

Company number: 01653388

Charity number: 512992

Father Hudson's Society

Report and financial statements

For the year ended 31 March 2020

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Father Hudson's Society

Reference and administrative information

For the year ended 31 March 2020

Company number	01653388
Country of incorporation	United Kingdom
Charity number	512992
Country of registration	England & Wales
Registered office and operational address	St George's House Gerards Way Coleshill BIRMINGHAM B46 3FG
President	Most Rev. Bernard Longley

Father Hudson's Care is a working name of Father Hudson's Society.

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Mr Kevin Caffrey MBE	Chair	4
Mrs Anne Plummer	Vice Chair	3, 4
Mrs Gail Brown		1
Mr Brian Basford		1, 4
Mrs Julia Fitzsimons		2
Rev. Michael Gamble		2
Rev. Kevin Kavanagh		3
Mr Peter Deeley		1
Ms Jessica Moore		2
Ms Fionnuala Hegarty		3
Mr Neil Handel		2, 4
Mr Brendan Clifford		2
Mr David Craig	Appointed 18 June 2019	1
Mrs Sue Allen	Appointed 18 June 2019	3
Sir Peter Fahy	Appointed 20 April 2020	3

1. Member of Finance, Land and Support Services sub-committee
2. Member of Adult Care sub-committee
3. Member of Children and Families sub-committee
4. Member of Monitoring and Review sub-committee

Reference and administrative information

For the year ended 31 March 2020

Key management personnel	Mr Andrew Quinn	Company Secretary/Chief Executive
	Mr Noel Stubbs	Financial Controller
	Mrs Eloise Davidson	Fundraising, Communications and Marketing Manager
	Mrs Joanne Walthew	Fostering Service Manager
	Mrs Hardeep Brayna	Human Resources Manager
	Mrs Joanne Watters	Head of Community Projects
	Mr Edward Brown	Head of Adult Care
Bankers	Lloyds Bank plc 3 Maple Walk Chelmsley Wood B37 5TS	
Solicitors	Gateley Plc One Eleven Edmund Street BIRMINGHAM B3 2HJ	
Investment advisors	Smith & Williamson Investment Management LLP 3 rd Floor, 9 Colmore Row BIRMINGHAM B3 2BJ	
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House 108-114 Golden Lane LONDON EC1Y 0TL	

The Trustees present their report and financial statements for the year ended 31 March 2020. The Reference and Administrative details on pages 1 and 2 form part of this report. The statements appear in the format required by the Statement of Recommended Practice, Accounting and Reporting by Charities applicable to charities preparing their accounts in accordance with FRS102. The report and statements also comply with the Companies Act 2006 as Father Hudson's was incorporated by guarantee on 22 July 1982, to continue the work started by Father Hudson at the beginning of the 20th Century. It was established under a memorandum of association which established the objects and powers of the organisation and is governed under its articles of association. The trustees' annual report meets the requirements of a directors' report as required by company law. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2020 was 14 (2019: 14).

Review of planned activities and principal achievements for the year

Objectives and activities

Father Hudson's main objectives include: the relief of financial hardship and suffering, relief of sickness and preservation of health, and the advancement and the promotion of the support, relief and care of children and young people without families able to care for them, or who are in trouble or at risk, elderly people and their carers, people with disabilities, and individuals, families, communities and groups who are in need.

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work within the last twelve months. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

Public benefit

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

The objects are met through a variety of activities which are summarised below. Each activity, the beneficiaries and the public benefit are discussed in greater detail further in the report.

Adult Care

- St Joseph's Home for older people and those with dementia
- St Catherine's Bungalows for adults with multiple disabilities
- St Catherine's Day Services for adults with multiple disabilities
- Domiciliary Care Services and supported living services for adults with learning disabilities

Children and Families

- New Routes – a registered fostering agency
- Family Support projects based in school communities
- Origins – a service to former child residents and adopted adults and birth families (a registered Adoption Support Agency)

Community Projects

Within Father Hudson's Care (FHC)

- Brushstrokes
- Young at Heart project North Staffordshire
- Tabor House
- Fatima House
- BRAIDS Project , Oxford

Supporting other Charities & projects

- Anawim – a registered charity serving vulnerable women in Birmingham
- Hope Community Project – a registered charity serving the Heath Town area of Wolverhampton
- Maryvale Community Project –a registered charity providing services to older people and adults who have disabilities
- Assisting other small projects/charities through financial help and/or management support

Objectives and Strategies

Father Hudson's has a three-tier format for setting its objectives and devising the strategies and activities to meet those objectives:

- A long-term vision document of the future of Father Hudson's "From one millennium to another"
- 3-year development plans, the latest being 2017 to 2020, which are reviewed and updated each year
- Annual budgets

The activities of Father Hudson's are undertaken by dedicated full and part-time staff supported by volunteers who selflessly give their time as committee members, advisors, "panel members", project support and fundraisers. To all the staff and volunteers, the trustees express their deep gratitude and acknowledge the importance of such valuable support.

Adult Care

The Adult Care work of Father Hudson's is focussed on three areas of activity; care for people with complex learning and physical disabilities, care for older people including those with dementia, and care for people with moderate learning disabilities. It supports people to lead lives which are fulfilling and meaningful. Last year the Adult Care department had a turnover in excess of £4.9 million. Care is commissioned and funded by local authorities, CCGs or is privately funded in some instances as at St. Joseph's. The work it does is challenging yet rewarding, the needs it meets diverse.

During 2018 –19 a thorough review of the adult care department had taken place. The review was undertaken in the light of identified challenges to sustainability in the current external environment, taking into account government policy on the funding of Adult care through Local Authorities and Health, as well as policy changes on models of care and support, and taking into account some local factors.

The key recommendations of the review included:

Increasing pay rates for all Adult direct care and support staff, the establishment of a new wing based leadership structure working to the RM and Deputy at St Joseph's, the creation of more opportunities for leadership positions and for career development throughout Adult care services (through the creation of Care leader roles), and changes to the terms and conditions of all Adult direct care and support staff to ensure they were more in line with the sector standards.

Working groups were established to deliver these changes and monitor impact and service performance. All the major recommendations were delivered and changes were brought in on 1 April 2019.

Since January 2019 the Adult Care Services have been led by a newly appointed Head of Adult Care.

On an operational level the Head of Adult Care has worked with managers to establish a quality framework to ensure high quality care is delivered. In July 2019 St Joseph's was inspected by CQC and received a 'Requires improvement' rating. However, improvement in the quality of care and leadership of the home were noted. In September 2019 St Catherine's was inspected by CQC and received a Good rating improving on the previous year's "requires improvement" rating. The Head of Adult Care continues to invest time developing the leadership in the services to ensure positive, person centred outcomes for those using the services.

St. Joseph's

St. Joseph's is a 59 bed care home, caring for older, frail people the majority of whom have varying degrees and types of dementia. The aim of the home is to provide nurturing, stimulating and compassionate care, through a variety of interventions and activities which aim to encourage people to participate in and enjoy fulfilling, worthwhile activities with the friends and companions and their families. St. Joseph's is a home for life and strives to be a place of nurturing, compassion and homeliness.

In the last year St Joseph's have developed links with the local community by hosting a dementia café which is run by local volunteers.

The home is regulated and inspected by the Care Quality Commission.

St Catherine's Bungalows

16 people live in three bungalows. They each have complex care and support requirements demanding a range of specialist interventions. Those living at the bungalows are encouraged and enabled to join in with as many opportunities as possible. Carers believe strongly, that a person's disability should not prevent them from living a fulfilling life and the staff team have real commitment to the ethos of supporting residents to live life to its fullest. All residents enjoy annual holidays, short breaks and active social lives. The work of the bungalows is supported by resident's families who are encouraged to take part in all aspects of care planning where possible.

The bungalows are regulated and inspected by the Care Quality Commission

St. Catherine's Day Service

19 people attend the day service on a daily basis. They travel from Warwickshire, Birmingham and Solihull to take part in activities aimed at maximising their potential to join in with daily living tasks, to make new friends and have fun. Access to the wider community provides opportunities for people to develop their skills for independence and enjoy being out and about.

It is a service that also provides valuable and much needed respite on a day to day basis for the families and carers.

The Service has strengthened and developed positive links with some schools for pupils with additional learning needs throughout the year, particularly in the case of Woodlands school. The service will be developing over the next year to offer support to those in transition from children to adult services and to provide activities and programmes that people with a range of disabilities can access through direct or personal payments.

Domiciliary Care/Supported Living

15 tenants are supported by the Society in housing it owns additionally, one client is supported in his own home. The service is commissioned and funded by the Local Authority or CCGs. Care and support is designed to develop the necessary skills to live as independently as possible. Interventions aim to support tenants in their own flats and in accessing community resources. This involves managing significant risks for some individuals in order for them to further their personal ambitions. Independence develops through greater skill levels, risk management and confidence building.

The service is regulated and funded by the Care Quality Commission

The work of the department is built on the dedication, compassion and loyalty of its many carers and managers. The reputation of the Society relies on them and their devotion to the values and vision it holds. Father Hudson's is grateful to its teams of staff who work conscientiously to support the work it does.

Departmental Aims for Adult Care in 2020/21

- To be compliant with Care Quality Commission's Standards
- To comply with Local Authority Contractual Requirements
- To meet budgetary targets and achieve a balanced budget
- To develop services in line with the needs and aspirations of service users
- To reflect the Catholic ethos of the Society
- To research and develop new areas of activity for the department especially through the day service and domiciliary care
- To maximise access to the department's services and facilities

Please refer to the section in this report which covers the impact of COVID –19 pandemic on all FHC services and FHC's resilient response to this.

Children and Families Services

The Children and families service provides three services: Origins, New Routes Fostering and the Family Support School's project.

The Origins Service (including the Post Adoption Support provides care to adults who were cared for by Father Hudson's in the past (as residents in the children's homes; as adoptees; as birth family members of residents and adoptees); and, in its capacity as a registered Adoption Support

Agency, the Origins Service focuses mainly on providing care to families which have adopted through Father Hudson's during the years in which it operated an adoption agency.

The Fostering Service provides placements for children and young people aged between 0 –18 years who are unable to live with their birth families due to a variety of reasons and subsequently are referred to this service by Local Authorities for fostering placements.

The Family Support School Project provides a holistic service to children, the parents and the school in order to improve the child's attendance, educational success and emotional wellbeing. At the end of the year the service was being provided to 25 schools across the Archdiocese reaching out to faith schools and non-faith schools.

New Routes Fostering

New Routes Fostering is a voluntary service which was established in 1992. The fostering service is based in Coleshill and is staffed by a Registered Manager, two team leaders, two full-time social workers and one part-time and two fostering administrators.

The service is registered with and inspected by OFSTED. The last Inspection was undertaken in January 2018 and it was marked as 'Good' in all areas under the new framework.

Some children are now able to remain with their foster carers up until the age of 21 years under 'stay put' arrangements. This is a private arrangement between the foster carer, the former fostered child and the responsible Local Authority. The service will work and support those carers who wish to offer this arrangement.

New Routes Fostering provides placements for children and young people who are unable to live with their birth family. This may be for a short period or it may be for a prolonged period until the child reaches adulthood, and in some cases continuing into early adult life.

These children and young people will have experienced some level of adversity. This may include drug and alcohol misuse, domestic violence, physical, sexual and emotional abuse and chronic neglect. As a consequence, they often present their foster carers with a number of challenges including behavioural difficulties, educational underachievement, and poor physical and mental health. They are amongst the most vulnerable in society.

New Routes Fostering actively recruits foster carers in the Midlands area. The service aims to be responsive to the commissioning requirements of Local Authorities mainly through the West Midlands Regional contract. The agency was successful in securing an ongoing contract with the West Midlands Regional Framework which is now overseen by Sandwell Children's Trust as of the 1st April 2020.

The foster carers are trained and supported by the fostering team and provide a positive experience of family life which aims to give the children and young people a stable base from

which to re-establish themselves in education, re-build relationships with their family, and develop their sense of self-worth. Foster carers are expected to complete their Training, Support and Development Standards within 12 months of their approval. New Routes Fostering is committed to providing ongoing training and development opportunities, regular support group meetings, out of hours support and supervision to enable foster carers to provide a high quality standard of care to children and young people who are the ultimate beneficiaries of the service.

The foster carer's skills, experience and ability to meet the specific assessed needs of the child or young person are all considered as part of the matching process. The matching of the carers' skills, knowledge and experience balanced with the needs of the child is vital to ensuring stability, thus minimising the potential of disruptions in the future.

A foster carer fee is provided along with a fee to cover the cost of caring for a child or young person. New Routes Fostering charges Local Authorities for the service it provides.

Many social events for the foster carers and children take place throughout the year and include a range of creative and educational workshops e.g. Missing and CSE workshops.

The foster carers and children continue to receive a quarterly newsletter which provides useful information and celebrates the achievements of both the foster carers and children and young people.

The key objectives for the Fostering Service:

- 1 **To recruit, assess and approve foster families.** New Routes Fostering offers a high quality service through the level of support and training provided to the foster carers. It ensures that foster carers are involved in the development of the service. There are sixteen approved foster carers in the service. Two new families were approved during the year 2019 – 2020. 2 households also retired from their role as foster carers this year.
- 2 **To provide well matched placements.** The service currently has 23 children and young people placed with our carers, ranging in age from 6 to 17 years. Of the 23 children placed we have 6 sibling groups consisting of 11 children and 12 single placements.
- 3 **To provide support to foster carers and children and young people.** During the year 2019 – 2020, the service has continued to support foster carers, each of them assigned their own allocated Social Worker. Regular contact through supervision visits and telephone support have been maintained. Social workers can also offer individual work to young people (this has been provided on a number of occasions to young people at risk of CSE). Social events e.g. Ice Skating and Tobogganing are also provided throughout the year.
- 4 **To monitor the progress of each child placed to ensure they are supported, guided and encouraged to reach their full potential in all areas of their life.**

Developments of the Fostering service

As mentioned previously, New Routes Fostering was inspected by OFSTED in January 2018 and was assessed to be 'good' in all areas under the new revised inspection framework that came into effect on the 1 April 2017.

