homes	2% of cost
Motor vehicles	25% of cost
Computer equipment	33% of cost
Fixed plant	10-33% of cost
Office equipment and furniture	25% of cost

Fixed asset investments

Investments are stated at market value. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals during the year.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustee in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustee for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or which have been raised by the charity for specific purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1 ACCOUNTING POLICIES (continued)

Income
All income is accounted for on an accruals basis except for voluntary income which is accounted for when received. Gifts in kind received in the shop are recognised when sold. Gifts in kind are valued at estimated open market value at the date of the gift in the case of assets for retention or consumption.

Job Retention Scheme government grant income
For JRS grant income, the income is recognised in the period to which the underlying furloughed staff costs relate to.

Taxation status
Mission Care is not subject to corporation tax and is not registered for VAT.

Fund raising
Mission Care does not engage in any professional fund raising activity. Therefore, no fund raising costs are identified in the Statement of Financial Activities.

Support Centre costs are allocated between governance costs of administering the charity and charitable expenditure in support of the nursing homes. These costs are allocated on the basis of time spent and resources expended.

Expenditure
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to a category.

Governance costs
Governance costs are those costs associated with meeting the constitutional and statutory requirements of the charity and include auditors' fees and costs linked to the strategic management of the charity. These have been allocated directly to charitable expenditure.

Financial instruments
The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors
Other debtors are included at the settlement amount due. Prepayments are valued at the amount prepaid.

Cash at bank and in hand
Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of opening of the deposit.

Creditors and provisions
Creditors and provisions are recognised where the charity has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount.

Stocks
Catering stocks are included at cost.

1 ACCOUNTING POLICIES (continued)

Pension scheme
Mission Care contributes to a number of defined contribution pension schemes. The assets of the schemes are held separately from the charity in independently administered funds. Contributions are accounted for as they fall due.

Mission Care also contributes to one defined benefit pension scheme. This is a multi-employer scheme where Mission Care cannot identify its share of the assets and liabilities of the scheme on a reasonable and consistent basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The charity's contributions are charged in the period to which the salaries they relate are payable.

2 DONATIONS AND LEGACIES

	2022 £	2021 £
Donations	21,807	25,253
Legacies	41,287	450,000
	63,094	475,253

3 OTHER TRADING ACTIVITIES

	2022 £	2021 £
Café	67,080	22,366
Charity shop	68,070	19,241
	135,150	41,607

4 INVESTMENT INCOME

	2022 £	2021 £
Income from listed investments	1,929	1,867
Interest on cash deposits	100	335
	2,029	2,202

5 RAISING FUNDS

	2022 £	2021 £
Café	146,325	91,767
Charity shop	70,467	76,208
	216,792	167,975

6 CHARITABLE ACTIVITIES

	Direct Costs £	Support costs £	2022 £	2021 £
Staff costs	10,074,829	1,095,912	11,170,741	10,373,391
Depreciation	644,497	-	644,497	623,059
Other	2,184,224	95,916	2,280,140	2,425,067
	12,903,550	1,191,828	14,095,378	13,421,517

7 SUPPORT COSTS

	2022	2021
	£	£
Governance costs (note 8)	95,916	159,430
Staff costs	1,095,912	983,195
	1,191,828	1,142,625

8 GOVERNANCE COSTS

	2022	2021
	£	£
Legal costs	76,768	135,410
Fees paid to auditors		
- Audit fee	15,746	13,500
- Other fees	1,400	1,400
Other	2,002	9,120
	95,916	159,430

9 EMPLOYMENT COSTS

	2022	2021
	£	£
Gross salaries	6,632,947	6,288,637
Employer's National Insurance	606,665	556,172
Employer's Pension contributions	159,729	149,317
1-1 care agency charges	1,435,759	1,378,448
Other agency charges	2,466,785	2,100,841
	11,301,885	10,473,415

The average number of staff employed during the year was:

	2022	2021
Residential homes	263	266
Support Centre	18	23
Charity Shop	5	4
Cafe	4	5
	290	298

Employees earning over £60,000:

	2021	2020
£60,000 - £70,000	2	3
£70,000 - £80,000	2	2
£110,000 - £120,000	1	-
£180,000 - £190,000	-	1
£210,000 - £220,000	1	-

- 1-1 care agency charges are reimbursed by the local authorities or CCGs
- Other agency charges are incurred when staff are required at the homes at short notice to cover sickness or holiday periods.
- No expenses were reimbursed or remuneration paid to the trustee or the directors of the trustee during the year.
- Aggregate employee-benefits of key management personnel were £507,680 (2021: £453,905).
- Included in the above were redundancy costs of £5,470 (2021:nil).

10a TANGIBLE FIXED ASSETS GROUP

	Freehold Property £	Plant and Machinery £	Motor Vehicles £	Total £
Cost				
At 1 April 2021	13,179,254	4,848,673	44,413	18,072,340
Additions	-	596,595	-	596,595
Disposals	-	-	-	-
At 31 March 2022	13,179,254	5,445,268	44,413	18,668,935
Depreciation				
At 1 April 2021	4,467,145	3,814,001	41,667	8,322,813
Charge for the year	261,766	380,793	1,938	644,497
Released on disposals	-	-	-	-
At 31 March 2022	4,728,911	4,194,794	43,605	8,967,310
Net book value				
At 31 March 2022	8,450,343	1,250,474	808	9,701,625
At 31 March 2021	8,712,109	1,034,672	2,746	9,749,527

10b TANGIBLE FIXED ASSETS CHARITY

	Freehold Property £	Plant and Machinery £	Motor Vehicles £	Total £
Cost				
At 1 April 2021	13,179,254	4,632,416	44,413	17,856,083
Additions	-	596,595	-	596,595
Disposals	-	-	-	-
At 31 March 2022	13,179,254	5,229,011	44,413	18,452,678
Depreciation				
At 1 April 2021	4,467,145	3,646,092	41,667	8,154,904
Charge for the year	261,766	369,373	1,938	633,077
Released on disposals	-	-	-	-
At 31 March 2022	4,728,911	4,015,465	43,605	8,787,981
Net book value				
At 31 March 2022	8,450,343	1,213,546	808	9,664,697
At 31 March 2021	8,712,109	986,324	2,746	9,701,179

Freehold properties include £678,750 relating to freehold land which is not being depreciated and £95,555 of finance costs, (none of which was capitalised during the current year). Freehold properties with carrying values of £4,953,380 have been pledged as security for borrowings. Plant and Machinery with carrying value of £1,560 is held under finance leases.

