

Company Registration No. 01967962  
Charity Registration No. 293546

**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**(A Company Limited by Guarantee)**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

MILTON KEYNES CHRISTIAN FOUNDATION LIMITED  
YEAR ENDED 31 MARCH 2021  
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**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**LEGAL AND ADMINISTRATIVE INFORMATION**

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**Company Number:** 01967962

**Charity Registration Number:** 293546

**Trustees:** Mr J G Ghaleb  
Mr D H Head  
Rev P Sharrocks  
Rev Dr M Cotes – Stepped down as chair 25.11.20  
Rev J M Mills – Chairperson from 25.11.20  
Ms C H Brew  
Mrs J Cooper-Bennett  
Rev J Robertson  
Mr P Galsworthy – On a sabbatical during 2020/21  
Mrs Svetla Stallwood  
Ms Paulette Tedd - Appointed 22.6.20

**Secretary:** Mr J G Ghaleb

**Director:** Mr S J Norrish

**Registered Office:** Foundation House  
The Square  
Aylesbury Street  
Wolverton  
Milton Keynes  
MK12 5HX

**Website:** [www.mkchristianfoundation.co.uk](http://www.mkchristianfoundation.co.uk)

**Auditors:** Mercer & Hole  
Silbury Court  
420 Silbury Boulevard  
Central Milton Keynes  
MK9 2AF

**Bankers:** Lloyds Bank  
Milton Keynes  
MK12 5DG

## Chair's introduction

This year has been another year of commitment and dedication from the Director and staff at Milton Keynes Christian Foundation (MKCF). The past year staff and trainees have stepped up and responded with dedication and determination and achieved great things despite a continuation of the struggles caused by the Covid-19 pandemic and all that it brought with it. The Director and Executive have continued to seek out the relevant advice and follow the guidelines, being consistently proactive and reactive and ensuring the safety of both staff and trainees; at times this has been difficult as advice has rapidly changed or information was released late in the day for prompt implementation. The quality of provision has not wavered and the work of MKCF has continued to flourish, building on a history of exceptional achievements and experiences. As the Chair of the Board I would particularly like to congratulate the Executive for their hard work and all staff, too, for what has been achieved this year and the fact the work of MKCF has continued safely and results, income and processes have been good.

One area of excellence has been the Safeguarding work that is an integral part of the day to day life of MKCF, is embedded in processes and the responsibility of all. Our Designated Safeguarding Leads have worked relentlessly despite some difficult, distressing and complex cases and a growing number of wellbeing and mental health concerns that have swiftly become safeguarding issues, and they have ensured high standards of care have been maintained. Thanks is due to all staff for their diligence and care but especially to our Designated Safeguarding leads, whose efforts have been commended by the MK Safeguarding team.

Staff have recognised the need to keep a semblance of normality for the trainees, as this is their education and life opportunities we are supporting and enhancing and they have done a fabulous job at continuing to offer the best provision possible. Being an alternative education provider is a privilege, even when faced with some trying staffing issues, fatigue, weariness and staff whose resilience is limited due to the pandemic, and I want to acknowledge the efforts of staff and celebrate the past year. The Executive have worked hard to keep in touch with staff, supporting and reassuring them and the end of Summer term get-together was a time of thanks, encouragement and a heartfelt address from Stephen to acknowledge the reality of the past year and the achievements made. We are grateful to all staff- past and present- for their hard work.

The Foundation has ended this year in a positive financial position; the furlough scheme has helped and careful management of the accounts and reporting to the Board has kept us informed and able to identify concerns and address issues. Again, thanks is owed to our Director and Finance Manager for this positive outcome now and going into the future.

I am grateful to be able to offer this report on behalf of a dedicated and committed Board who meet regularly and support, challenge, visit and encourage the work of this amazing charity. It is a privilege to work with young people and offer opportunities for them to continue their learning and develop skills for life and work. MKCF has had a great year and the continuing sound results, good feedback and encouraging positive progression are testament to the hard work and care shown by all staff and volunteers.

Rev. Jenny Mills



**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**TRUSTEES' REPORT**

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The Trustees submit their report together with the audited financial statements for the year ended 31<sup>st</sup> March 2021.

### **Constitution of the Charity**

The Milton Keynes Christian Foundation Ltd is a charitable company limited by guarantee that was incorporated on 3 December 1985 and registered as a charity on 10 February 1986. The company was established under a Memorandum of Association, dated 14 October 1985, which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members of the Foundation are required to contribute towards the payment of debts and liabilities of the Foundation such amount as may be required, not exceeding one pound (£1).

The company's objects under its Memorandum of Association are to advance the Christian religion, which we pursue through educational, community, environmental and economic development activities. We seek not to proselytise but to work in ways that express our belief in a God who is passionately concerned for all aspects of life and particularly for hard-pressed groups in our communities. We want to work with others to disrupt those oppressive systems and structures that prevent the flourishing of humans and the natural world, to be an inclusive community of compassion and hope, generosity and justice; the priorities that we see profoundly expressed in the life and teaching of Jesus, whose life and work we seek to be part of.

### **Our Mission and an overview of our approach**

The MK Christian Foundation is an innovative local charity growing people and community through social enterprise. Our nine exciting enterprises work to co-produce solutions to locally identified issues that have a global importance.

The enterprises are staffed by amazing teams of young people who have struggled with mainstream education. Their enterprise work experience is supported by accredited training, enabling trainees to build confidence and find their futures.

Our roots are within the Christian community, but we work, learn and play together with people of all faiths and none; celebrating diversity and welcoming people from all parts of our community.

### **Our mission**

Growing people and community through social enterprise.