New Routes Fostering continues to review, amend and implement changes or developments arising as and when and in accordance with the Fostering Service Regulations, National Minimum Standards 2011 and Safeguarding and Child Protection legislation.

New Routes Fostering panel membership is reviewed regularly and we currently have thirteen members on the 'central list' The breadth of experience and knowledge includes: foster carers, adopters, social worker and teachers with expertise in special education provision. There is a Medical and Legal Advisor.

The Fostering Panel continues to provide invaluable support. The Panel Chair is also involved in a forum which enables good practice to be shared with the agency in order to improve service delivery. 6 monthly panel business meetings are also held and attended by the Panel Chair and Vice Chair, both of whom are an asset to the panel and the agency.

New Routes Fostering remains committed to reviewing and evaluating the service. This includes consulting with the foster carers, staff and children and young people. A staff evaluation and development day is held annually, along with a carers development session. Children and young people are also consulted via questionnaires to ascertain their views on activities and the service provided and how this can be improved.

New Routes Fostering Service is a preferred provider of fostering services for the 'West Midlands Regional Framework Contract' which was renewed in April 2020 and is overseen by Sandwell Children's Trust. Referrals continue to be accessed via the West Midlands portal.

We continue to utilise social media platforms to raise the profile of the service.

Achievements:

CEOP Ambassador/Lead: A member of staff successfully completed the training in June 2019 and is now a CEOP Ambassador and will take a lead role in all child protection and safeguarding issues.

Therapeutic Input: The support of a Psychotherapist has been enlisted to provide training and individual sessions to foster carers as and when needed.

Clinical supervision for all Social Work staff took place on the 12th March 2020. Further sessions will be scheduled.

It is hoped that this will enable us as a team to draw on more therapeutic interventions to support carers who are caring for children with high levels of complex needs.

CSE Workshop: This took place with a group of young people on 28.10.19.

Men who Foster: A further session took place on 13.11.19. Although the numbers were low, the 3 males that attended found it beneficial and is a support group that will continue to be provided.

Staff Recruitment: We have been successful in appointing a new Social Worker.

West Midlands Tender: The application submitted was successful. This stands the service in good stead re: accessibility to referrals within all of the West Midlands Local Authorities.

Paperless Panel: The panel papers are now sent electronically via the Inspire database. This is cost effective, time efficient, offers increased security and is more environmentally friendly.

Publications and Materials etc: We now have a consistent form of branding which we can now take forward.

In moving forward, it is important to focus on the following areas for the forthcoming year:

Recruitment

Growth

Carer Retention

We continue to have a settled group of children, balanced with some new placements. Our strength lies in the number of long-term placements in continuing to provide a high level of stability for children within the service.

We have our branding and recruitment plans in place and are keen to progress with this. We have also enlisted the support of 3 foster carers who are also keen to assist with recruitment as they are best placed to share their experiences of fostering with prospective applicants.

Plans for the Fostering service for 2020 – 2021

- New Routes will continue to work to its core objectives of placing children and young people with families.
- New Routes is committed to the protection and safeguarding of all children who receive the service.
- New Routes will work to recruit, assess and retain a range of foster carers suitable to care for the range of children and young people in need.
- New Routes will comply with current legislation, regulations and practice guidance, and ensure regular review of practice, policy and procedures.
- New Routes will continually review service provision to maintain high quality and cost effective services.
- New Routes will continue to work within agreed financial parameters.
- New Routes will ensure staff, and foster carers are offered training opportunities and support, in line with service development requirements.

- New Routes will continue to work in partnership with foster carers to ensure compliance with the training standards.
- New Routes will work in partnership with Local Authorities to ensure that service provision meets the needs of looked after children.
- New Routes is committed to quality assurance and ensuring the consultation and participation of children and young people, foster carers, staff and stakeholders as and when required.
- New Routes will continue to recognise the achievements of the children and young people and foster carers.

Origins (Support after adoption and support after care)

The Origins service provides support after adoption and support after care for those affected by a childhood separation from their family of origin. The separation may have been through adoption or through being in care.

Father Hudson's Care recognises the lifelong impact of being separated from one's family of origin, both for the person concerned and for their relatives. It has a long tradition of childcare and preserves over 40,000 records on children going back to 1902. It believes in the value of treasuring personal histories and understands how looking back into one's past can enhance one's personal identity. It focuses on assisting adults to understand their childhood experiences, and the decisions made for them, and to gain knowledge of their origins. Reconnecting people separated from their family of origin can bring healing and can help people in moving forward. Although Father Hudson's no longer provides residential care for children or arranges adoptions, it remains committed to providing quality services for those with a childhood connection to Father Hudson's.

A fee structure (applicable to some areas of service provision and compliant with regulatory requirements) was implemented with effect from 1 April 2011. This is kept under review. Service users may, in addition, also choose to make a donation.

Origins, in its "support after adoption" services, recognises there can be a lifelong impact for all those connected to an adoption. Adoption laws have changed over the years to reflect the needs of various people connected to adoption. These laws enable them to apply to be put in touch with the relative separated by adoption. After Father Hudson's ceased involvement in 2009 in arranging adoptions, it registered as an Adoption Support Agency in order to continue to work with adults affected by adoption. Therefore, the quality of the work is regularly inspected by Ofsted, who have consistently judged the quality of the adoption support agency to be "outstanding", the highest rating. Through Ofsted inspections, the quality of the "Origins" post adoption work is measured against National Standards.

Support to Father Hudson's adoptive families with adopted children still under 18 is provided under a service level agreement, by another adoption agency that specialises in working with children in adoptive families. This is called Adoption Focus, which formed when Father Hudson's ceased involvement in new adoptions.

The following services are provided for adults:

- Information from the adoption records can be provided to all adults whose adoption was arranged by Father Hudson's. A portfolio is provided of information from the records which is shared by a social worker experienced in adoption.
- Intermediary (tracing & making contact) services provided by the agency are not restricted to adults connected to adoptions arranged by Father Hudson's. Birth relatives as well as adopted adults and their descendants or other relatives can apply for intermediary services under the law in England & Wales.
- If the agency did not arrange the adoption the agency has to try and identify any agency that may still have records of the adoption. However, even if no records are located, relatives can still be successfully traced. Due to the additional work involved in such cases a higher fee is charged.
- Once a relative is traced and contacted advice and support is offered to both parties, as contact is established and progresses.

Origins, in its support after care services understands the importance of being able to find out information about one's origins and about the period of time spent in care, so it provides an Origins Service to those who previously stayed in the various Catholic homes it was connected with, including those connected to former child migration schemes. It also recognises the importance of people's family history and so it can also help with providing family history information from the childcare records when the person formerly in care is deceased.

Sometimes, those formerly in the homes connected with Father Hudson's wish to visit where their former home was, and so those who would like to arrange a visit to our Coleshill base are welcomed. Assistance can also be given in tracing relatives and reconnecting with family members.

The key objectives for Origins

The key objectives for the service are:

- 1 As an Adoption Support Agency, to provide birth records counselling and access to information from adoption records for adults whose adoptions were arranged by Father Hudson's and also to provide intermediary services for anyone connected with an adoption who is legally entitled to such a service. In the last year there were a total of 141 new referrals to this service, in addition to ongoing work from the previous year. Of the new referrals, 85 were made by the adopted person, 16 were made by the adopted person's immediate family and 40 were made by birth relatives of the adopted person. Ofsted has rated the adoption support agency as outstanding in its last inspection.
- 2 To commission the provision of post adoption support to families and young people where the adopted person is under 18 and whose adopted family adopted through Father Hudson's prior to 2009. However, the numbers of those still under 18 are dwindling and in the last year, there were no requests for this service. The service level agreement between both agencies is reviewed annually and Ofsted regulates the agency providing the service, which has also been rated outstanding in its last inspection.

- 3 To provide services mainly in relation to accessing information from our records of those formerly in children's homes connected to Father Hudson's or those whose migration records we held. In the last year there were a total of 86 new referrals to this service. Of the new referrals, 31 were made by those formerly in the children's homes, 50 made by relatives and 5 made by others.
- 4 Other achievements during the past year include:
- Origins was represented at various national and local forums during the year, such as the Consortium of Adoption Support Agencies (CASA) and
 - Midlands Regional Professional Forum on Birth records counselling.
 - South East Post Adoption Network (SEPAN)

Plans for Origins in 2020–2021

- The Origins Service will continue to offer a professional service for adults previously in Father Hudson's Children's Homes, and for adults adopted via Father Hudson's Society, their birth families and immediate families.
- The Origins Service will continue to be extended to people without a former connection with Father Hudson's Society, in line with the service's expertise and regulatory remit, and subject to the fee structure.
- The Origins Service will continue to regularly review the Service Level Agreement with Adoption Focus to ensure the continued and appropriate provision of services aimed to support adoptive families with children under the age of 18 years, in cases where Father Hudson's adoption agency had approved and supported the adopters, and Local Authorities arranged the placements.
- The Origins Service will continue to comply with current legislation, regulations and practice guidance, and ensure that amendments and new guidelines are incorporated into practice, policy and procedures.
- The Origins Service will continue to work within agreed financial parameters.
- The Origins Service will continue to monitor and evaluate the service to ensure quality standards are maintained.
- The Origins Service will continue to ensure members of staff are offered training opportunities and support, in line with Service development requirements.
- The Origins Service will continue to co-operate fully with any safeguarding matters whether recent or non-recent.

Schools Family Support Project

Schools family support service was set up in 2006 to provide early intervention and prevention support to vulnerable children and their families. The service is embedded in Catholic schools in Birmingham, Newcastle-under-Lyme, Stoke, Stafford and Banbury. The benefits to schools are enormous and the service addresses wide ranging concerns faced by children such as: challenging behaviour, poor attendance, self-harm, parental neglect and abuse, domestic violence, parental separation, poverty and poor parental health. Schools recognise the importance of addressing such negative factors as they impact on children's emotional well-being and their educational attainment.

The team consists of a full-time project manager, senior family support worker, Data and Monitoring officer and family support workers. At the start of the year, 8 family support workers were delivering the service in 24 primary and secondary schools. By the end of March 2020 this had reduced to 20 schools receiving support from 7 workers. The schools involved have expressed a high satisfaction of the service and we hope to renew contracts in Birmingham, North Staffordshire and Banbury from September 2020.

Intervention and Support Needs April 2019 –March 2020

71% of vulnerable children and families living with adversity were supported on average for at least 10 months and 29% for over a year. Retention from children and families was high with 91% completing till the case was ready to close.

Direct 1-1 work with children has included: raising low self-esteem and confidence, reducing anxiety, building resilience factors and raising aspirations so that children can feel happier and safer and have improved life chances. The work with parents addressed housing concerns, poverty and debt, poor parental mental health, parental separation and improving parent – child relationships. The levels of need supported are shown below.

- 259 children and families supported, with 1 closed and re-referred within the year
- 30% casework with children and families in secondary schools and 70% within primary schools
- We worked with 57 complex cases (22%) that required the support from a team of professionals. These include: 29 Early Help, 17 Children in Need, 14 Child Protection, 9 Looked after Children.
- 43% of children/young people lived in single parent households
- 117 children (48%) needed support to manage behaviour
- 101 (41%) had difficulty with child-parent relationship
- 62 children from 56 families were currently experiencing domestic abuse or had experienced it in the past
- 81 parents declared depression or another mental health concern. This is likely to be an underestimate.
- Number of children presenting with anxiety = 125 children (51%), attachment 52 children (21%), low self-esteem 113 children (46%)
- 67 children (27%) from 58 families experiencing parental separation.

In addition to casework, 727 drop-in sessions were offered to 263 families offering a wide range of support. This equated to 606 hours to tackle issues early and quickly.

Group work delivered over the year by the team

The evaluation from group work was very positive, demonstrating increased confidence and problem-solving abilities in children. Parents who attended the Sparkles well-being parenting program made significant progress and were better able to make the home environment more positive for children.

- 28 primary aged children completed 3 Super Skills programmes to address anxiety
- 12 parents completed a well-being parenting course and 6 parents attended parenting workshops.
- 19 children attended 2 Bullying group programs
- 2 transition groups had 16 children completing.
- Drop-in support for families included Stay and Play, addressing practical issues e.g. breakfast, washing and SEN support.
- Transition groups supported 17 primary aged children.

Service satisfaction questionnaire

Workers have been proactive in getting feedback from children and families this year which resulted in an 49% increase from last year. Over half of the families we supported have provided feedback (78/151). 96% (110/115) of responses rated the service as good or very good.

Outcomes Stars: an evaluation monitoring outcomes-based tool

23 'My Stars' for primary aged children were completed, allowing a comparison between first and last Star. The areas of greatest positive change were reported in feelings and behaviour, confidence and self-esteem, and education and learning. The area of least change was being safe. For 17 completing teenagers, the greatest positive changes were in safety and security, well-being, citizenship, and family and key adults.

Report on the plans for the Schools Family Support service in 2019 –2020

1 Promote the service and increase the number of school contracts

This year we experienced a high number of contract losses with 4 schools either withdrawing or not renewing. One contract was gained in Birmingham. Despite discussions with a number of schools, there was no further uptake of the service.

2 Work with the fundraising team to secure funding for core costs.

Working the senior Fundraising officer, several grants were explored but It has been a challenge to locate funding that meets the criteria of funders. We were successful with a small grant from Baron Davenport charity of £1000 that contributed to support the project's core costs.