11 INVESTMENTS

	Samaritan Fund	Love Walk	2022	2021
	£	£	£	£
GROUP				
Fair value				
At 1 April 2021	50,915	10,541	61,456	52,797
Unrealised gain/(loss)	4,414	672	5,086	8,659
Disposals	-	-	-	-
At 31 March 2022	55,329	11,213	66,542	61,456
CHARITY				
At 1 April 2021 & 31 March 2022			66,543	61,457
At 31 March 2022			66,543	61,457

	2022	2021
	£	£
UK Investments comprise:		
Common deposit and investment funds	66,542	61,456
Investment in subsidiary	1	1
	66,543	61,457

The investment in the subsidiary relates to Mission Care Trading Limited, company number 9337456. The charity owns 100% of the ordinary share capital of this company. At 31 March 2022 the company had net liabilities of £228,049. In the year to 31 March 2022 the company had turnover of £134,827, government grants of £13,085 and expenses of £233,642. Overall, the company made a loss of £85,407. The results of the subsidiary have been included in the consolidated accounts. The activity of the company is the running of a café and charity shops.

During the year the charity provided £49,328 (2021: £200,507) against the loan that had been made to its trading subsidiary.

12a DEBTORS GROUP

	2022	2021
	£	£
Fees receivable	580,837	528,165
Prepayments and accrued income	856,633	1,140,063
	1,437,470	1,668,228

12b DEBTORS CHARITY

	2022	2021
	£	£
Fees receivable	579,533	526,861
Prepayments and accrued income	847,853	1,135,475
	1,427,386	1,662,336

13a CREDITORS:Amounts falling due within one year
GROUP

	2022 £	2021 £
Bank loans	233,400	202,089
Trade creditors	705,148	616,318
Accruals	148,138	97,397
Social security	191,610	134,795
Other creditors	533,324	624,920
Finance lease obligations	3,111	2,719
	1,814,731	1,678,238

13b CREDITORS:Amounts falling due within one year
CHARITY

	2022 £	2021 £
Bank loans	233,400	202,089
Trade creditors	813,067	822,579
Accruals	148,974	97,447
Social security	191,610	134,795
Other creditors	399,426	404,433
Finance lease obligations	3,111	2,719
	1,789,588	1,664,062

The bank loans are secured on the Elmwood and Greenhill properties. The bank loans are financial instruments measured at amortised cost. Interest of £155,575 (2021: £150,711) was charged during the year.

14a CREDITORS:Amounts falling due after more than one year
GROUP

	2022 £	2021 £
Bank loans	5,733,689	5,985,963
Finance lease obligations	3,732	6,843
	5,737,421	5,992,806

14b CREDITORS:Amounts falling due after more than one year
CHARITY

	2022 £	2021 £
Bank loans	5,733,689	5,985,963
Finance lease obligations (due between one and five years)	3,732	6,843
	5,737,421	5,992,806

£4,657,684 (2021:£ 4,993,964) of the bank loans is repayable in more than five years. The main bank loans are repayable by 2043 and carry interest at 2.5% over base rate

15 UNRESTRICTED FUNDS

2022

	Balance at 1 April 2021 £	Income £	Expenditure £	Investment gains and transfers £	Balance at 31 March 2022 £
General Fund	4,867,671	13,889,420	(13,551,520)	-	5,205,571
Friends' Groups	17,824	-	-	-	17,824
Samaritan Fund	21,793	-	(700)	4,414	25,507
Cyclical Maintenance	251,510	-	-	-	251,510
Redevelopment Fund	131,158	-	-	-	131,158
Building Fund	32,863	-	-	-	32,863
	5,322,819	13,889,420	(13,552,220)	4,414	5,664,433

2021

	Balance at 1 April 2020 £	Income £	Expenditure £	Investment gains and transfers £	Balance at 31 March 2021 £
General Fund	4,639,822	13,135,636	(12,915,309)	7,522	4,867,671
Friends' Groups	17,824	-	-	-	17,824
Samaritan Fund	14,061	-	(1,000)	8,732	21,793
Cyclical Maintenance	251,510	-	-	-	251,510
Redevelopment Fund	131,158	-	-	-	131,158
Building Fund	32,863	-	-	-	32,863
	5,087,238	13,135,636	(12,916,309)	16,254	5,322,819

The Friends' Groups funds relates to funds designated for the use of volunteers linked to specific homes and is generally used for residents' activities.

The Samaritan Fund is designated for allocation to current or former members of staff who have specific needs and is administered by a sub-committee.

The Cyclical Maintenance Fund is designated to provide funding for specific and exceptional maintenance requirements that arise from time to time.

The Redevelopment and Building Funds are designated for the future building or other development needs of specific homes.

16 RESTRICTED FUNDS

2022

	Balance at 1 April 2021 £	Income £	Expenditure £	Investment losses and transfers £	Balance at 31 March 2022 £
Love Walk	395,233	-	(94,775)	672	301,130
Covid grants	-	681,175	(665,175)	-	16,000
	395,233	681,175	(759,950)	672	317,130

16 RESTRICTED FUNDS (continued)

2021	Balance at 1 April 2020	Income	Expenditure	Investment losses and transfers	Balance at 31 March 2021
	£	£	£	£	£
Love Walk	469,527	10,000	(76,699)	(7,595)	395,233
Covid grants	-	596,484	(596,484)	-	-
	469,527	606,484	(673,183)	(7,595)	395,233

The Love Walk fund relates to gifts made for various specific aspects of residents well-being at Love Walk and will be expended once appropriate needs arise. The transfer of £7,522 from this fund to general funds represents the funds that were used to purchase fixed assets during the year.

Covid grants were received from local authorities to support the additional measures needed during the pandemic such as infection control, testing and additional staffing.

17 ANALYSIS OF NET ASSETS BETWEEN FUNDS

2022

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fixed assets	9,768,167	-	9,768,167
Net current assets	1,633,687	317,130	1,950,817
Long term liabilities	(5,737,421)	-	(5,737,421)
	5,664,433	317,130	5,981,563

2021

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fixed assets	9,810,983	-	9,810,983
Net current assets	1,504,642	395,233	1,899,875
Long term liabilities	(5,992,806)	-	(5,992,806)
	5,322,819	395,233	5,718,052

18 LEASING COMMITMENTS

The total future minimum lease payments under non-cancellable operating leases are payable:

	2022	2021
	£	£
Within one year	109,348	79,192
Between two and five years	285,611	256,807

19 RELATED PARTY TRANSACTIONS

During the year, the charity paid £16,662 (2021: £14,427) to Pilgrim Law Ltd. Mark Jones is a director and shareholder of Pilgrim Law Ltd.

20 POST BALANCE SHEET EVENTS

In November 2022, the trustee entered into an asset transfer agreement with South East London Baptist Homes which runs a residential care home known as The Elms. The merger should complete in early December 2022.

MISSION CARE

England & Wales - Charity number 284967

Accounts

MISSION CARE

called to serve

MISSION CARE

ANNUAL REPORT

FOR THE YEAR ENDED

31 MARCH 2021

Registered Charity Number: 284967

MISSION CARE
called to serve

MISSION CARE

ANNUAL REPORT

FOR THE YEAR ENDED

31 MARCH 2021

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MISSION CARE

REFERENCE AND ADMINISTRATIVE INFORMATION

Chairman	Mr G Dean
Corporate Trustee (previously "Custodian Trustee")	Mission Care Management Limited
Directors of Mission Care Management Limited	Mr G Dean Mr M Jones Mr P Yeulett Ms A Honeysett (appointed on 21 Jan 2021)
Executive Director	Mr D Evans
Auditor	Jacob Cavenagh & Skeet 5 Robin Hood Lane Sutton Surrey SM1 2SW
Solicitors	Anthony Collins Solicitors LLP 134 Edmund Street Birmingham B3 2ES
Bankers	National Westminster Bank plc 201 Tooley Street London SE1 2UE
Head Office	Suite 4, 7 High Street Chislehurst Kent BR7 5AB
Charity Registration Number	284967

The Board of the Corporate Trustee of Mission Care has pleasure in submitting the Annual Report and Financial Statements for the year ended 31 March 2021 which have been prepared in accordance with Charities Act 2011, the Charities' Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102).

Objects and activities

Mission Care was founded in 1904 as the Bermondsey Medical Mission. It is a charity operating in South East London. Mission Care aims to advance the Christian faith through the relief of sickness and poverty and through care and support of people with disabilities and elderly people, principally by the operation of a number of care homes, both nursing and residential.

Structure, governance and management

Mission Care is an unincorporated association which is governed by a corporate trustee, Mission Care Management Limited (Company Registration Number 3732148).

The key management personnel of the charity are considered to be the Senior Management Team. This team is comprised of the Chief Executive (Mr D Evans), the Clinical Director (Mr R Manuel), the Pastoral Director (Miss F Oxborrow) and the Finance Director (Mrs H Fan). They are in charge of directing, controlling, running and operating the charity on a day to day basis. The Trustee Board (the Directors of the Corporate Trustee) give of their time freely and none of the Trustee Board received any remuneration in the year.

The pay of senior staff and all staff at Mission Care is reviewed annually and is normally increased in accordance with average earnings. Pay awards are based on small incremental percentage increases in accordance with good financial stewardship, and we informally benchmark our salaries in the market from time to time.

Procedures for inducting and training
Training for the directors of the Corporate Trustee is offered and carried out as required and covers a range of issues including governance and inspections of the homes. A full, independent governance review has been undertaken on behalf of Mission Care. The outcome was very positive with some helpful recommendations to be implemented, including governance training for trustees and senior managers.

Risk
The Board continues to monitor and consider the major risks to which the charity is exposed and is satisfied that systems are in place to monitor and minimise them. At present we have identified the risks posed to the charity as follows: (a) on-going funding of the delivery of care both within and outside the London Borough of Bromley; (b) satisfactory and positive inspections by CQC of our services; and (c) the cost of and involvement in the management of a significant number of paid staff in our employment.

The risks in relation to the on-going funding of the delivery care are sector wide and driven largely by central and local Government policy. However, Mission Care manages the risk by ensuring regular communication with their principal local authority and CCG commissioners in respect of fee levels. There is a strong track record of Mission Care actively and positively negotiating with the local authority in securing the required levels of funding in recent years.

Mission Care continues to invest in improving and developing its clinical governance and audit processes to ensure that the level of care provided meets the demands of the regulator. In FY2020/21, Mission Care specifically engaged with an external legal advisor to carry out an independent review on how the charity had managed the pandemic and whether any lessons learned. The review gave a full evaluation of each area of the home in term of decisions and actions took in responding to the challenges caused by the pandemic. It concluded with very positive feedback reflecting the charity's ability in coping with the situation.

Mission Care is also committed to providing high quality training, and robust supervision and support for all staff. Since the ease of lockdown restrictions, members of the Senior Management Team and home management team have also resumed in carrying out the quality monitoring visits on a quarterly basis to ensure that the services standards are kept at a high level.

Recruitment of quality staff, especially nurses, remains a significant challenge for the organisation. Again, this is a sector-wide challenge with many thousands of care sector vacancies nationwide. The charity has started to develop care staff into the role of Assistant Practitioner to help alleviate this. This both offers good career progression for staff but also reduces the reliance on nurses. Where there are inevitably, staff vacancies the charity has developed a strong relationship with a staffing agency to provide consistent agency staff who have a good knowledge of the organisation and its working practices and culture. The cost is managed through monthly review of agency booking records and rota management.

Impact of Covid-19 and measures taken

This year has been an extraordinarily challenging year for Mission Care. The coronavirus pandemic struck us in March 2020, and had a significant impact on the charity. Despite many changes and measures that were put in place to protect our residents in the homes, we sadly lost 20 residents in total due to covid related death. Occupancy was affected by 10% on average which subsequently had a substantial impact on the results reported here.

Throughout the pandemic, the health and wellbeing of the residents and staff had been the heart of the focus at the charity. The charity strictly adhered to the government guidelines at all time in all areas including infection control measures, testing and visitations. Furthermore, the charity had extended its existing policies to meet the unprecedented demand of the pandemic, as well as reviewing its policies regularly in respond to the ever changing guidelines from the government.

The Senior Management Team met weekly during the critical phase of the pandemic, and closely monitored all areas of operations including staff attendance, visiting policy, admission policy, supply chain and financial forecasts and so on. Home management team and general management team also put in place robust control procedures and measurements over all areas to limit infection risks in the homes.

Overall, staff attendance and staff morale remained positive during the pandemic. Most staff attended work consistently and worked very well, with some being outstanding. The commitment of the staff in general, and the manner in which they were supported by their managers played a huge part in the organisation being able to deal with the pandemic. The charity was pleased to be able to provide the staff with a financial reward to thank them for their commitment during such a challenging time.

Throughout the period of the pandemic, when relatives were unable to visit their loved ones in person in the homes, zoom video calls and phone calls were made available for all who wanted to make use of them, and many relatives did so. The charity also engaged its pastoral care team as a support to the care team within the homes, and offered regular face to face conversations with residents.