3 Improve knowledge, skills and practice for best practice

All staff had an update of Safeguarding and Child Protection training. other training undertaken by individual staff included: Super Skills for Life and Sparkles for parents' well-being. The team worked together to develop a well being program for parents which is in progress. The team meetings have provided an opportunity to share and exchange practice and knowledge.

4 Increase the completion of outcome stars to evidence impact.

The star is an outcomes-based monitoring tool. This self-assessment tool measures the journey of change using an initial and final star as a minimum. Some progress has been made to identify four key areas of need that can be measured. The four areas are: mental health and well-being, behaviour, relationships and education and learning. However, the number of children and families completing star assessments remains too low to evidence impact for the whole service, even though we know that significant impact is being made in those key areas.

5 Explore use of digital technology for feedback.

Digital survey feedback was developed and trialled. There was little response from young people and the decision was made not to proceed further with it as greater response was being received through paper version.

Objectives for 2020 –2021

- 1 Promote the service and increase school contracts.
- 2 To continue to offer a professional service to schools.
- 3 Improve knowledge and skills for best practice.
- 4 Improve data collation to evidence impact and outcomes.
- 5 Increase the completion of feedback forms from children and parents.

Father Hudson's Care – Community Projects

Father Hudson's Care works in collaboration with partners and local communities to reach out and support those in need. Each partnership community project has its own local focus, identity and governance structure. Volunteers are at the heart of service delivery, with a majority of projects also having a core staff team. With major growth in the number of community projects over the last 3 years, the current strategy is to ensure projects continually adjust and develop in response to an increase in demand for services, whilst recognising the reduction in funding opportunities in an increasingly competitive funding environment. During 2019/20, eight community projects were delivered as part of the Father Hudson's Care charity, with 33 staff and 271 volunteers reaching out and supporting 3366 individuals in need. In addition, during this period we have supported 6 local small charities/community projects including in the areas of employment and HR, management, governance, funding, finance and policy, employing 13 members of staff on behalf of these charities. These have supported a further 2630 individuals in need.

Reaching out to REFUGEES, ASYLUM SEEKERS AND MIGRANTS

During 2019/20 we have supported 3026 refugees, asylum seekers and migrants through our partnership community projects delivered as part of the Father Hudson's Care charity. We promote the ethos of 'Welcome the Stranger', helping those in crisis as well as supporting for the long-term. This area of our work has grown over the last few years as we have responded to the increasing numbers of people in destitution.

Our largest community project is Brushstrokes. Delivered as part of the Father Hudson's Care charity, the project is a partnership with the Infant Jesus Sisters, the parish of St Philip Neri and the Sisters of Our Lady of Charity of the Good Shepherd. Based in Smethwick and covering Sandwell, West Birmingham and surrounding areas, the project provides comprehensive support to refugees, asylum seekers and migrants through advice and outreach including immigration, welfare and housing; provision of practical resources including food and clothes; education and employment support including accredited English and job clubs; community activities including a community café and social groups. We are the leading organisation in the local area providing this specialist and holistic support.

With 20 staff and 60 volunteers, supporting over 2000 new and existing clients, during 2019/20 the Brushstrokes Community Project key achievements have been:

- Managing the successful move and opening of new premises in August 2019 with minimum disruption to services or loss of clients.
- The official opening and 20th year anniversary celebration for Brushstrokes bringing together a wide group of supporters, funders, volunteers and representatives from the public and voluntary sector.
- Securing funding for an Immigration adviser and 3 years continuation funding from Sandwell Council for this work – essential for our target group.
- A new asylum support project providing specialist outreach and support to singles in HMO accommodation in Smethwick. This project is creating solid evidence of the benefits of our outreach approach.
- New monthly outreach clinic in West Birmingham for a refugee welcome project increasing access to advice for vulnerable migrants.
- Securing Home Office funding to support vulnerable EU nationals to apply for settled status and further developing our strong track record in partnership working by delivering this together with 3 smaller organisations in Sandwell. This enables vulnerable EU nationals to be able to access free advice to apply for status to remain in the UK.
- Involvement in a Home Office early working group, sharing our experience of asylum early action and the asylum guides work alongside Refugee Action.
- Through our involvement on the steering group of a Local Authority, West Midlands Funders and key 4 other voluntary sector organisations we have contributed at two regional West Midlands Funders and migration events.
- Brushstrokes has cemented its role in Sandwell and seen as a strategic partner in the development and understanding of work on migration in the Borough. We have been part of

bid development and subsequent delivery of two Controlling migration fund projects in Sandwell, now sit on the advice services redesign group and Sandwell New Arrivals Partnership.

- We have created opportunities for service users to share their experience and inform service development and delivery this year. Four of our service users spoke at the Asylum Early action launch event in April 2019. Several are involved in the experts by experience reference group for the asylum early action project nationally; Volunteers and service users spoke at our AGM in May and the Official opening of the new centre in October; Through regular focus groups they are informing service delivery and development.
- Development and delivery of a new Occupational English Language Test (OET) course for migrant health professionals in response to demand from students and our NHS partner.

During 2020/21 Brushstrokes will provide:

Leadership and co-ordination of services for new arrivals in Sandwell and West Birmingham. We will share good practice and services with other community organisations and create opportunities for new arrivals' voices to be heard in commissioning, service review and policy discussions.

A comprehensive support service focusing on crisis prevention that welcomes and supports vulnerable new arrivals. After support, individuals will be able to take action independently to access information, advice, local services and entitlements.

Proactive outreach and home-visiting to ensure the most vulnerable adults and families isolated in their homes can receive orientation, services, information and support to get out into the community.

Practical support to address destitution, improve health and wellbeing and enable connections with other new arrivals and the wider community.

- Develop English, ICT and employability skills to help newcomers fulfil potential and integrate.
- Creating opportunities for volunteering, training and the sharing of skills and stories of migration.

Our Newcomers Development Officer has delivered talks and workshops on refugees, asylum seekers and migrants to 5 schools and 14 parishes across the Archdiocese of Birmingham during 2019/20, helping to initiate new social action to welcome newcomers. Our communications officer has worked with this project to produce a toolkit for parishes wanting to work with this target group. This toolkit is now on the Caritas website. We continue to be the accountable body for BRAID, a group of volunteers from the congregation in Blackfriars, Oxford who have welcomed a Syrian refugee family through the community sponsorship programme. These areas of work will continue during 2020–21.

In September 2018 we opened our new 3 bedroomed accommodation project, Sophia House in South Birmingham, as part of the Father Hudson's Care charity, in partnership with the Sisters of Our Lady of Charity of the Good Shepherd and St Brigid's Parish. 4 single women have been housed in 2019/20, which provides safe and supportive accommodation for women who either have newly acquired refugee status or who are more vulnerable. Priorities for 2020–21 include increasing the number of referrals and the team of volunteers.

Operating as part of the Father Hudson's Care charity, Fatima House in central Birmingham is a collaborative project with the Columban Missionaries, a local parish, Caritas Archdiocese of Birmingham, The St Vincent de Paul Society and the Archdiocese of Birmingham. The project provides short-term accommodation to up to 9 female asylum seekers who are destitute. During 2019/20 Fatima House supported 12 women with a safe place to stay, a small destitution fund, day to day support from the Columban Missionaries and access to counselling. The SVP will kindly continue to provide support to the ladies in 2020/21 for 6 months a year through the destitution fund and the project's budget will cover the other 6 month period. Through Community Fund Awards for All funding, the ladies have been able to improve the garden area at the back of the building. The management committee are keeping up to date with the developments for the Diocese in terms of Parish sites across the city to safeguard the project for the future.

In addition to supporting refugees, asylum seekers and migrants through community projects operating as part of Father Hudson's Care, we also provide HR, management and governance support to the independent charities St Chad's Sanctuary, Birmingham and Hope Community Project, Wolverhampton who also provide services for these groups.

Reaching out to OLDER PEOPLE

During 2019/20 we have supported 315 isolated older people through our partnership community projects delivered as part of the Father Hudson's Care charity. Our largest community project specialising in supporting older people is Young at Heart in North Staffordshire. Young at Heart reaches out to isolated older people providing lunch groups, friendship groups, home visiting, befriending, volunteer-led gardening and a specialist project targeting older men. The project is working in partnership with Methodist Homes Association and three local parishes.

During 2019/20 Young at Heart supported 103 volunteers to support 315 beneficiaries and facilitating 19 separate social groups to take place. Over this 12 month period the project has successfully reached out to more vulnerable elderly residents. The project is achieving its Lottery targets and we are in a good position to secure further Lottery funding when the current funding ends in November 2021. We are learning a great deal from our Men's project and how to engage effectively with this target group. The project was also successful in securing an additional £100,000 from the Denise Coates Foundation over 4 years from April 2020.

As a result of the Pandemic, a key longer-term priority for 2020/21 is to enable our clients to come back out to social groups when the government advises this. We are also keen to explore more use of digital applications for our clients to stay in touch with people in the coming 12 months. We will also continue to develop our application to the Lottery for further funding for November 2021.

The delivery phase of the Embrace project finished in the Worcester Diocese in March 2019. Following this, Father Hudson's continued to work with CSAN and in December 2019 the project's toolkit, 'Reaching Out'. The toolkit features case studies from Worcester and practical tips for parishioners seeking to support local elderly people. The toolkit can be found on the CSAN website.

In addition to supporting older people through community projects operating as part of Father Hudson's Care, we also provide HR, management and governance support to the independent charities Maryvale Community Project, Birmingham and Hope Community Project, Wolverhampton who also provide services for older people.

Reaching out to people experiencing HOMELESSNESS

Four of our partnership community projects, delivered under Father Hudson's Care, reach out to those who are destitute and experiencing homelessness. Tabor House, Fatima house and Sophia house all provide accommodation directly to vulnerable individuals who would have otherwise been homeless; we have supported a total of 40 individuals during 2019/20 in this way. In addition our Brushstrokes project provides food and clothes to those who are destitute, as well as providing housing and welfare advice and casework to those who are homeless or at risk of homelessness.

Tabor House, Birmingham's permanent night shelter for people experiencing homelessness, operates under the Father Hudson's Care charity as a partnership project on behalf of the iShelter management committee. The project provides short-term shelter, safety and personalised support to people experiencing homelessness with the goal of working with them so they can move towards independent living.

In 2019/20 Tabor House increased its bed capacity to 11, providing short-term shelter to 42 people experiencing homelessness over this period. 20 of these 42 have moved on to independent living and employment. The project has continued to champion a personalised service responding effectively to the individual needs of each guest. The staff team have been consolidating the procedures and practices of the project and now have an active volunteer team of over 100 individuals. In December 2019 an Impact report was completed showing that 52 people had benefitted from the project in its first 2 years. 26 of these 52 had moved themselves on to their own accommodation with employment. iShelter management committee is keen to grow its footprint and provide transition accommodation for more people experiencing homelessness. At the time of writing, the priority of 2020/21 will be to ensure the ongoing viability of Tabor House itself as a result of the COVID-19 restrictions.

In addition, St Chad's Sanctuary, Birmingham, whom we provide HR, management and governance support provides food, clothes and other items to those who are destitute and homeless targeting asylum seekers.

Reaching out to WOMEN

A number of Father Hudson's Care community projects provide services and accommodation specifically targeted at women. This includes Fatima House (accommodation for destitute female asylum seekers) and Sophia House (accommodation for vulnerable female refugees).

Father Hudson's Care provided governance and HR support to the independent charity Anawim, Birmingham. This innovative charity provides positive choices for women who are involved in the criminal justice system. Father Hudson's CEO chaired the Anawim Board and was a member of the

Finance subcommittee; Father Hudson's HR manager was an adviser to the Board and she and her team provided a full and comprehensive HR service to Anawim. As part of his chairing role the CEO met with a number of potential new Trustees, as Anawim has continued to diversify its Board membership.

Working with the Anawim Board and senior management a plan was put in place to enable Anawim to become more independent as a charity both with regard to its HR support and the chairing of the Board. This also required some changes to the Articles of Association and some reflection on how the ethos of the partners could be embedded within this developing charity. The sisters of our Lady of Charity of the Good Shepherd and the CEO of Father Hudson's met on a number of occasions to further articulate the key elements of the ethos. This was then shared with the governance working group of the Anawim Board. In order to be able to step down from membership of the Board and chairing of the Anawim Board the CEO of Father Hudson's recruited three new FHC representatives for the Anawim Board. These were approved by Father Hudson's Board of Trustees in February 2020. This was an important element of Father Hudson's continuing support for Anawim, once the CEO of Father Hudson's stepped down from the chairing of the Board in March 2020.

In February Anawim appointed a new COO with responsibility for HR; by the end of March all HR functions were provided internally at Anawim. Father Hudson's remains involved with the governance of Anawim, as do the sisters of our Lady of Charity of the Good Shepherd. Both Foundation partners approved several changes to the Articles, including the creation of a Deputy Chair role and an increase in membership of the Anawim Board. Both partners continue to work with the governance group as it seeks to find ways of ensuring the ethos built up over the last 30 years remains fundamental, as Anawim continues to diversify and move forward.

Support for other groups and charities

Father Hudson's Care provides support to other groups and charities in the Diocese, putting the Catholic Social Teaching principle of subsidiarity into practice. We work with the following independent charities, carrying out their employment and HR functions, and providing general support and guidance in key areas including governance, management, policies and procedures, training, finance and funding:

- Hope Community Project, Wolverhampton. A partnership with the Infant Jesus Sisters for over 30 years, the project aims to seek out, reach and support the most isolated, vulnerable and disadvantaged people in the community with services including 1-1, group and residential work with young people; a lunch club and befriending group for older people; English for Speakers of Other Languages and community cohesion activities.
During 2019/20 Father Hudson's Care have supported the project to recruit 2 new members of staff and to induct the new Project Manager.
- Maryvale Community Project, Kingstanding, Birmingham is a parish partnership project which aims to build community cohesion and overcome barriers caused by poverty, ageing and disability. The project delivers services for the elderly through a weekly lunch club, outreach and telephone befriending, and runs a social group for adults with learning disabilities. During

2019/20 Father Hudson's Care have been supporting the project in applying for charitable trust and grants.