The charity continued to make admissions throughout the pandemic. However, it maintained a very clear position with all relevant stakeholders (CCGs, local authorities, families etc) that all Mission Care homes would require a negative test result 48 hours before admission, in order to protect its current residents and its staff, as well as seeking to be open to admissions where possible.

In September 2020, the charity had engaged with an independent legal advisor to conduct an exclusive internal review to reflect how the organisation coped with the covid-19 pandemic. It was concluded that the charity had been well organised and reacted quickly to changing situations throughout the pandemic. Decision making appears to have been prompt and has been received well by the stakeholders. The charity had received very positive feedback from all stakeholders including relatives and local authorities.

At the point of writing, the average occupancy across all homes have returned to above 90%. This is a key achievement for the charity after the significant impact felt over the last 16 months. Although it is still below the occupancy pre-Covid, the charity is moving steadily in the right direction in all areas.

Financially, the charity received the Infection Control Grant funding from the central government and Covid support from various Local authorities. These grants and funds were essential to support the charity in continuing with all the Infection Control measures and testing regimes that were put in place.

Achievements and performance

Despite the continuing challenges faced at Mission Care throughout the year of pandemic, the charity had maintained its good quality of care and service across all homes, with enhanced measurements on infection controls. All homes received CQC inspections between February and March 2021. All four nursing homes received Good CQC ratings with confirmation that all areas on infection prevention and controls are assured. Love Walk had some areas to improve on during the last CQC inspection. These areas were immediately addressed and rectified by the home management team. Overall, all homes demonstrated a great level of stability and resilience to changes during the year. This is a reflection of the hard work and dedication of every member of staff working at this organisation.

This year Mission Care cared for an average of 211 residents on a daily basis. Average occupancy dropped by 10% compared to the previous year due to the significant impact from the coronavirus pandemic.

The consolidated EBITDA for the group was £926k, and net profit after considering depreciation and finance costs was £161k. Included in the reported profit was a legacy of £450k received in August 2021 which was accountable for the financial year of 2020/21.

Consolidated income for the year was £13,742k (2020: £13,255k). This includes income from the core charity £13,588k, and the trading subsidiary £154k.

Income from the core charity includes income from charitable activities, government funding relating to covid infection control and tests, plus legacy and donations. Income from the charitable activity for the year was £12,462k, prior to the government Covid funding. This was down by £455k comparing to prior year (2020: £13,030k). This was primarily as a result of the lower occupancy and lower average fee level due to reduction in self funders, as well as higher staffing ratio whilst maintaining the high standard of infection control procedures. The financial impact was partially absorbed by the funding provided by central and local government. Total government funding related to Infection Control and Rapid Testing scheme was amounted to £596k. The charity had used these funds to cover expenditures associated with additional staff costs for Infection Controls, Rapid Testing and Safe Visiting requirements that were specifically identified under the government grant conditions.

The main source of fee income for the charity remains the local government authorities. As at 31st March 2021, nearly 80% of our residents were funded by local authorities including Bromley, Lewisham, and Southwark, and some were funded directly by CCGs. The remaining were self-funded residents. The average number of self funders reduced by 27% compared to last year. This was mainly due to the national lockdown which affected the number of viewings received during the year.

Consolidated expenditure for the year was £13,589k (2020: £13,390k). This includes expenditure from both the core charity £13,403k and the trading subsidiary £186k.

The expenditure excluding exceptional items for the core charity was £13,403k, £272k higher than prior year (2020: £13,131k). This was partially due to the increase in the National Living Wage which was up by 6.2%, and increased staff ratio to ensure compliance of infection control requirements. It was offset by the reduction of agency staff during the first two quarters as a result of the reduced occupancy level. Additionally, it was observed over the past couple of years that the residents coming into care homes generally have much higher needs compared to previous years. It was essential that this was reflected into the staffing ratio and enhanced home management team to maintain a good standard of care for the residents. On the other hand, cost savings achieved as a result of significant reduction on the usage of catering and domestic agency staff, as well as savings on agency costs due to increased number of shifts covered by permanent staff as opposed to agency staff.

Operationally, there had been many improvements made in the homes. This year the charity invested over £530k in capital projects. These projects had equipped the homes with high standard of health and safety controls, as well as new facilities provided to the residents. Included in the total capital expenditures, nearly £350k were invested in building improvements which covered the fire safety system upgrades, emergency lightings, kitchens, and flooring. Over £50k were invested in new mattresses, beds and medical equipment to enhance the services provided to service users. Moreover, a new gym was installed for Love Walk residents who were able to continue with their daily exercises during the lockdown. A special thank you goes to Wyfold Charitable Trust who made a generous donation to Love Walk for this particular project.

The charity commenced the planning phase of two business development projects at Love Walk and Willet House before the pandemic started, with the vision to provide high quality care to more people. However, the projects had been put on hold during the pandemic, but they remain one of the main objectives in the charity's 5 year plan.

Financial review

Full details of the results for the year are shown in the financial statements.

Reserves Policy
Mission Care is very careful to designate or allocate funds it receives. Voluntary donations received from the general public and from supporters of Mission Care and any grants awarded by trusts and government agencies for equipment, services or building construction are designated or allocated wherever possible according to the wishes of the donor or grantor.

The free reserves of Mission Care have been utilised over the last few years to improve the quality of the charity's buildings and to carry out various essential restructuring projects. It remains the intention of Mission Care to significantly build up the reserves over the next few years to both protect the organisation against any potential adverse trading conditions as well as to facilitate future improvements to the buildings. To this end every effort continues to be made in order to maximise income, carefully manage expenditure and control cash flow.

At the year end, the charity had consolidated reserves of £5,718k of which £395k were restricted. The charity had general reserves of £5,323k.

Investment policy
Over recent years the surpluses have been used to improve the homes infrastructure and environment.

As at 31st March 2021, other than balances held at Samaritan Fund and Love Walk restricted fund, there are no investments outside of cash balances held in regular bank accounts.

Principal Funding sources
The significant majority of Mission Care's funding in recent years has been received from local authority contracts and, in particular, the contract with the London Borough of Bromley. The funding received is in respect of fees paid for care services provided. The NHS, through a number of CCGs, is also a significant source of funding, again by way of fees paid for care services provided.

Mission Care Trading Ltd
This subsidiary company has been included in the consolidated financial statements and was in an operating deficit at the year end. The company's activities include the running of a dementia friendly café and a charity shop. The costs have been partially provided by the charity in the form of an intercompany loan. The loan balance as at 31st March was £200k. After careful consideration on the probability of the repayment, the Board had taken the decision to provide against the loan. This was shown as the exceptional item in the accounts. The Board is in the process of reviewing options available to minimise future losses of this entity, and an action plan will be put in place following the October 2021 board meeting.

During the financial year 2020/21, the café and the charity shop remain closed for majority part of the year due to the national and local lockdowns at various stages. These had been reflected in the results reported here.

Following the lifting of the lockdown restrictions, the charity shop reopened on 12th April and café reopened on 7 June 2021.

Public benefit

When reviewing Mission Care's activities for the past year and in planning the objectives for future periods, the Board have taken into consideration the Charity Commission's guidance on public benefit.

Mission Care is committed to ensuring that there is access to its services regardless of individuals' social standing or ability to pay. It does this through maintaining strong relationships with relevant local authority and active marketing of its services in the wider community. Approximately 80% of Mission Care's residents benefit from socially funded places that are offered under discounted block and spot contracts.

Through its support of an international project Mission Care is able to help a partner organisation, Vuyiroli, (in India). It seeks to alleviate sickness and poverty in the community in Chennai, India, in which it works.

As part of the care Mission Care provides, it is able to offer people opportunities to explore and experience the Christian faith. Much of what it delivers is well supported through its own Pastoral Team as well as partnerships with many local churches. Its international work has all been carried out in partnership with other organisations who share a similar desire to advance the Christian faith.

Plans for future periods

Mission Care continues to focus on strengthening the core business of the charity and ensuring that it is well placed to maintain and develop its delivery of care services into the changing marketplace. As set out in the charity's next five year strategic plan for financial year 2020-2025, the three overarching objectives are to Protect, Progress and Proclaim.

Protect the organisation from financial and existential pressures in order to maintain the service that Mission Care provides in the communities in which it is placed. This is not a negative reflex. Rather, it is an honest acknowledgement of the very challenging nature of the sectors in which Mission Care operates, as a Christian charity providing care to vulnerable adults.

The need to protect the organisation has always been apparent, and never more so than now. The global Covid 19 pandemic that has had such a devastating impact on the care sector in the UK this year. It has demonstrated further the clear imperative to protect the work and best interests of care providers. Protecting the organisation will remain therefore a resolute aim as we seek to bring glory to God through the work, witness, and reputation of Mission Care.

Progress the organisation both in terms of the quality of the service we provide, and the number of people for whom we care. This has been a consistent ambition throughout our history. Firstly, to be committed to continuous improvement in the delivery of care and management of the organisation. Secondly, to seek to care for and reach more and more people each year.

Proclaim the Lord Jesus Christ in all that we do. This is the very reason that Mission Care exists and always has been, since 1904. We primarily seek to proclaim Jesus Christ through our commitment to the following:-

(a) good quality care for all residents and stakeholders

(b) fair and sound management and stewardship of our colleagues and resources, and

(c) sharing of God's Word through the work and support of our pastoral team, and through the words and witness of Christian colleagues

(d) a clear and principled resolve to maintain our evangelical Christian ethos for God's glory alone.

Much progress has been made on these three core elements over the last few years and we expect this to continue in the period ahead.

Apart from the material impact from Covid-19 pandemic that started at the end of the financial year, there were no other significant events during the year that had any financial effect.

The trustee is grateful to all the Board Directors, to our Chief Executive and the Senior Management and Leadership Teams and their staff for their continuing dedication and commitment to the care of each of the vulnerable people entrusted to us.

We are committed to developing our services at this time of considerable change and in this we seek God's guidance and would ask for the prayerful support of all our friends and colleagues.

Statement of trustee responsibilities

The trustee is responsible for preparing the Council Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustee is required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustee is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Mr G Dean
Chairman

21 October 2021

Opinion

We have audited the financial statements of Mission Care (the "Charity") and its subsidiary (the group) for the year ended 31 March 2021 which comprise the consolidated and parent statement of financial activities, the consolidated and parent balance sheets, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the Charity's affairs as at 31 March 2021 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's and Charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

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

Responsibilities of the trustee

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity, we identified that the principal risks of non-compliance with laws and regulations related to employment and breach of health & safety regulations and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team.

We determined that the principal risks were related to:

- management override of controls
- management bias in accounting estimates
- government assistance – furlough income

In response to the risks identified we designed procedures which included, but were not limited to:

- identifying and testing journal entries
- evaluating the charity's internal controls
- reviewing Trustees meeting minutes
- challenging significant accounting estimates such as bad debt provisions
- testing the calculation of claims made under the Coronavirus Job Retention Scheme

There are inherent limitations in the audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charity's and group's trustee, as a body, in accordance Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the Charity's and group's trustee those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and group and their trustee as a body, for our audit work, for this report, or for the opinions we have formed.

Jacob Cavenagh & Skeet

Jacob Cavenagh & Skeet
Statutory Auditor
Chartered Accountants

5 Robin Hood Lane
Sutton
Surrey
SM1 2SW

25 January 2021

Jacob Cavenagh & Skeet is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Unrestricted Funds £	Restricted Funds £	Total 2020 £
Income from:							
Donations and legacies	2	465,253	10,000	475,253	22,789	-	22,789
Other trading activities	3	41,607	-	41,607	193,896	-	193,896
Investments	4	2,202	-	2,202	6,057	-	6,057
Charitable activities							
Residential care fees		12,522,676	596,484	13,119,160	13,030,074	-	13,030,074
Other income		103,898	-	103,898	2,331	-	2,331
Total income		13,135,636	606,484	13,742,120	13,255,147	-	13,255,147
Expenditure on:							
Raising funds	5	167,975	-	167,975	225,190	-	225,190
Charitable activities							
Residential care costs	6	12,748,334	673,183	13,421,517	13,081,773	83,009	13,164,782
Total expenditure		12,916,309	673,183	13,589,492	13,306,963	83,009	13,389,972
Gains/(losses) on investment assets		8,732	(73)	8,659	(1,372)	505	(867)
Net income/(expenditure)		228,059	(66,772)	161,287	(53,188)	(82,504)	(135,692)
Transfers between funds		7,522	(7,522)	-	-	-	-
Net movement in funds		235,581	(74,294)	161,287	(53,188)	(82,504)	(135,692)
Reconciliation of funds							
Funds brought forward		5,087,238	469,527	5,556,765	5,140,426	552,031	5,692,457
Funds carried forward		5,322,819	395,233	5,718,052	5,087,238	469,527	5,556,765