- St Chad's Sanctuary, Birmingham is a partnership with the infant Jesus Sisters, the Salvation Army and the Archdiocese of Birmingham. Father Hudson's Care have previously supported this charity, from December 2018 we have increased this support to include HR, employment and management support. We now employ 5 staff on behalf of the charity, have focused on providing HR and governance support and supported the project in applying for charitable trusts and grants.

We also provided HR, payroll and governance support to the charity Anawim in Birmingham as detailed above, governance support to the Heart of Tamworth charity and are part of the committee for the parish project North Staffs Linkline. Father Hudson's Care are active management committee members of Caritas Archdiocese of Birmingham and carry out the administration and marketing functions for this network.

Impact of the pandemic, March 2020 onwards

The impact of the pandemic was felt initially and in a major way in the Adult care services. Early in March the decision was taken to close St Joseph's Care Home to any family or activity visitors; on 23 March the decision was taken to close the Day service centre. Across Adult care the sourcing and use of PPE became vital; no expense was spared in ensuring that clients and staff would be safe. All staff were encouraged to isolate for two weeks if they were symptomatic in any way, on full pay, in order to ensure no one would feel, for economic reasons, that they had to attend work. The managers of all services had both to ensure safety and sufficient staffing – clear communication and the maintenance of calm resulted from the excellent managerial approach. Many of Father Hudson's staff work in the Adult care services, in residential settings, and they knew that their work had to continue in order to look after the residents and tenants in their care. They rose to the challenge.

The Family Support in schools' team and the New Routes team were able to successfully reshape their service in order to work from home.

It was necessary to furlough some staff in various services, in many cases because of shielding issues. However, overall, this was a very small number of staff. Some were furloughed because there was insufficient work that it was possible to do because of the lockdown and its impact on normal services– so much of which was face-to-face, individual , client– home or service–centre based, and group work.

The creativity and proactive approach taken by the Children and families' services and the Community projects resulted in all services reshaping and continuing, either fully or partially by the end of March. Next year's report will cover this in greater detail. A number of staff in the Community projects, particularly 'Young at Heart' and Brushstrokes were able to continue delivering a vital service to their clients from home, coordinating through Teams and Zoom videoconferencing and the use of social media ,as well as some essential centre and home delivered destitution support. This included the provision of vital advice services.

The Origins service, where many of the clients are elderly and needed the service to be available when they needed it, continued and it was able to do so without diminution.

As detailed in another part of this Annual Report 'Teams' meetings were immediately put in place using videoconferencing, resulting in a coherent approach, team working, mutual support and good communication.

Next year's report will provide many instances of how this developed from April onwards.

Fundraising, Communications and Marketing

Total voluntary income was £778,123 (2018-19: £770,167). Most voluntary income comes from five sources: individuals, companies, parishes, Catholic schools and trusts.

Individuals

Legacies continue to make up a considerable proportion of Father Hudson's voluntary income particularly with a notified substantial legacy receivable of £220,000. Although legacy income can be hard to predict it can be attributed to positive publicity and increased relationships with our supporters.

The response to the quarterly appeal mailings was positive with a growth in income of 17% compared to last year. The number of gifts received remains the same with an increase in the value of gift donated. The team have continued to promote gift aid where possible.

Events

Two members of staff and Fr Michael White took part in the 100-mile Birmingham Velo bicycle race raising £2,500 between them.

The team also supported two concerts in aid of Tabor House; these were a concert by the Stourbridge Performers Group which raised £400 and another by Aston Music Society raising £200.

In the Summer, a resident of St Catherine's Bungalows ascended Mount Snowdon by train to meet two members of staff who were sponsored to climb the mountain on foot. The team also supported another successful fete in 2019 with £500 received from the Midlands Metro Mayor to help cover costs.

Unfortunately, the anticipated 116th Annual Father Hudson's Ball had to be cancelled due to the development of COVID-19.

Companies

The Birmingham Insurance Institute raised £4900 from their Charity of the Year activity culminating in a three-peaks climb from their president Rachael McNamara who raised £1500. Our Community Projects continued to attract local corporate support with Lambe Construction launching a crowdfunding campaign for Tabor House and Central England Co-op donating over £2,000 to Brushstrokes. Gifts in Kind also remains a popular way of corporate support with local company AX donating Easter eggs to St Josephs, New Routes and our Family Support team in schools. We also received food donations from Morrisons and Sainsbury's and a request in the

Birmingham Mail from their restaurant critic resulted in free meals over the Christmas period every Wednesday for our Tabor House residents.

Parishes

Parish collections remain an important source of our voluntary income. This year we focused on increasing gift aid contributions through the redesign of our gift aid envelopes for the annual September collections. This was received positively with a marked increase in the number of completed envelopes returned. Our work with Parishes also enabled us this year to focus on increasing awareness of our New Routes Fostering Service, marketing for St Josephs through a specially designed poster for Parishes and general awareness of the charity.

Catholic Schools

Unfortunately, due to the COVID-19 our planned Good Shephard Masses for schools had to be cancelled this year. Despite this our School and Parish Engagement Officers have continued to work hard raising awareness of our work across schools in the Archdiocese. Over 40,000 Good Shepherd boxes were distributed in January to 167 schools and over 50 assemblies were delivered during Lent 2020 focusing this year on the work of Brushstrokes and our support for refugees. The result of this work will be reflected in school income later in the 2020 financial year once income can be collected.

Primary schools have also continued to support the charity through local events such as St Augustine's School in Redditch organising a supermarket bag pack and St Anthony's in Chelmlsey Wood donating items to Tabor House.

Walk a Mile in their Shoes has continued to gain interest with local senior schools through online resources and is an area of development for the next financial year.

Trust and statutory fundraising

Working with colleagues across the charity, we achieved significant successes in trust and statutory fundraising during 2019–20, receiving grants from 25 funders. The projects receiving the largest sums were Young at Heart, Family Support work in schools, Brushstrokes, Tabor House and St Catherine's Day service who received funding to build a new Sensory Room.

Regulation and complaints

Father Hudson's Care is registered with the Fundraising Regulator, follows the Regulator's Code of Fundraising Practice and abides by its Fundraising Promise. Father Hudson's Care received no complaints about its fundraising practice during 2019–20, either internally or through the Regulator. GDPR guidance has adapted the way we need to communicate with our supporters asking them to 'opt in' to receive correspondence with us. When we ask individuals for donations, we do so gently by letter. Supporters have the option to request no further mailings and we abide by such requests immediately. We are particularly aware of the need to protect our most vulnerable groups through our fundraising activities and have adapted our policies and procedures in accordance with this. We do not make unsolicited asks over the phone and full fundraising requests are made in writing with the consent from those who have previously supported us. We also ensure that any fundraising staff or volunteers have been DBS checked prior to contact with our supporters and are aware of our bullying and whistle blowing policies.

Communications and Marketing work

The team have continued to work hard to promote the charity through a variety of channels. New marketing materials developed this year include an increased range of downloadable community fundraising resources as well as support to New Routes fostering with their publicity materials and a new wallet sized card promoting Tabor House. Our Communications work included multiple newspaper articles, advertising, newsletters and work online. We have also worked in partnership with Caritas and the Diocesan website to further promote our stories there.

The last year has seen particular growth in our social media accounts with a 15% increase in the number of followers. The team have also supported our Community Projects teams in developing their social media accounts to further extend our growth.

Financial review

Financial Results for the year are shown in the Statement of Financial Activities (SoFA).

The SOFA shows that a high proportion of the Society's income is in the form of fees towards the cost of services. Such fees are charged for provision of residential and day care, and fostering services. They are paid by local and health authorities and in the case of residential care may be partially or fully paid by private individuals. The fees received for such services do not cover the full cost of provision of the services. The shortfall is met from voluntary income and reserves.

Projects (Origins service and Community based projects) which attract no fee income are supported from the Society's fundraising efforts and investment income.

Staff costs are by far the biggest item of expenditure for the Society. Father Hudson's strives to give residents, clients and service users the highest standard of service and care and relies on the hard work and dedication of its staff for that. It operates in a very competitive environment for staff and therefore offers staff competitive rates of pay and fair leave and sickness benefits. Father Hudson's also offers all staff membership of a pension scheme. All staff undergo a formal induction programme, have regular supervision and staff meetings, and receive staff newsletters.

Inflation is an issue for Father Hudson's with major costs on gas, electricity, water and food continuing to increase. Local Authorities which are under financial constraints are not generally offering increases in fees in line with headline inflation, and certainly not in line with the specific inflation incurred with social care projects. Whilst Father Hudson's has made some considerable progress in reducing operating deficits, the present economic climate makes further progress difficult without impacting quality of service which is not acceptable to Father Hudson's.

Father Hudson's has centralised administration functions covering accounting and cash and investments, personnel management, fundraising and estates management.

The SOFA shows a net increase in funds of £739,080 before net losses on investments and investment properties of £722,052. The Society's quoted investments are shown at their market value on 31 March 2020 and are held for the long term to generate income to support the mission

of the Society and it is not the intention of Father Hudson's to liquidate them to any significant extent in the short term. Note 20 gives full details of the movements in the assets and liabilities of the Society's pension scheme, in accordance with the disclosure requirements of FRS102. The nature of the assets held by the scheme and the liabilities of the scheme can lead to volatile results. The Scheme closed to future accrual on 31 July 2017.

During the year, the Society's property known as St Andrew's House Coleshill was sold giving rise to a profit on sale of £763,933. £151,716 of the proceeds were reinvested in a long leasehold flat.

F.H.S. Projects Ltd, a wholly owned subsidiary company, formed to undertake building development and trading activities, was dormant throughout the year. It has no employees and the directors receive no remuneration. Its existence continues to be kept under review.

Reserves and Reserves Policy

The trustees of Father Hudson's have established a reserves policy which reflects the long term nature of much of the work of the Society. Father Hudson's provides residential care to vulnerable adults, most of whom would expect to stay in the Society's care for the rest of their lives. Additionally Father Hudson's has a long history of residential care to children and young adults, and of adoption services. This history carries with it an obligation, both legal and moral, to assist those who were in our care, or were adopted, their birth families and adopters to explore their past, learn reasons why decisions were made and increasingly bring parted relatives together. Adoption records must now be kept for a minimum of 100 years and there is an obligation on Father Hudson's to offer a post adoption service to those involved in the adoption process throughout their lives.

The reserves of Father Hudson's are made up of five types of funds:

- Expendable endowment funds.
- Restricted Funds.
- Designated Funds.
- Free reserves.
- Pension Reserve/(Deficit)

The total reserves at 31 March 2020 were £9,260,302, of which £1,456,313 were restricted and not available for general purposes and £2,694,625 were designated.

Expendable Endowment

Expendable endowment funds comprise the value of lands in Birmingham and Coleshill purchased by Father Hudson for the charitable objects of the Society. When such lands are disposed of, the net proceeds are also held in expendable endowment. Expendable endowment funds are held as capital funds but may be expended at the discretion of the trustees. The income from the endowments is used to support and develop the activities of the Society.

Restricted Funds

Restricted funds comprise grants or donations made to Father Hudson's for specific purposes. Such funds usually have to be accounted for in detail to the funder and are not available to be spent on anything other than the donor's intention. Restricted funds include donations towards the capital cost of certain assets purchased by the Society. Such funds are transferred to free funds at the same rate as the depreciation on the associated asset.

Designated Funds

Designated funds are funds set aside by the trustees for specific purposes, or because such funds are unrealised or not capable of being realised in the short term. The property fund is the capital value of property and fixtures held for charitable use by Father Hudson's outside of the endowment fund, and as such is not available for general use. The fair value reserve represents the unrealised revaluation gains on the Society's investments, and being unrealised is unavailable for general use.

Free Reserves

Free Reserves are those funds available to meet the day to day needs of the Society's work. The trustees have decided that given the long-term commitments in the Society's work, the fragility of external funding for some of its projects and the uncertainty of voluntary income and legacies, free reserves should be held for not less than 3 and not more than 6 months expenditure. At the balance sheet date free reserves amounted to £1,257,891, equivalent to 2.3 months unrestricted expenditure. However unencumbered reserves, for this purpose defined as the sum of the expendable endowment and free reserves amount to £6,747,312 which equates to 12 months unrestricted expenditure.

Pension Reserve

The pension reserve/(deficit) represents the surplus/(shortfall) in funding of the Society's Pension Scheme as calculated annually by the scheme actuary in line with the requirements of Reporting Standard FRS102. The valuation is a snapshot on a particular day and can vary significantly from year to year, and is sensitive to relatively small changes in interest and discount rates.

Investments

Father Hudson's has an investment portfolio, the income from which is used to support the work and the administration of the Society. The fund is invested in quoted shares, fixed interest gilts and bonds rated A or higher, property funds and cash. The investment objectives are for a secure level of income together with some capital appreciation in order to maintain the real value of the fund. Smith Williamson Investment Management LLP manage the portfolio on a discretionary basis. The trustees have developed a social, environmental and ethical policy for the portfolio. Any investments which do not comply with the policy are divested as market conditions allow. The

portfolio is held for the long term, and the trustees believe that the structure of the portfolio is broadly in balance with its objectives for the long term.