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Unrestricted Funds £	Restricted Funds £	Total 2020 £
Income from:							
Donations and legacies	**2**	465,253	10,000	475,253	22,789	-	22,789
Investments	**4**	2,202	-	2,202	6,057	-	6,057
Charitable activities							
Residential care fees		12,462,197	596,484	13,058,681	13,030,074	-	13,030,074
Other income		51,889	-	51,889	2,331	-	2,331
Total income		12,981,541	606,484	13,588,025	13,061,251	-	13,061,251
Expenditure on:							
Charitable activities							
Residential care costs		12,729,690	673,183	13,402,873	13,048,278	83,009	13,131,287
Other expenditure	**12b**	200,507	-	200,507	-	-	-
Total expenditure		12,930,197	673,183	13,603,380	13,048,278	83,009	13,131,287
Gains/(losses) on investment assets		8,732	(73)	8,659	(1,372)	505	(867)
Net income/(expenditure)		60,076	(66,772)	(6,696)	11,601	(82,504)	(70,903)
Transfers between funds		7,522	(7,522)	-	-	-	-
Net movement in funds		67,598	(74,294)	(6,696)	11,601	(82,504)	(70,903)
Reconciliation of funds							
Funds brought forward		5,194,923	469,527	5,664,450	5,183,322	552,031	5,735,353
Funds carried forward		5,262,521	395,233	5,657,754	5,194,923	469,527	5,664,450

MISSION CARE

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2021

		2021		2020	
		£	£	£	£
Fixed assets					
Tangible fixed assets	**10a**		9,749,527		9,837,545
Investment assets	**11**		61,456		52,797
			9,810,983		9,890,342
Current assets					
Stocks		4,847		8,087	
Debtors	**12a**	1,668,228		1,963,044	
Cash at bank and in hand		1,905,038		886,521	
		3,578,113		2,857,652	
Creditors: amounts falling due within one year	**13a**	1,678,238		1,436,526	
Net current assets			1,899,875		1,421,126
Total assets less current liabilities			11,710,858		11,311,468
Creditors: amounts falling due after more than one year	**14a**		(5,992,806)		(5,754,703)
Net assets			5,718,052		5,556,765
Funds					
Unrestricted	**15**		5,322,819		5,087,238
Restricted	**16**		395,233		469,527
			5,718,052		5,556,765

The financial statements were approved by the Trustee on 21 October 2021 and signed on its behalf by:

Mr G Dean

Chairman

MISSION CARE

BALANCE SHEET
AS AT 31 MARCH 2021

		2021		2020	
		£	£	£	£
Fixed assets					
Tangible fixed assets	**10b**		9,701,179		9,778,945
Investment assets	**11**		61,457		52,798
			9,762,636		9,831,743
Current assets					
Stocks		4,447		7,687	
Debtors	**12b**	1,662,336		2,124,323	
Cash at bank and in hand		1,885,203		863,543	
		3,551,986		2,995,553	
Creditors: amounts falling due within one year	**13b**	1,664,062		1,408,143	
Net current assets			1,887,924		1,587,410
Total assets less current liabilities			11,650,560		11,419,153
Creditors: amounts falling due after more than one year	**14b**		(5,992,806)		(5,754,703)
Net assets			5,657,754		5,664,450
Funds					
Unrestricted			5,262,521		5,194,923
Restricted	**16**		395,233		469,527
			5,657,754		5,664,450

The financial statements were approved by the Trustee on 21 October 2021 and signed on its behalf by:

Mr G Dean

Chairman

MISSION CARE

CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
Cash flows from operating activities (see note (a) below)	1,464,841	(238,353)
Cash flows from investing activities		
Interest receivable	2,202	6,057
Interest paid	(150,711)	(184,810)
Payments to acquire tangible fixed assets	(535,041)	(610,988)
Net cash (used in) investing activities	(683,550)	(789,741)
Cash flows from financing activities		
Loans repaid	(19)	(186,177)
Cash inflows from new borrowing	250,000	-
Payments to reduce finance lease liabilities	(12,755)	(7,538)
Cash provided by/(used in) financing activities	237,226	(193,715)
Net cash inflow/(outflow)	1,018,517	(1,221,809)
Cash and cash equivalents at 1 April 2020	886,521	2,108,330
Cash and cash equivalents at 31 March 2021	1,905,038	886,521

(a) Reconciliation of net income to net cash flow from operating activities

Net income/(expenditure)	161,287	(135,692)
Interest receivable	(2,202)	(6,057)
Interest paid	150,711	184,810
Depreciation	623,059	610,128
(Gains)/losses on investments	(8,659)	867
Decrease/(increase) in debtors	294,816	(910,559)
Increase in creditors	242,589	18,150
Decrease in stock	3,240	-
Net cash provided by/(used in) operating activities	1,464,841	(238,353)

(b) Analysis of changes in net debt

	At 1 April 2020 £	Cash flows £	Non-cash changes £	At 31 March 2021 £
Cash	886,521	1,018,517	-	1,905,038
Loans falling due within one year	(193,906)	(249,981)	241,798	(202,089)
Loans falling due after more than one year	(5,744,165)	-	(241,798)	(5,985,963)
Finance lease obligations	(22,317)	12,755	-	(9,562)
Total	(5,073,867)	781,291	-	(4,292,576)

1 ACCOUNTING POLICIES

Accounting convention

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of investments, and in accordance with applicable accounting standards, Charities Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102) and the Charities Act 2011.

Mission Care is a public benefit entity and an unincorporated charity with its principal address at Suite 4, 7 High St, Chistlehurst, Kent, BR7 5AB. The financial statements are the consolidated position of Mission Care and its subsidiary company Mission Care Trading Ltd. The financial statements have been prepared in pounds and figures have been rounded to the nearest pound.

Going concern

The trustee has prepared budgets and forecasts which support the continuing financial performance of the charity.

Tangible fixed assets

Fixed assets are depreciated on a straight line basis at rates dependent on their expected lives. Depreciation rates commencing from the date of first use are as follows:

Freehold nursing homes	2% of cost
Motor vehicles	25% of cost
Computer equipment	33% of cost
Fixed plant	10-33% of cost
Office equipment and furniture	25% of cost

Fixed asset investments

Investments are stated at market value. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals during the year.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustee in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustee for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or which have been raised by the charity for specific purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

1 ACCOUNTING POLICIES (continued)

Income
All income is accounted for on an accruals basis except for voluntary income which is accounted for when received. Gifts in kind received in the shop are recognised when sold. Gifts in kind are valued at estimated open market value at the date of the gift in the case of assets for retention or consumption.

Job Retention Scheme government grant income
For JRS grant income, the income is recognised in the period to which the underlying furloughed staff costs relate to.

Taxation status
Mission Care is not subject to corporation tax and is not registered for VAT.

Fund raising
Mission Care does not engage in any professional fund raising activity. Therefore, no fund raising costs are identified in the Statement of Financial Activities.

Support Centre costs are allocated between governance costs of administering the charity and charitable expenditure in support of the nursing homes. These costs are allocated on the basis of time spent and resources expended.