The investment managers use the MSCI WMA Balanced Index as a guideline against which to assess the performance of the portfolio although they are not required to rigidly adhere to the Index. During the year ended 31 March the portfolio total return (loss) was (10.97%) and the Index total return (loss) was (7.93%). Due to the decline in global markets shortly before 31 March the portfolio incurred unrealised losses of £704,611 of which £300,848 were endowment funds and £403,763 were attributable to general funds.

Objectives 2020/21

- To work with investment managers to minimise the capital risk within the investment portfolio, whilst maximising the income potential.
- To continue the review of internal controls and governance to ensure application of best practice.
- To review the cost base of Father Hudson's to ensure optimum efficiency in the use of Society funds.

Structure, Governance and Management

Constitution & Governing Document

Father Hudson's is a charitable company limited by guarantee, incorporated on 22 July 1982 and registered as a charity on 15 September 1982, to continue the work started by Father Hudson at the beginning of the 20th Century. It was established under a memorandum of association which established the objects and powers of the organisation and is governed under its articles of association. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2020 was 14 (2019: 14).

Recruitment, Appointment and Training of Trustees

Nominations for trustees have been made by existing trustees and other supporters of the Society. Father Hudson's has also successfully advertised for trustees to replace retiring trustees. Appointments are made by the board with the approval of the President in line with identified skills gaps in the existing board or through retirement. New trustees undergo a formal induction, managed by the Chief Executive, into their responsibilities, the varied activities and the ethos of the Society. Professional advice is made available to the trustees at all times and appropriate trustee training is provided.

Organisational Structure

The board of trustees has established sub-committees to examine areas of work in more detail and to advise the executive and report to the full board. Occasionally the board delegates specific issues and decisions to sub-committees when deemed appropriate. The board of trustees sets the strategic direction of Father Hudson's and approves annual budgets. Implementation and day to day management is delegated to the Chief Executive and through him to the senior management team. The board constantly reviews its governance structure to ensure that it complies with best practice and is committed to achieving compliance with the Good Governance Code.

Employee Involvement and Employing People with Disabilities

We are committed to transparency in our work and to include employees in our decision. We communicate with employees through day to day line management and supervision meetings and away days. We also communicate regularly via internal publications including our monthly "Hudson Headliner" and by email.

From May onwards all services and departments were involved in the preparation of the Father Hudson's three-year strategic plan ; they were asked to work with their staff teams, including volunteers to review current objectives and agree main objectives for the following three years. These were then collated and presented to the trustees before their strategy day in October and then developed further between October and the February Trustees' budget meeting.

During the year a Diversity and Inclusion group was established, facilitated by the Head of the Children and Families' department; membership of the group was widely publicised and was not by appointment. An initial survey was carried out of the whole staff team, both online and with paper versions available. Training was booked, provided by an external agency. Due to the pandemic the training agency sessions were cancelled, and the group's objective switched to identifying online training in the knowledge that the possibility of face-to-face training is unpredictable.

Two of the key support functions are directly accessible to staff and regularly used by staff. Staff know that they can contact HR directly and HR know that they have a mediating role within the organisation. Staff use this option. The Finance team is regularly contacted directly by staff who know that they are approachable, and that the organisation operates with the limited bureaucracy that is necessary.

For some time, the organisation has wanted to improve the coordination of training– a challenging task in terms of the very different needs of the many services. During the consultation described above the creation of a post of Training coordinator was discussed, a job description prepared and revised, and the post was costed. In the light of the financial position of Father Hudson's it was not possible to fund this post in the current climate, however the Trustees agreed to making the HR manager's post full-time and to have as one of its key objectives Training coordination across the organisation. She immediately began liaising, with the Head of Adult care initially, and then created the Training coordination group, involving staff from across the departments.

The Trustees as a result of the consultation also agreed to significant investment in HR software that would improve communication between the departments, and also on new software for the Adult Care services. All of this with a view to improving internal communication and recording. A great deal of time is spent on internal communication with staff; the Trustees are aware that in an organisation as diverse as Father Hudson's it is vital that each service becomes aware about other services the organisation provides. The Communications and marketing officer has developed the Hudson Headliner as a monthly publication with involvement of all departments. It was decided, following on the pandemic, to increase communication with all staff, including those on furlough about what was happening in each department, and highlighting well-being resources.

As part of this the CEO records a weekly short video focusing on the work of each of the services and news from across the organisation more generally.

The quarterly Managers' meeting has grown in strength each year with over twenty project and service managers meeting. A key part of these is the small group work where people are consulted on a particular issue. These issues and their responses are collated and form part of each SMT meeting, leading to change and improvement.

The decision was taken to move to Office 365 and to update all the hardware and software across the organisation, at considerable cost. This was implemented between December 2019 and March 2020. Training was given on the use of Teams as an important instrument for improving communication across an organisation that is geographically dispersed. This immediately bore fruit in March, and subsequently, with the creation of many new Teams meeting regularly, involving cross sector groupings e.g. the daily Adult care managers meeting included the four service managers, the Head of Adult care, the CEO and all members of the HR team; an extended SMT meeting was also instituted several times each week. Similar meetings were established with the Community project Leads and CEO, facilitated by the Deputy Community projects' manager, and also the North Staffs 'Young at Heart' team, the CEO, again facilitated by the Deputy. These are a few examples. This work will be built on, even after it will be possible to return to face-to-face team meetings, taking into account the benefits to the environment, best use of time, greater frequency, and increased teamwork.

What has been very noticeable is that the new software has been well used, whereas sometimes in organisations it is not (people stay with old practices), and indeed during the pandemic Trustees also have got used to meeting regularly online and have seen the benefits of this.

The charity will not discriminate against a person with a disability for a reason that relates to their disability, or treat them less favourably than a non-disabled person. The charity will conduct an individual risk assessment for every employee with a disability. This will identify any reasonable adjustments it needs to make in the work place, or job, in order for the person to contribute fully to the work of the charity.

Relationships with related parties and other charities

Father Hudson's owns 100% of the issued share capital of F.H.S. Projects Ltd, a company registered in England and Wales no. 3720516, whose main activity is the development of property for use by the Society. All profits within F.H.S. Projects Ltd are donated to Father Hudson's under Gift Aid. The company is currently dormant and so consolidated financial statements have not been prepared.

In 2009 the trustees transferred adoption work to a new independent non-denominational Charity, Family Society – Adoption Focus. This is a completely independent and separate charity. Family Society – Adoption Focus undertakes some adoption support work on behalf of Father Hudson's Society. Father Hudson's provides certain administrative support. All such arrangements are undertaken for fees agreed on an arm's length basis.

Father Hudson's has employed the services of Wentworth Employee Benefits Ltd (Wentworth) in the design and implementation of a Group Personal Pension Scheme. Three of the directors of Wentworth are related to a trustee of the Society. Fees to Wentworth have been agreed on an arm's length basis and the trustee took no part in the decision to use Wentworth nor in the fee negotiations. At 31 March 2020 fees amounting to £1,800 had been paid or accrued to Wentworth. Wentworth also act as advisors to the Trustees of the FHS Pension Scheme.

Father Hudson's has close relationships with a number of other religious charities with whom it collaborates in the delivery of services in Community based projects. In each case there is a written collaboration agreement.

Governance and Internal Controls

The trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of Father Hudson's and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of Father Hudson's and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The systems of internal control are designed to provide reasonable, but not absolute, assurance against material misstatement or loss. They include:

- A strategic plan and an annual budget approved by the trustees.
- Regular consideration by the trustees of the financial results, variances from budgets, non-financial performance indicators and benchmarking reviews.
- Delegation of authority, segregation of duties and formal supervision structures.

Review of Strategic Management 2019/20

Risk assessment review 2019 – 2020

and Management of risk 2020–2021 for FHC Annual report

Please note that the following assessment is a stoic view based upon the possible, rather than probable, impact of the pandemic. FHC has demonstrated in the past great resilience in the face of financial and other challenges and is a stable charity in unstable times

Risk	Risk at the start of year	Risk at the end of year
Reputation for safeguarding children, young people and vulnerable adults		
Non inspected services	Low	Low
Financial management –income generation and expenditure control		
St Joseph's – occupancy increased significantly, particularly in the second third of the year, allowing the Trustees to budget for an average occupancy of one more than in the previous year. The CQC inspection, whilst not increasing the rating, was a much improved report; with the new wing based structures and increased leadership levels in place the Inspector wanted there to be a further period of embedding the improved management structure was recognised. However, the impact of COVID-19 in March 2020 required the risk level to be increased.	Moderate	High
Day service – all the changes that were put in place resulted in an excellent year in terms of quality of service and financial sustainability. Four new clients joined the service. Successful fundraising for a new Multisensory room added to the attraction of the service for both commissioners and families. However, the impact of COVID-19 requires the Trustees to place this again at High risk, because this is one of the most vulnerable groups to the virus. There is insufficient guidance from Local Authorities to enable FHC to select any other risk rating, even though the service had developed so much in the year.	High	High
St Catherine's–by the end of March St Catherine's was COVID-19 free and had full occupancy. Some improved funding from Local Authorities had been achieved with several clients moving from LA to NHS Continuing Care	High	High

<p>funding. The Trustees had also decided at the February meeting to employ a Business Development manager to challenge underpaying Local Authorities. Therefore, there was reason to move the rating from high to moderate. Nevertheless, it has been left at high because the impact upon St Catherine's of an outbreak of the virus would be devastating for the families and individuals, and financially for the organisation.</p>		
<p>New Routes – the service was involved in negotiations to be on the new Local Authority contract, which included an acceptance of the increased fees for the first time in five years. They were successful in this and therefore the Trustees had reason to be confident that the small but excellent service would both maintain its quality and be more financially sustainable, though still requiring some subsidy from FHC unrestricted funds. The impact of COVID- 19 has been lessened by the team being able to work from home and still support the families. The placements have been stable. Nevertheless, the risk remains as moderate due to the influence of the virus on the service's ability to recruit new Foster carers. With the current level of Foster carer households it is still possible to increase the number of placements, which is a strength.</p>	Moderate	Moderate
<p>Family Support in Schools' Service – the service continued to be well valued by the schools who were using it. The service does require significant FHC subsidy from unrestricted funds, which is a challenge. However, the Trustees value the high number of children, young people and families who are supported across the Archdiocese through the service and the effective impact it has. It is been decided to retain the level of risk as moderate/high, partly because several contracts are due for renewal between April and September 2020, and partly because the virus has necessitated the team working mainly from home during the pandemic. A further challenge that was worked on during the year by the managers and Trustees together was the diocesan restructuring of schools into MACS; decision-making in the new structure is no longer the sole decision of an individual school.</p>	Moderate/High	Moderate/High
<p>Tabor House – this service has grown in strength and capacity during the course of the year and is now</p>	Low	Low

recognised in Birmingham as a significant provider of a particular and effective model of support for people who are street homeless. In March this was recognised by Birmingham City Council who requested that Tabor staff be involved in taking a lead in their response during the pandemic.		
Staff retention has been addressed this year in Adult care services and therefore is not a current major concern. However, in Community projects service continuity and procedural continuity remains a concern due to the short term grant funding available. Whilst successful grant funding for a number of projects, particularly Young at Heart in North Staffordshire, Tabor House in Birmingham ,and Brushstrokes in Sandwell was achieved, the commitment to providing a greatly increased service, with higher staffing at Brushstrokes, and the recognition that grant funding is becoming even more difficult to secure during and subsequent to the pandemic, requires this rating to remain at moderate. The planned absence of the Head of Department for a minimum of six months, has been sustainable due to the increased responsibility successfully taken on by the Deputy project manager and the CEO during her absence, alongside the knowledge that her return is confirmed.	Moderate	Moderate
Pension Fund liability– The risk is increased to high due to the decline in asset values and the global decline in interest rates. The next triannual valuation is 01 August 2020	Moderate	High

Strategic Risk management 2020/2021

The CEO, SMT and the Trustees throughout 2019 – 20 have been involved in a strategic review of services and a review of financial sustainability. During the period May to August all services and their managers and staff were asked to carry out a SWOT and PESTLE analysis of their services, as well as a budgeting and financial sustainability analysis. The CEO then took this and prepared papers for a meeting in October for all Trustees and the whole of SMT during which SMT were asked to present their plans for the coming three years, with a particular focus on the year 2020 – 21 . The Finance department had carefully analysed the accounts for the first five months of 2019– 20 and were able to report the healthy impact of the considerable restructuring that had taken place at the start of the year. Nevertheless, it was clear from the October meeting that the proposed budget for the following year would be a deficit budget. The Chair of the Board required the CEO, Finance department and SMT to revisit all the plans to ensure that the budget presented to them in February was both as realistic and as efficient (in the use of assets) as was possible.

During this period the CEO and the Finance department in particular worked on presenting the budget that they believed was necessary and realistic. In particular they stressed the importance of retaining staff in the Adult care services, taking into account increased competition for good staff and the importance of recognising the value of the work that care staff do. The budget therefore contained a significant salary increase for care staff and a general 2% inflationary increase for all staff. It was also clear that some extra staffing was required in Adult care in addition to this to ensure quality and safety; extra hours were also required in some other departments. The Chair of the Board required all the subcommittee meetings subsequent to the February budget meeting to continue discussing the viability of the proposed budget. The CEO was also tasked after the budget meeting with carrying out a further analysis of the direct risks to Father Hudson's as well as the risks for individual charities supported by Father Hudson's and the impact of the latter on Father Hudson's. The Trustees were satisfied that these were well managed and manageable. At the March meeting of the Board the Trustees were reassured that in the year 2019 –20 the CEO and SMT had made substantial progress in terms of securing private and Local Authority fees to address the issue of sustainability. The Trustees were sufficiently reassured to also agree the use of a known legacy to designate some of this funding for improvements in Adult Care IT , and a new Business Development manager role to challenge underpaying Local Authority fees particularly in the Disability services. This latter post remains agreed, but on hold until the appropriate time, in the light of the pandemic.

Financial management – response to Covid 19

The Trustees, having agreed a deficit budget, were immediately aware that the pandemic could have a major impact upon the achievement of this budget. During early conversations between the CEO and the Chair of the Finance, Land and Support services subcommittee and the Chair of the Board this was recognised and the need to utilise assets in order to meet liabilities during 2020 2021, without reducing services, was acknowledged. Income and expenditure, and cash flow forecasts prepared for the period ending 30 June 2021 indicate that the net effect of loss of income and additional costs due to Covid 19 could be a cash outflow of £450,000 with a similar charge to general reserves.

The triennial actuarial valuation of the FHS Pension Scheme is due on 1st August 2020 and it is not possible to quantify at this time any additional liability which may arise.

The Finance department decided to continue with the preparations for the audit which takes place in May each year, rather than postponing it to a later period, whilst at the same time focusing upon the considerable extra workload associated with staffing changes in Adult Care connected to sickness leave associated with the virus (a large increase in the number of staff self isolating for up to 2 weeks), as well as attending to all the procedures required in connection with furloughing staff, and delivering the April payroll on time.

The Trustees continued their pattern of subcommittee meetings and Monitoring and Review meetings using Zoom, and with greater frequency, in order to address the financial implications of the virus. However, it is too early and there were more immediate priorities that had to be attended to before the budget could be reworked with any degree of probability–to do this too

early would be a pointless exercise. The increased spending on staffing in Adult care and on PPE and other resources would be monitored during April to assist work on reshaping the budget. The two important financial decisions taken in this period were to offer to all staff, regardless of FHC contractual sick pay obligations, that if they had to self isolate for two weeks they would receive full pay, and that FHC would source PPE whatever the cost (whilst always seeking the best value for money). The first decision was taken to ensure the staff would not feel they had to come to work if they felt poorly—which would be a risk to them and to the clients; the second decision was again taken to protect life. These concerns overrode simple financial considerations.

The third vital decision that had been taken by the Finance controller, previous to the outbreak, was that FHC maintained a large cash amount in its current account, thus requiring no liquidation of assets, (at a loss) in order to meet payroll and other liabilities.

In the light of the above, and based on the known trajectory of improvement in services, particularly in Adult care, during 2019 –20, and an early assessment of the impact of the pandemic the following management actions are in place:

St Joseph's—marketing to increase occupancy after the outbreak is problematic in the short-term, but in the medium to long-term the way that St Joseph's has responded to the needs of the residents and the positive response of the families to the quality of care, gives confidence that marketing will be successful and St Joseph's will continue its path of improvement demonstrated in 2019 –20.

St Catherine's Dayservice – the closure of this service on 23 March and the uncertainty of its opening date and the present lack of response or guidance from Local Authorities concerning the future of Day service provision necessitates careful consideration. It would be unwise at this time to make any predictions. What is certain is that the service had an excellent year in 2019 –20 and the managers will be endeavouring to open again in a phased and safe way.

St Catherine's – having achieved a CQC rating of 'Good' and full occupancy and the guarantee of a new Business Development manager to support its liaison and negotiation with Local Authorities regarding fees, this service too has every reason to be confident of its future. Nevertheless, the risk rating is high because it remains possible still that the virus could have a devastating effect on the service. Again, it would be unwise to make any predictions.

Family Support in Schools' Service – the service will focus its attention on developing strategic relationships with the new MACs and continue to seek to draw in some additional grant income in order to sustain this excellent service ,which reaches so many vulnerable children, young people and their families.

Property Management – with the purchase of a new flat for the occupant of number 98 Coventry Rd and the imminent sale of this house FHC's historic property issues have been resolved.

Fundraising – The external review of fundraising was completed in the year; one of its conclusions was that the Department, when benchmarked against others in the sector, is performing better than the benchmark. One of its other recommendations was that all parts of the organisation will have to become more aware of everyone's responsibility to secure external income wherever possible. The resignation of the previous Fundraising, marketing and communications manager after a good five years and the successful appointment of a new manager demonstrates both the need and the commitment of the organisation to increasing income in this way.

Father Hudson's is very confident that it has an excellent story to tell about the way it has and is responding in all its services to the challenge of the pandemic and therefore it is legitimate to hope that individuals, companies, groups and Trusts will wish to support this work going forward. At the same time the organisation is aware that there are many appeals for support.

Local Authority funding during this period of the pandemic is continuing and therefore those services, particularly the Disability services, that rely on this are currently secure. Nevertheless, it is important to be vigilant about any possible future changes resulting from Local Authority policy.

The charities supported by Father Hudson's which rely upon external funding themselves are exposed to risk. However, the risk is managed by these charities and therefore they do not expose Father Hudson's to unknown or unlimited liabilities. This can therefore be managed.

Andy Quinn, CEO Father Hudson's Care, May 2020

Going Concern

After reviewing the Society's budgets and projections, the Trustees have a reasonable expectation that Father Hudson's has adequate resources to continue in operational existence for the foreseeable future. Father Hudson's therefore continues to adopt the going concern basis in preparing the financial statements.

Key Management Personnel Remuneration

The trustees consider the Senior Management Team, comprising the Principal Staff listed on page 1, as being the key management personnel of Father Hudson's in charge of running and operating the charity on a day to day basis. All trustees give of their time freely and no trustees' remuneration was paid in the year. Details of trustees' reimbursed expenses and related party transactions are disclosed in notes 10 and 12 to the financial statements.

Trustees are required to disclose all relevant interests and register them in accordance with the Society's policy and highlight them during discussions where a conflict of interest arises.

The pay of the charity's management team is reviewed annually. The remuneration is benchmarked with other charities of a similar size and activity in the West Midlands area to ensure that the remuneration is fair and not out of line with that paid for similar roles.

Statement of responsibilities of the trustees

The trustees (who are also directors of Father Hudson's for the purposes of company law) are responsible for preparing the report of the trustees' and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act. They are also responsible

for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

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

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report which includes the strategic report has been approved by the trustees on 16 June 2020 and signed on their behalf by

Kevin Caffrey MBE
Trustee

Opinion

We have audited the financial statements of Father Hudson's Society (the 'charitable company') for the year ended 31 March 2020 which comprise the statement of financial activities, balance sheet, statement of cash flows 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 charitable company's affairs as at 31 March 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report including the strategic report.

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions

Independent auditor's report

To the members of

Father Hudson's Society

are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Fleur Holden (Senior statutory auditor)

29 June 2020

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

Father Hudson's Society

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2020

	Note	Endowment £	Restricted £	Unrestricted £	2020 Total £	Endowment £	Restricted £	Unrestricted £	2019 Total £
Income from:									
Donations and legacies	2	–	251,372	526,751	778,123		273,948	496,219	770,167
Charitable activities									
Adult Care	3	–	–	4,869,333	4,869,333	–	–	4,311,693	4,311,693
Family Placement	3	–	–	707,697	707,697	–	–	679,764	679,764
Community projects	3	–	899,433	187,787	1,087,220	–	705,717	198,879	904,596
Other activities	4	–	–	823,131	823,131	–	–	63,071	63,071
Investments	5	85,811	–	188,684	274,495	83,632		181,485	265,117
Total income		85,811	1,150,805	7,303,383	8,539,999	83,632	979,665	5,931,111	6,994,408
Expenditure on:									
Raising funds	6	–	–	224,202	224,202	–	–	232,548	232,548
Charitable activities									
Adult Care	6	–	99,128	4,934,847	5,033,975	–	76,164	4,698,112	4,774,276
Family Placement	6	–	18,087	1,176,714	1,194,801	–	2,064	1,226,256	1,228,320
Community Projects	6	–	1,096,397	251,544	1,347,941	–	801,038	289,101	1,090,139
Exceptional reorganisation costs	7	–	–	–	–	–	–	114,456	114,456
Other		–	–	–	–	–	959	31,056	32,015
Total expenditure		–	1,213,612	6,587,307	7,800,919	–	880,225	6,591,529	7,471,754
Net income / (expenditure) before net (losses) / gains on investments		85,811	(62,807)	716,076	739,080	83,632	99,440	(660,418)	(477,346)
Net (losses) / gains on investments	17	(308,570)	–	(413,482)	(722,052)	89,968	–	92,486	182,454
Net income/(expenditure) for the year	9	(222,759)	(62,807)	302,594	17,028	173,600	99,440	(567,932)	(294,892)
Transfers between funds	23a	(85,811)	–	85,811	–	(83,632)	(17,179)	100,811	–
Net income/(expenditure) before other recognised gains and losses		(308,570)	(62,807)	388,405	17,028	89,968	82,261	(467,121)	(294,892)
Actuarial (losses) on defined benefit pension schemes		–	–	(154,000)	(154,000)	–	–	(273,000)	(273,000)
Net movement in funds		(308,570)	(62,807)	234,405	(136,972)	89,968	82,261	(740,121)	(567,892)
Reconciliation of funds:									
Total funds brought forward		5,797,991	1,519,120	2,080,163	9,397,274	5,708,023	1,436,859	2,820,284	9,965,166
Total funds carried forward		5,489,421	1,456,313	2,314,568	9,260,302	5,797,991	1,519,120	2,080,163	9,397,274

There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 23 to the financial statements.

Balance sheet

Company no. 01653388

As at 31 March 2020

	Note	£	2020 £	£	2019 £
Fixed assets:					
Tangible assets	14		5,172,550		5,199,430
Investment properties	16		735,000		735,000
Investments	17		4,432,350		5,172,515
			<u>10,339,900</u>		<u>11,106,945</u>
Current assets:					
Land and buildings	15	–		24,658	
Debtors	18	574,731		673,286	
Cash at bank and in hand		1,043,189		191,743	
			<u>1,617,920</u>	<u>889,687</u>	
Liabilities:					
Creditors: amounts falling due within one year	19	(398,518)		(507,358)	
			<u>1,219,402</u>		<u>382,329</u>
Net current assets					
			<u>11,559,302</u>		<u>11,489,274</u>
Net assets excluding pension liability					
Defined benefit pension scheme liability	20		(2,299,000)		(2,092,000)
Total net assets			<u>9,260,302</u>		<u>9,397,274</u>
The funds of the charity:	23				
Expendable Endowment			5,489,421		5,797,991
Restricted funds			1,456,313		1,519,120
Unrestricted income funds:					
Designated funds		2,694,625		2,474,625	
Fair value reserve		9,276		432,712	
Revaluation reserve		651,776		651,776	
General funds		1,257,891		613,050	
Pension reserve		(2,299,000)		(2,092,000)	
			<u>2,314,568</u>	<u>2,080,163</u>	
Total unrestricted funds					
			<u>9,260,302</u>		<u>9,397,274</u>
Total charity funds					

Approved by the trustees on 16 June 2020 and signed on their behalf by

Kevin Caffrey MBE
Trustee

Father Hudson's Society

Statement of cash flows

For the year ended 31 March 2020

	Note	£	2020 £	£	2019 £
Cash flows from operating activities	24				
Net cash provided by / (used in) operating activities			84,864		(402,894)
Cash flows from investing activities:					
Dividends, interest and rents from investments		327,495		250,076	
Proceeds from the sale of fixed assets		792,791		3,424	
Purchase of fixed assets		(318,817)		(269,617)	
Proceeds from sale of investments		397,452		635,618	
Purchase of investments		(568,835)		(311,955)	
Decrease/(increase) in cash held in listed investments portfolio		189,496		(300,520)	
Net return on pension scheme		(53,000)		(48,000)	
Net cash provided by / (used in) investing activities			766,582		(40,974)
Change in cash and cash equivalents in the year			851,446		(443,868)
Cash and cash equivalents at the beginning of the year			191,743		635,611
Cash and cash equivalents at the end of the year	25		1,043,189		191,743

1 Accounting policies

a) Statutory information

Father Hudson's Society is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address (and principal place of business) is St George's House, Gerards Way, Coleshill, Birmingham B46 3FG.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

1 Accounting Policies (continued)

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Expendable endowment funds are funds realised from the disposal of assets purchased for the Society by its founder Mgr George Hudson from funds raised by public subscription.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

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

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Exceptional reorganisation costs

The reorganisation costs, which include consultancy and redundancy costs, are included as an exceptional item in the statement of financial activities due to their one-off nature.

1 Accounting Policies (continued)

k) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity

● Adult Care	55%
● Family Placement	16%
● Community Projects	16%
● Costs of generating voluntary income	4%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

l) Grants payable

Grants payable are made to third parties in furtherance of the charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity.

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

m) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

n) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

● Land (no depreciation)	
● Buildings	3%
● Motor Vehicles	12.5 – 25%
● Computers	20%
● Fixtures, Fittings and Equipment	10 – 25%

o) Land and buildings within current assets

Land and buildings within current assets are not depreciated. Land and buildings are those assets which are actively being sold, the proceeds of which will not be reinvested in fixed assets, and are measured at the lower of carrying value and their fair value less costs to sell. Assets are reviewed for impairment at the point of transfer from fixed assets and after classification as an asset held for sale. Any change in fair value is recognised in the statement of financial activities.

p) Investment properties

Investment properties are measured initially at cost and subsequently included in the balance sheet at fair value. Investment properties are not depreciated. Any change in fair value is recognised in the statement of financial activities and any excess of fair value over the historic cost of the investments will be shown as a revaluation reserve in the balance sheet. The valuation method used to determine fair value will be stated in the notes to the accounts.