Expenditure
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to a category.

Governance costs
Governance costs are those costs associated with meeting the constitutional and statutory requirements of the charity and include auditors' fees and costs linked to the strategic management of the charity. These have been allocated directly to charitable expenditure.

Financial instruments
The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors
Other debtors are included at the settlement amount due. Prepayments are valued at the amount prepaid.

Cash at bank and in hand
Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of opening of the deposit.

Creditors and provisions
Creditors and provisions are recognised where the charity has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount.

Stocks
Catering stocks are included at cost.

1 ACCOUNTING POLICIES (continued)

Pension scheme
Mission Care contributes to a number of defined contribution pension schemes. The assets of the schemes are held separately from the charity in independently administered funds. Contributions are accounted for as they fall due.

Mission Care also contributes to one defined benefit pension scheme. This is a multi-employer scheme where Mission Care cannot identify its share of the assets and liabilities of the scheme on a reasonable and consistent basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The charity's contributions are charged in the period to which the salaries they relate are payable.

2 DONATIONS AND LEGACIES

	2021 £	2020 £
Donations	25,253	14,191
Legacies	450,000	8,598
	475,253	22,789

3 OTHER TRADING ACTIVITIES

	2021 £	2020 £
Café	22,366	102,250
Charity shop	19,241	91,646
	41,607	193,896

4 INVESTMENT INCOME

	2021 £	2020 £
Income from listed investments	1,867	1,749
Interest on cash deposits	335	4,308
	2,202	6,057

5 RAISING FUNDS

	2021 £	2020 £
Café	91,767	131,624
Charity shop	76,208	93,566
	167,975	225,190

6 CHARITABLE ACTIVITIES

	Direct Costs £	Support costs £	2021 £	2020 £
Staff costs	9,390,196	983,195	10,373,391	10,032,987
Depreciation	623,059	-	623,059	610,129
Other	2,265,637	159,430	2,425,067	2,521,666
	12,278,892	1,142,625	13,421,517	13,164,782

7 SUPPORT COSTS

	2021	2020
	£	£
Governance costs (note 8)	159,430	67,124
Staff costs	983,195	1,052,175
	1,142,625	1,119,299

8 GOVERNANCE COSTS

	2021	2020
	£	£
Legal costs	135,410	44,464
Fees paid to auditors		
- Audit fee	13,500	12,960
- Other fees	1,400	5,436
Other	9,120	4,264
	159,430	67,124

9 EMPLOYMENT COSTS

	2021	2020
	£	£
Gross salaries	6,288,637	6,019,253
Employer's National Insurance	556,172	517,896
Employer's Pension contributions	149,317	135,889
1-1 care agency charges	1,378,448	1,079,072
Other agency charges	2,100,841	2,412,552
	10,473,415	10,164,662

The average number of staff employed during the year was:

	2021	2020
Residential homes	266	250
Support Centre	23	24
Charity Shop	4	5
Cafe	5	7
	298	286

Employees earning over £60,000:

	2021	2020
£60,000 - £70,000	3	-
£70,000 - £80,000	2	2
£180,000 - £190,000	1	1

- 1-1 care agency charges are reimbursed by the local authorities or CCGs
- Other agency charges are incurred when staff are required at the homes at short notice to cover sickness or holiday periods.
- No expenses were reimbursed or remuneration paid to the trustee or the directors of the trustee during the year.
- Aggregate employee-benefits of key management personnel were £453,905 (2020: £463,470).
- There were no termination payments in either year.

10a TANGIBLE FIXED ASSETS GROUP

	Freehold Property £	Plant and Machinery £	Motor Vehicles £	Total £
Cost				
At 1 April 2020	13,179,254	4,313,632	44,413	17,537,299
Additions	-	535,041	-	535,041
Disposals	-	-	-	-
At 31 March 2021	13,179,254	4,848,673	44,413	18,072,340
Depreciation				
At 1 April 2020	4,204,120	3,459,465	36,169	7,699,754
Charge for the year	263,025	354,536	5,498	623,059
Released on disposals	-	-	-	-
At 31 March 2021	4,467,145	3,814,001	41,667	8,322,813
Net book value				
At 31 March 2021	8,712,109	1,034,672	2,746	9,749,527
At 31 March 2020	8,975,134	854,167	8,244	9,837,545

10b TANGIBLE FIXED ASSETS CHARITY

	Freehold Property £	Plant and Machinery £	Motor Vehicles £	Total £
Cost				
At 1 April 2020	13,179,254	4,101,195	44,413	17,324,862
Additions	-	531,221	-	531,221
Disposals	-	-	-	-
At 31 March 2021	13,179,254	4,632,416	44,413	17,856,083
Depreciation				
At 1 April 2020	4,204,120	3,305,628	36,169	7,545,917
Charge for the year	263,025	340,464	5,498	608,987
Released on disposals	-	-	-	-
At 31 March 2021	4,467,145	3,646,092	41,667	8,154,904
Net book value				
At 31 March 2021	8,712,109	986,324	2,746	9,701,179
At 31 March 2020	8,975,134	795,567	8,244	9,778,945

Freehold properties include £678,750 relating to freehold land which is not being depreciated and £95,555 of finance costs, (none of which was capitalised during the current year). Freehold properties with carrying values of £5,106,482 have been pledged as security for borrowings. Plant and Machinery with carrying value of £6,130 is held under finance leases.

11 INVESTMENTS

	Samaritan Fund	Love Walk	2021	2020
	£	£	£	£
GROUP				
Fair value				
At 1 April 2020	42,183	10,614	52,797	53,664
Unrealised gain/(loss)	8,732	(73)	8,659	(867)
Disposals	-	-	-	-
At 31 March 2021	50,915	10,541	61,456	52,797
CHARITY				
At 1 April 2020 & 31 March 2021			61,457	52,798
At 31 March 2021			61,457	52,798

	2021	2020
	£	£
UK Investments comprise:		
Common deposit and investment funds	61,456	52,797
Investment in subsidiary	1	1
	61,457	52,798

The investment in the subsidiary relates to Mission Care Trading Limited, company number 9337456. The charity owns 100% of the ordinary share capital of this company. At 31 March 2021 the company had net assets of £57,865. In the year to 31 March 2021 the company had turnover of £41,607, government grants of £112,488 and expenses of £172,362. In addition, the intercompany loan of £200,507 was written off resulting in an operating profit of £167,984. The results of the subsidiary have been included in the consolidated accounts. The activity of the company is the running of a café and charity shops.