1 Accounting Policies (continued)

q) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities and any excess of fair value over the historic cost of the investments will be shown as a fair value reserve in the balance sheet. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Net gains/(losses) on investments' in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

r) Investments in subsidiaries

Investments in subsidiaries are at cost. FHS Projects Limited, a wholly owned subsidiary was dormant for the year and so consolidated accounts were not needed.

s) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

t) Cash at bank and in hand

Cash at bank and cash in hand includes cash. Cash balances exclude any funds held on behalf of service users.

u) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting 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 normally recognised at their settlement amount after allowing for any trade discounts due.

v) Financial instruments

With the exception of the listed investments and defined benefit pension liability, the charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. Non-basic financial instruments are measured at fair value with any gain or loss going to the statement of financial activities. Full details of the non-basic financial instruments are given in the financial instruments note.

w) Pensions

The society operates a defined benefit pension scheme. The cost of providing pension and related benefits is charged to the SOFA over the employees' service lives on the basis of a constant percentage of earnings which is an estimate of the regular cost. Variations from regular cost, arising from periodic actuarial valuations are allocated over the expected remaining service lives of current employees on the basis of a constant percentage of current and estimated future earnings. Any difference between the charge to the SOFA and the contributions payable to the scheme is shown as an asset or liability in the balance sheet.

Contributions payable on behalf of employees to money purchase pension schemes are charged to the Statement of Financial Activities as they become payable.

2 Income from donations and legacies

	Restricted £	Unrestricted £	2020 Total £	Restricted £	Unrestricted £	2019 Total £
Restricted donations	251,372	–	251,372	273,948	–	273,948
Legacies	–	234,419	234,419	–	198,680	198,680
Schools	–	48,468	48,468	–	56,054	56,054
Parishes	–	63,111	63,111	–	65,977	65,977
Other Donations	–	157,795	157,795	–	159,115	159,115
Tax Recoverable	–	22,958	22,958	–	16,393	16,393
	251,372	526,751	778,123	273,948	496,219	770,167

3 Income from charitable activities

	Restricted £	Unrestricted £	2020 Total £	Restricted £	Unrestricted £	2019 Total £
Local Authority	–	2,856,276	2,856,276	–	2,676,296	2,676,296
Private	–	2,013,057	2,013,057	–	1,635,397	1,635,397
Sub-total for Adult Care	–	4,869,333	4,869,333	–	4,311,693	4,311,693
Local Authority	–	707,697	707,697	–	679,764	679,764
Sub-total for Family Placement	–	707,697	707,697	–	679,764	679,764
Other Charities	272,630	–	272,630	295,460	–	295,460
Grants	626,803	–	626,803	410,257	–	410,257
Schools	–	187,787	187,787	–	198,879	198,879
Sub-total for Community Based Projects	899,433	187,787	1,087,220	705,717	198,879	904,596
Total income from charitable activities	899,433	5,764,817	6,664,250	705,717	5,190,336	5,896,053

4 Income from other activities

	Restricted £	Unrestricted £	2020 Total £	Restricted £	Unrestricted £	2019 Total £
Administration Charges	–	54,998	54,998	–	60,688	60,688
Profit on Disposal of Fixed Assets	–	768,133	768,133	–	2,383	2,383
Total income from other activities	–	823,131	823,131	–	63,071	63,071

5 Income from investments

	Endowment £	Unrestricted £	2020 Total £	Endowment £	Unrestricted £	2019 Total £
Income from UK listed Investments	85,811	114,977	200,788	83,632	112,961	196,593
Interest receivable	–	1,337	1,337	–	433	433
Net return on pension scheme	–	(53,000)	(53,000)	–	(48,000)	(48,000)
Rental Income	–	125,370	125,370	–	116,091	116,091
Total income from investments	85,811	188,684	274,495	83,632	181,485	265,117

6a Analysis of expenditure (current year)

	Cost of raising funds £	Charitable activities			Support Costs £	Governance Costs £	Obsolete Property £	2020 Total £	2019 Total £
		Adult Care £	Family Placement £	Community Based Projects £					
Staff costs (Note 10)	134,280	3,135,892	493,347	825,011	487,271	–	–	5,075,801	4,771,266
Client Costs	–	410,961	442,227	35,621	–	–	–	888,809	854,893
Property Costs	1,514	400,200	44,069	152,908	160,735	–	–	759,426	706,801
Publicity Costs	12,016	3,001	–	–	–	–	–	15,017	24,836
Agency Costs	–	199,169	–	7,039	916	–	–	207,124	221,501
Travel Costs	3,455	35,887	15,395	12,940	14,731	–	–	82,408	88,840
Professional Fees	2,898	23,073	7,125	70,499	38,708	37,792	–	180,095	130,301
Other Direct Costs	31,533	85,043	33,869	83,017	–	–	–	233,462	200,328
Grants Payable	–	–	–	1,250	–	–	–	1,250	2,500
Depreciation	–	249,503	3,950	3,438	88,806	–	–	345,697	344,432
Audit Fee	–	–	–	–	–	11,830	–	11,830	11,600
	185,696	4,542,729	1,039,982	1,191,723	791,167	49,622	–	7,800,919	7,357,298
Support costs	31,647	427,230	133,100	134,499	(791,167)	64,691	–	–	–
Governance costs	6,859	64,016	21,719	21,719	–	(114,313)	–	–	–
Total expenditure 2020	224,202	5,033,975	1,194,801	1,347,941	–	–	–	7,800,919	–
Total expenditure 2019	232,548	4,774,276	1,228,320	1,090,139	–	–	32,015	7,357,298	

6b Analysis of expenditure (prior year)

	Cost of raising funds £	Charitable activities			Support Costs £	Governance Costs £	Obsolete Property £	2019 Total £	2018 Total £
		Adult Care £	Family Placement £	Community Based Projects £					
Staff costs (Note 10)	155,290	2,861,793	533,701	726,202	494,280	-	-	4,771,266	4,683,721
Client Costs	-	378,323	439,399	37,171	-	-	-	854,893	959,626
Property Costs	1,289	440,246	42,342	71,881	133,261	-	17,782	706,801	704,086
Publicity Costs	12,028	12,808	-	-	-	-	-	24,836	25,019
Agency Costs	-	221,501	-	-	-	-	-	221,501	200,583
Travel Costs	3,277	39,318	17,436	13,355	15,454	-	-	88,840	108,399
Professional Fees	1,972	21,425	11,157	14,784	17,130	63,833	-	130,301	85,947
Other Direct Costs	21,739	45,224	27,443	58,391	19,252	28,279	-	200,328	218,823
Grants Payable	-	-	-	2,500	-	-	-	2,500	2,500
Depreciation	-	240,495	6,031	3,438	94,468	-	-	344,432	337,805
Audit Fee	-	-	-	-	-	11,600	-	11,600	11,400
	195,595	4,261,133	1,077,509	927,722	773,845	103,712	17,782	7,357,298	7,337,909
Support costs	26,451	415,129	117,556	129,162	(773,845)	71,314	14,233	-	-
Governance costs	10,502	98,014	33,255	33,255	-	(175,026)	-	-	-
Total expenditure 2019	232,548	4,774,276	1,228,320	1,090,139	-	-	32,015	7,357,298	-
Total expenditure 2018	234,194	4,772,813	1,342,082	916,884	-	-	71,936	7,337,909	

7 Exceptional reorganisation costs

	2020 £	2019 £
Redundancy Costs	–	81,413
Professional Fees	–	33,043
	<u>–</u>	<u>114,456</u>

8a Grant making (current year)

	Grants to institutions £	Support costs £	2020 £	2019 £
Cost				
Pastoral Care Project	1,250	1,250	2,500	2,500
Anawim WWT	–	16,908	16,908	22,392
Hope Community Project	–	53,844	53,844	47,088
Sanctuary	–	14,964	14,964	21,348
Maryvale	–	33,864	33,864	29,220
At the end of the year	<u>1,250</u>	<u>120,830</u>	<u>122,080</u>	<u>122,548</u>

8b Grant making (prior year)

	Grants to institutions £	Support costs £	2019 £	2018 £
Cost				
Pastoral Care Project	2,500	–	2,500	2,500
Anawim WWT	–	22,392	22,392	28,200
Hope Community Project	–	47,088	47,088	13,282
New Heights	–	21,348	21,348	8,395
Maryvale	–	29,220	29,220	6,787
At the end of the year	<u>2,500</u>	<u>120,048</u>	<u>122,548</u>	<u>59,164</u>

9 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2020 £	2019 £
Depreciation	345,697	344,432
(Profit) on disposal of fixed assets	(768,133)	(2,383)
Operating lease rentals:		
• Property	14,150	–
• Other	46,561	19,104
Auditor's remuneration (excluding VAT):		
• Audit	11,830	11,600

10 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2020 £	2019 £
Salaries and wages	4,525,387	4,289,989
Redundancy and termination costs	11,492	91,872
Social security costs	318,292	298,015
Employer's contribution to defined contribution pension scheme	220,630	172,803
	5,075,801	4,852,679

Redundancy and termination costs were paid and settled in the year . The redundancy and termination costs accrued at the balance sheet date were £nil (2019: £16,833).

The following number of employees received employee benefits (excluding employer's national insurance and employer pension costs) during the year between:

	2020 No.	2019 No.
£70,000 – £79,999	1	1

The total employee benefits including employer's national insurance and pension contributions of the key management personnel were £372,426 (2019: £372,725).

The charity trustees were not paid nor received any other benefits from employment with the charity in the year (2019: £nil). No charity trustee received payment for professional or other services supplied to the charity (2019: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £775 (2019: £1,129) incurred by 2 (2019: 2) members relating to attendance at meetings of the trustees.

11 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2020 No.	2019 No.
Raising funds	6	6
Adult Care	204	194
Family Placement	10	10
Community projects including schools	57	50
Support	14	14
Governance	2	2
	293	276

12 Related party transactions

There are related party transactions to disclose for 2019/20 as detailed below.

Aggregate donations from related parties were £25,000 all of which was received from Birmingham Diocesan Trust (2019: £37,000).

The Society has employed the services of Wentworth Employee Benefits Ltd (Wentworth) in the design and implementation of a Group Personal Pension Scheme. Three of the directors of Wentworth are related to a trustee of the Society. Fees to Wentworth have been agreed on an arms length basis and the trustee took no part in the decision to use Wentworth nor in the fee negotiations. At 31 March 2020 fees amounting to £nil (2019: £1,800) had been paid to Wentworth. Wentworth also act as advisors to the Trustees of the FHS Pension Scheme.

The President of the Society, the Most Rev. Bernard Longley, is a trustee of Birmingham Diocesan Trust (registered charity number 234216). During the year, the Trust paid for residential care for sick and retired priests in St Joseph's Care Home amounting to £94,121 (2019: £97,011). The balance at the year end was £nil (2019: £nil) due to the Society.

The Chief Executive of the Society, Mr Andrew Quinn, is a trustee of Anawim (registered charity number 1159706). During the year the Society provided support services in kind to Anawim to the value of £17,151 (2019: £22,392) for which payment of £16,500 (2019: £16,500) was received. The balance at the year end was £nil (2019: £nil).

Mrs Jo Watters, Head of Community Projects, is a trustee of Hope Community Project (registered charity number 1139362). During the year the Society made a donation of £nil(2019: £nil) to the Project and provided support services in kind to the value of £53,844 (2019: £47,088) for which payment of £8,000 was received (2019: £6,000). The balance at the year end was £nil (2019: £nil).

The Society is a corporate trustee of Maryvale Community Project (registered charity number 1147691). During the year the Society provided support services in kind to the Project to the value of £33,864 (2019: £29,220). The balance at the year end was £nil (2019: £nil).

13 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

14 Tangible fixed assets

	Freehold property £	Leasehold property £	Fixtures and Fittings £	Computer equipment £	Motor vehicles £	Total £
Cost						
At the start of the year	7,162,565	–	853,950	82,595	199,174	8,298,284
Additions in year	–	151,716	58,172	91,158	17,771	318,817
Disposals in year	–	–	–	(60,359)	(39,290)	(99,649)
At the end of the year	<u>7,162,565</u>	<u>151,716</u>	<u>912,122</u>	<u>113,394</u>	<u>177,655</u>	<u>8,517,452</u>
Depreciation						
At the start of the year	2,641,115	–	269,880	70,115	117,746	3,098,856
Charge for the year	212,456	1,896	99,569	11,740	20,036	345,697
Eliminated on disposal	–	–	–	(60,359)	(39,290)	(99,649)
At the end of the year	<u>2,853,571</u>	<u>1,896</u>	<u>369,449</u>	<u>21,496</u>	<u>98,492</u>	<u>3,344,904</u>
Net book value						
At the end of the year	<u>4,308,994</u>	<u>149,820</u>	<u>542,673</u>	<u>91,898</u>	<u>79,163</u>	<u>5,172,550</u>
At the start of the year	<u>4,521,450</u>	<u>–</u>	<u>584,070</u>	<u>12,480</u>	<u>81,428</u>	<u>5,199,430</u>

Land with a value of £41,000 (2019: £41,000) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

15 Land and buildings (within current assets)

	2020 £	2019 £
Cost		
At the start of the year	86,694	–
Transferred from fixed assets	–	86,694
Disposals in year	(86,694)	–
At the end of the year	<u>–</u>	<u>86,694</u>
Depreciation		
At the start of the year	62,036	–
Eliminated on disposal	(62,036)	–
Transferred from fixed assets	–	62,036
At the end of the year	<u>–</u>	<u>62,036</u>
Net book value		
At the end of the year	<u>–</u>	<u>24,658</u>
At the start of the year	<u>24,658</u>	<u>–</u>

All of the above assets are used for charitable purposes.