12a DEBTORS GROUP

	2021	2020
	£	£
Fees receivable	528,165	1,066,223
Prepayments and accrued income	1,140,063	896,821
	1,668,228	1,963,044

12b DEBTORS CHARITY

	2021	2020
	£	£
Fees receivable	526,861	1,064,940
Owed from subsidiary	-	170,357
Prepayments and accrued income	1,135,475	889,026
	1,662,336	2,124,323

During the year the charity provided £200,507 against the loan that had been made to its trading subsidiary Mission Care Trading Ltd.

13a CREDITORS:Amounts falling due within one year
GROUP

	2021 £	2020 £
Bank loans	202,089	193,906
Trade creditors	616,318	499,566
Accruals	97,397	203,731
Social security	134,795	106,157
Other creditors	624,920	421,387
Finance lease obligations	2,719	11,779
	1,678,238	1,436,526

13b CREDITORS:Amounts falling due within one year
CHARITY

	2021 £	2020 £
Bank loans	202,089	193,906
Trade creditors	822,579	489,120
Accruals	97,447	358,637
Social security	134,795	106,157
Other creditors	404,433	248,544
Finance lease obligations	2,719	11,779
	1,664,062	1,408,143

The bank loans are secured on the Elmwood and Greenhill properties. The bank loans are financial instruments measured at amortised cost. Interest of £150,711 (2020: £172,254) was charged during the year.

14a CREDITORS:Amounts falling due after more than one year
GROUP

	2021 £	2020 £
Bank loans	5,985,963	5,744,165
Finance lease obligations	6,843	10,538
	5,992,806	5,754,703

14b CREDITORS:Amounts falling due after more than one year
CHARITY

	2021 £	2020 £
Bank loans	5,985,963	5,744,165
Finance lease obligations (due between one and five years)	6,843	10,538
	5,992,806	5,754,703

£4,993,964 (2020:£4,915,138) of the bank loans is repayable in more than five years. The main bank loans are repayable by 2043 and carry interest at 2.5% over base rate.

15 UNRESTRICTED FUNDS

2021

	Balance at 1 April 2020 £	Income £	Expenditure £	Investment gains and transfers £	Balance at 31 March 2021 £
General Fund	4,639,822	13,135,636	(12,915,309)	7,522	4,867,671
Friends' Groups	17,824	-	-	-	17,824
Samaritan Fund	14,061	-	(1,000)	8,732	21,793
Cyclical Maintenance	251,510	-	-	-	251,510
Redevelopment Fund	131,158	-	-	-	131,158
Building Fund	32,863	-	-	-	32,863
	5,087,238	13,135,636	(12,916,309)	16,254	5,322,819

2020

	Balance at 1 April 2019 £	Income £	Expenditure £	Investment gains/ (losses) £	Balance at 31 March 2020 £
General Fund	4,661,678	13,255,147	(13,305,763)	28,760	4,639,822
Friends' Groups	17,824	-	-	-	17,824
Samaritan Fund	45,393	-	(1,200)	(30,132)	14,061
Cyclical Maintenance	251,510	-	-	-	251,510
Redevelopment Fund	131,158	-	-	-	131,158
Building Fund	32,863	-	-	-	32,863
	5,140,426	13,255,147	(13,306,963)	(1,372)	5,087,238

The Friends' Groups funds relates to funds designated for the use of volunteers linked to specific homes and is generally used for residents' activities.

The Samaritan Fund is designated for allocation to current or former members of staff who have specific needs and is administered by a sub-committee.

The Cyclical Maintenance Fund is designated to provide funding for specific and exceptional maintenance requirements that arise from time to time.

The Redevelopment and Building Funds are designated for the future building or other development needs of specific homes.

16 RESTRICTED FUNDS

2021

	Balance at 1 April 2020 £	Income £	Expenditure £	Investment losses and transfers £	Balance at 31 March 2021 £
Love Walk	469,527	10,000	(76,699)	(7,595)	395,233
Covid grants	-	596,484	(596,484)	-	-
	469,527	606,484	(673,183)	(7,595)	395,233

16 RESTRICTED FUNDS (continued)

2020

	Balance at 1 April 2019	Income	Expenditure	Investment gains	Balance at 31 March 2020
	£	£	£	£	£
Love Walk	552,031	-	(83,009)	505	469,527
	552,031	-	(83,009)	505	469,527

The Love Walk fund relates to gifts made for various specific aspects of residents well-being at Love Walk and will be expended once appropriate needs arise. The transfer of £7,522 from this fund to general funds represents the funds that were used to purchase fixed assets during the year.

Covid grants were received from local authorities to support the additional measures needed during the pandemic such as infection control, testing and additional staffing.

17 ANALYSIS OF NET ASSETS BETWEEN FUNDS

2021

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fixed assets	9,810,983	-	9,810,983
Net current assets	1,504,642	395,233	1,899,875
Long term liabilities	(5,992,806)	-	(5,992,806)
	5,322,819	395,233	5,718,052

2020

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fixed assets	9,890,342	-	9,890,342
Net current liabilities	951,599	469,527	1,421,126
Long term liabilities	(5,754,703)	-	(5,754,703)
	5,087,238	469,527	5,556,765

18 LEASING COMMITMENTS

The total future minimum lease payments under non-cancellable operating leases are payable:

	2021	2020
	£	£
Within one year	79,192	51,836
Between two and five years	256,807	83,272

19 PENSIONS

Mission Care operates a number of pension schemes on behalf of its employees. The Federated Flexiplan No. 1 Pension Scheme and the NHS Pension scheme are both multi-employer schemes where the assets and liabilities of the scheme applicable to each employer are not separately identified. The assets of the schemes are held separately from those of the charity in independently administered funds.

NHS Pension scheme

This scheme is an unfunded, defined benefit scheme that covers NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The scheme is not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore the scheme is accounted for as if it were a defined contribution scheme. The cost to Mission Care of participating in the scheme is taken as the contributions payable to the scheme for the accounting period.

A valuation of the scheme liability is carried out annually by the scheme actuary as at the end of the reporting period. This utilises an actuarial assessment for the previous period in conjunction with updated membership and financial data for the current reporting period, and are accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2017 is based on valuation data as 31 March 2016, updated to 31 March 2017 with summary global member and accounting data. The latest assessment of the liabilities of the scheme is contained in the scheme actuary report, which forms part of the annual NHS Pension Scheme (England and Wales) Pension Accounts, published annually. The accounts can be viewed on the NHS Pensions website.

20 RELATED PARTY TRANSACTIONS

During the year, the charity paid £14,427 (2020: £12,428) to Pilgrim Law Ltd. Mark Jones' wife is a director and shareholder of Pilgrim Law Ltd.