16 Investment properties

	2020 £	2019 £
Fair value at the start of the year	735,000	735,000
Fair value at the end of the year	<u>735,000</u>	<u>735,000</u>

The investment properties were last valued on an open market (assuming vacant possession) or investment basis by Reeves & Partners Chartered Surveyors as at 31 March 2018. The trustees have reviewed the Reeves & Partners valuation and are of the opinion that this represents fair value as at 31st March 2020.

17 Listed investments

	2020 £	2019 £
Fair value at the start of the year	4,804,819	4,946,028
Additions at cost	568,835	311,955
Disposal proceeds	(397,452)	(635,618)
Net gain / (loss) on change in fair value	<u>(722,052)</u>	<u>182,454</u>
	4,254,150	4,804,819
Cash held by investment broker pending reinvestment	<u>178,198</u>	<u>367,694</u>
Fair value at the end of the year	<u><u>4,432,348</u></u>	<u><u>5,172,513</u></u>

Investments comprise:

	2020 £	2019 £
UK Collective Funds	1,599,033	1,736,076
Shares listed on the London Stock Exchange	1,898,197	2,049,808
Fixed Interest	527,986	740,537
Property Funds	228,934	278,398
Cash	178,198	367,694
	<u><u>4,432,348</u></u>	<u><u>5,172,513</u></u>

Shares in group undertaking

	2020 £	2019 £
Cost at 1 April 2019 and 31 March	<u>2</u>	<u>2</u>

The Society owns 100% of the issued share capital of F.H.S. Projects Limited. The company was dormant during the current and previous financial years.

18 Debtors

	2020 £	2019 £
Trade debtors	275,084	357,949
Accrued income	242,958	206,393
Prepayments	56,689	108,944
	<u>574,731</u>	<u>673,286</u>

19 Creditors: amounts falling due within one year

	2020 £	2019 £
Trade creditors	103,929	187,465
Taxation and social security	73,319	67,636
Accruals	221,270	252,257
	<u>398,518</u>	<u>507,358</u>

20 Pension Scheme

The charity operates a defined benefit scheme in the UK which closed to future accrual on 31st July 2017. The assets are held separately from those of the group, being invested in managed funds with insurance companies. Contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' working lives with the company. The contributions are determined by a qualified Actuary on the basis of triennial valuations using the projected unit method.

The most recent full actuarial valuation was carried out at 1 August 2017 by a qualified independent actuary. The actuarial value amounted to £5,062,000 at that date. Scheme assets were 99% of that figure.

Until 31st July 2017 contributions were paid at 13.4% of pensionable pay and employee members contributed 8% of pensionable pay. The charity continues to pay all costs of running the Scheme.

The assumptions which have the most significant effect on the results of the valuation are those relating to the rate of return on investments and the rate of increase in salaries and pensions. It was assumed that:

The rate of return on the Scheme's assets will be 5.25% (6.0%) p.a.

The rate of return appropriate for determining the cost of pensions once in payment will be 3.25% (4.0%) p.a.

The rate of future pensionable salary increases (both from inflation and promotion) will be 0% (3.1%) p.a.

Mortality will be in line with appropriate mortality tables. There will be no withdrawals of membership in service.

Limited Price Indexation (LPI) in payment subject to a minimum of 3% p.a. will average 3.25% (3.00%) p.a.

Members will commute 25% (25%) of their pension at retirement.

The employer's contribution for the period was £38,708 (2019: £40,005).

The employee benefit obligations recognised in the balance sheet are as follows:

	2020 £'000	2019 £'000
Present value of funded	(6,872)	(7,284)
Fair value of plan assets	4,573	5,192
	<u>(2,299)</u>	<u>(2,092)</u>

Amounts in the balance sheet

	2020 £'000	2019 £'000
Liabilities	(6,872)	(7,284)
Assets	4,573	5,192
Net Liability	<u>(2,299)</u>	<u>(2,092)</u>

Amounts recognised in net income\ (expenditure) are as follows:

	2020 £'000	2019 £'000
Current service cost	–	–
Interest on obligation	(182)	(184)
Expected return on plan assets	129	136
Total	<u>(53)</u>	<u>(48)</u>
Actual return on plan assets	<u>(553)</u>	<u>–</u>

20 Pension Scheme (continued)

Changes in the present value of the defined benefit obligation are as follows:

	2020 £'000	2019 £'000
Opening defined benefit obligation	7,284	6,846
Interest cost	182	184
Actuarial gains	(528)	349
Benefits paid	(66)	(95)
Closing defined benefit obligation	<u>6,872</u>	<u>7,284</u>

Changes in the fair value of plan

	2020 £'000	2019 £'000
Opening fair value of plan assets	5,192	5,075
Expected return	129	136
Actuarial gains	(682)	76
Benefits paid	(66)	(95)
	<u>4,573</u>	<u>5,192</u>

The major categories of plan assets as a percentage of total plan assets are as

	2020 %	2019 %
Equities	59	63
Bonds	26	22
Property	14	12
Cash	1	3

Principal actuarial assumptions at the balance sheet date (expressed as weighted averages):

	2020	2019
Discount rate at the end of the	2.40%	2.50%
Expected return on plan assets at the end of the year	2.82%	3.30%
Future salary increases	0.00%	0.00%
Future pension increases	<u>2.75%</u>	<u>3.30%</u>

Amounts for the current and previous four periods are as follows:

	2020 £'000	2019 £'000	2018 £'000	2017 £'000	2016 £'000
Defined benefit obligation	(6,872)	(7,284)	(6,846)	(6,755)	(5,044)
Plan assets	4,573	5,192	5,075	5,009	4,051
Deficit	(2,299)	(2,092)	(1,771)	(1,746)	(993)
Experience adjustments on plan liabilities	33	(3)	(246)	7	18
Experience adjustments on plan assets	<u>(682)</u>	<u>76</u>	<u>32</u>	<u>702</u>	<u>(165)</u>

21 Financial instruments

	2020 £	2019 £
Financial assets measured at fair value through profit and loss		
Investments	4,432,348	5,172,513
Financial liabilities measured at fair value through profit or loss		
Defined pension scheme liability	2,299,000	2,092,000

22a Analysis of net assets between funds (current year)

	Endowment funds £	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	3,618,655	860,348	693,547	5,172,550
Investment properties	–	–	735,000	735,000
Investments	1,870,766	–	2,561,584	4,432,350
Net current assets	–	595,965	623,437	1,219,402
Defined benefit pension liabilities	–	–	(2,299,000)	(2,299,000)
Net assets at 31 March 2020	5,489,421	1,456,313	2,314,568	9,260,302

22b Analysis of net assets between funds (prior year)

	Endowment funds £	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	3,619,776	917,672	661,982	5,199,430
Investment properties	–	–	735,000	735,000
Investments	2,178,215	–	2,994,300	5,172,515
Net current assets / (liabilities)	–	601,448	(219,119)	382,329
Defined benefit pension liability	–	–	(2,092,000)	(2,092,000)
Net assets at 31 March 2019	5,797,991	1,519,120	2,080,163	9,397,274

23a Movements in funds (current year)

	At the start of the year £	Income and gains £	Expenditure and losses £	Transfers £	At the end of the year £
Expendable Endowment	5,797,991	85,811	(308,570)	(85,811)	5,489,421
Restricted funds:					
Capital					
St Joseph's Care Home	917,672	–	(57,324)	–	860,348
Income					
Hope Community project	–	157,444	(157,444)	–	–
Brushstrokes	217,772	472,517	(420,439)	–	269,850
Brushstrokes – Lottery	21,339	127,010	(133,228)	–	15,121
Ishelter/ Tabor 2	26,802	24,784	–	–	51,586
Day Service	35,984	29,792	(41,109)	–	24,667
Fatima House	48,847	4,404	(14,662)	–	38,589
Tabor House	113,946	96,850	(122,854)	–	87,942
North Staffs YAH	56,028	120,861	(113,513)	–	63,376
Other	80,730	117,143	(153,039)	–	44,834
Total restricted funds	1,519,120	1,150,805	(1,213,612)	–	1,456,313
Unrestricted funds:					
Designated funds					
Capital Funds					
Property Fund	2,197,015	–	–	–	2,197,015
Income Funds					
Post Adoption Support Fund	264,609	–	–	–	264,609
Emrys John Ellis Fund	13,001	–	–	–	13,001
Helena Woolley Fund	–	–	–	220,000	220,000
Total designated funds	2,474,625	–	–	220,000	2,694,625
Fair value reserve	432,712	–	–	(423,436)	9,276
Revaluation reserve	651,776	–	–	–	651,776
General funds	613,050	7,356,383	(7,000,789)	289,247	1,257,891
Total unrestricted funds	4,172,163	7,356,383	(7,000,789)	85,811	4,613,568
Pension reserve	(2,092,000)	(53,000)	(154,000)	–	(2,299,000)
Total funds including pension fund	9,397,274	8,539,999	(8,676,971)	–	9,260,302

Transfers

Expendable Endowment

The transfer of £85,811 (2019: £83,632) to general funds comprises income arising on Expendable Endowment listed investments.

Designated Funds

The transfer of £220,000 (2019: £nil) to the new designated fund, Helena Woolley fund, represents a transfer of the accrued legacy income from general funds, to support service development and business sustainability.

23b Movements in funds (prior year)

	At the start of the year £	Income and gains £	Expenditure and losses £	Transfers £	At the end of the year £
Expendable Endowment	5,708,023	173,600	–	(83,632)	5,797,991
Restricted funds:					
Capital					
St Joseph's Care Home	974,996	–	(57,324)	–	917,672
Income					
Hope Community project	–	153,929	(153,929)	–	–
Brushstrokes	127,072	227,087	(136,387)	–	217,772
Brushstrokes – Lottery	28,188	123,282	(130,131)	–	21,339
Ishelter/ Tabor 2	–	26,802	–	–	26,802
Day Service	35,487	3,647	(3,150)	–	35,984
Fatima House	37,417	22,681	(11,251)	–	48,847
Tabor House	152,523	70,668	(109,245)	–	113,946
North Staffs YAH	33,994	110,900	(88,866)	–	56,028
Other	47,182	240,670	(189,943)	(17,179)	80,730
Total restricted funds	1,436,859	979,666	(880,226)	(17,179)	1,519,120
Unrestricted funds:					
Designated funds					
Capital Funds					
Property Fund	2,197,015	–	–	–	2,197,015
Income Funds					
Post Adoption Support Fund	264,609	–	–	–	264,609
Emrys John Ellis Fund	13,001	–	–	–	13,001
Total designated funds	2,474,625	–	–	–	2,474,625
Fair value reserve	409,969	–	–	22,743	432,712
Revaluation reserve	651,776	–	–	–	651,776
General funds	1,054,914	6,071,597	(6,591,529)	78,068	613,050
Total unrestricted funds	4,591,284	6,071,597	(6,591,529)	100,811	4,172,163
Pension reserve	(1,771,000)	(48,000)	(273,000)	–	(2,092,000)
Total funds including pension fund	9,965,166	7,176,863	(7,744,755)	–	9,397,274

Purposes of restricted funds

Capital Funds

Capital funds comprise grants/donations towards the costs of fixed assets to be used by the Society for its charitable purposes. Such income may not be treated as a deduction from the capital cost, therefore the depreciation on the underlying asset is treated as restricted expenditure.

St Josephs Care Home

This fund represents grants and donations towards the building of St Joseph's Care Home for older people and people with dementia. At 31 March 2020 costs of £3,318,826 (2019: £3,318,826) have been incurred and capitalised.

Income Funds

These funds are in receipt of grants to assist in the development of these projects.

Purposes of designated funds

Capital Funds

The Property Fund represents the book value of land, buildings and fixtures (less any associated restricted funds) currently held or in construction for charity use. The funds are therefore unavailable for other use.

The unrealised revaluation gains on investment properties represent the difference in valuation and book cost and being unrealised are not available for use.

The unrealised gains on investments fund represent the gains in value of investments over book cost, which being unrealised are not available for use.

Income Funds

Emrys John Ellis Fund – the income and some of the capital from this fund, which is held within the total investments of the Society, will be used to fund new social projects in the diocese.

Post Adoption Support Fund – a fund set aside to cover the Society's ongoing legal obligation to provide post adoption services where specified in the local authority placement agreement.

Helena Woolley Fund – this fund will be used to support service development and business sustainability initiatives.

The pension reserve represents the deficit as calculated under FRS102.

24 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2020 £	2019 £
Net (expenditure) for the reporting period (as per the statement of financial activities)	(136,972)	(567,892)
Dividends, interest and rent from investments	(274,495)	(202,076)
Depreciation charges	345,697	344,432
Losses / (gains) on investments	722,052	(182,454)
(Profit) on the disposal of fixed assets	(768,133)	(2,383)
FRS102 Pension adjustments (non cash)	53,000	48,000
Actuarial losses on investments	154,000	273,000
Decrease / (increase) in debtors	98,555	55,808
(Decrease) / increase in creditors	(108,840)	(169,329)
Net cash provided by / (used in) operating activities	84,864	(402,894)

25 Analysis of cash and cash equivalents

	At 1 April 2019 £	Cash flows £	Other changes £	At 31 March 2020 £
Cash at bank and in hand	191,743	851,446	–	1,043,189
Total cash and cash equivalents	191,743	851,446	–	1,043,189

26 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property 2020 £	2019 £	Equipment 2020 £	2019 £
Less than one year	22,516	–	49,225	50,564
One to six years	119,184	–	167,760	216,985
	141,700	–	216,985	267,549

27 Capital commitments

At the balance sheet date, the charity had committed to £nil (2019: £nil).

28 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

29 Post balance sheet events

On 12 June 2020 the Society completed the sale of 98 Coventry Road, Coleshill for net proceeds of £165,243 giving rise to a profit on sale of £113,950.

As at the close of business on 15 June the value of the Society's listed investment portfolio had recovered by £347,123 to £4,779,471.