We understand social enterprise as:

*'a cause-driven business whose primary reason for being is to improve social objectives and serve the common good'*

and

*activity that 'both take(s) direct action and seek(s) to transform the existing system.... to go beyond better, to bring about a transformed, stable new system that is fundamentally different'*

### **Young People**

A significant focus for our work is with young people. They are both beneficiaries and co-workers in the delivery of our mission. The young people and young adults who work with us are all facing barriers in life, education and employment. They all have something to contribute to our communities, and learn and grow through practical engagement in our enterprises.

## **Christian**

We know that the word 'Christian' in our organisation's name provokes differing reactions: not always positive! We should not be surprised by this: we who call ourselves Christian have much from past and present for which to seek forgiveness. Whilst we still have much to learn, we hope that we continue to have something significant to share. We want to explain something of what we mean by the word 'Christian'.

The organisation was established by and continues to be part of the local Christian community; however we work and learn together with staff, clients, organisations and communities from all faiths and none. The intention of the Christian Foundation is not to proselytise but to participate in local communities of interest and geography and through this engagement to be learn and be changed ourselves.

We believe in a God who is passionately concerned with all aspects of life and human relationships; and has a particular empathy with those who are neglected or whose needs are disregarded. We believe every human carries something of the divine. No matter whom we love, no matter how we look, no matter how we pray, no matter where we are on our journey, God's spark is in every person of every race, every ethnicity, every gender and every sexual orientation.

We believe that the natural world is also sacred and that the fate of humanity and nature are intimately interwoven. We need to live more gently on the earth, finding patterns of living and working that are restorative and regenerative by design and where everything has value and nothing becomes waste.

We believe Jesus revealed God as loving, liberating and life-giving. His life as an activist for justice and healing contributed to his execution. The mystery we call the risen Christ leads us to affirm that love is stronger than death. Through everything he was, Jesus taught those following his way to love both neighbour and enemy and to seek to realise God's compassion and hope in their communities.

We believe that it is in real community - where diverse people work together, where all have much to offer and all much to receive - that we glimpse something of what God is like. It is here that creativity and energy for positive change emerge and where we imagine and co-produce new and better futures for ourselves, each other and for all.

We want to explore and express our faith in actions. We will seek to work with others to disrupt those oppressive systems and structures that prevent the flourishing of humans and the natural world, to be an inclusive community of compassion and hope, generosity and justice; the priorities that we see profoundly expressed in the life and teaching of Jesus, whose life and work we seek to be part of.

## **A brief introduction to how we deliver our mission**

Over the last 15 years we have been creating and growing social enterprises that co-produce solutions to locally identified issues that have a global importance. They:

- engage locally with some of our world's critical health, social and environmental challenges;
- produce high quality products and services that give practical expression to our vision and values;
- offer rich contexts for people, often those who have not succeeded in education, to contribute, learn, grow and achieve;
- provide a sustainable revenue to support the ongoing delivery of our mission.

Our current enterprises include:

- Think Food - a small café with a big vision; eating for individual, community and planetary health.
- Growing People - growing food locally for health, justice and sustainability.
- Foundation Learning - helping young people on the edges of education to build their skills, gain confidence and find their future.
- The Learning Tree - rewilding children and young people, reconnecting them with nature.
- Childcare Pathways - nursery provision supporting all children and parents to flourish.
- Foundation House - gathering spaces filled with activities that grow people and communities.

- Cycle Saviours - renovating and repairing pre-loved bikes, supporting everyone to get on their bikes.
- Urban Bee-lievers - creating a bee friendly city, hosting hives and supporting pollinators.
- Sew and grow - textile craftivism, sales for a fairer more sustainable planet with a current focus on young women facing period poverty.

## **Our social enterprises**

### **Foundation Learning**

Foundation Training provides innovative learning opportunities, within social enterprises, for young people 'turned-off' by traditional classroom teaching. Our training activities focus on young people who face multiple barriers in life, education and employment; whether excluded or at risk of exclusion from schools, outside further education, training or employment, having a learning difficulty or disability, seeking to live independently, preparing for parenthood or being a young parent they all have something to contribute to our communities.

We use our social enterprises as learning environments helping young people to:

- build their confidence and self-esteem;
- develop vocational, employability, social and life skills;
- gain vocational and employability qualifications;
- grow skills and achieve qualifications in maths and English;
- identify the next steps towards more independent living and finding their future.

### **Think Food**

Think Food is a small café with a big vision. We know that what and how we eat can change the world and we want our food to help change it for the better.

Current patterns of eating are not sustainable, driving climate crisis and health and social inequality both locally and globally. We are working to make our café a small part of the solution.

- We produce great tasting, reasonably priced food that brings people together from across our local community.
- We create menus that focus on vegetarian and vegan recipes, using as much locally sourced, fresh, seasonal and fairly traded produce as possible.
- We work to minimise food waste and food miles.
- We support folk from the local community to learn how they can eat well and sustainably on a budget.
- We are staffed by young people not in education, training or employment who gain essential work experience and qualifications as they change the world for good one bite at a time.

### **Growing People**

Growing People is an urban horticultural enterprise that works with young people to explore sustainable, local community alternatives to growing food. It will do this by:

- growing great food and other produce in urban contexts, using environmentally sensitive techniques to sell within our local communities;
- growing people, with a focus on supporting young people towards employment, through horticultural training;
- growing community by bringing people together around growing food.

The heart of our project will be our Urb farm based in Wolverton;

- A place for growing: a highly productive market garden growing food and other produce, using environmentally sensitive methods.

- A place for learning: an outdoor classroom where people from all walks of life and all sections of the community can re-connect with the land and learn the skills and benefits of growing food, exercise and healthy eating.

### **The Learning Tree**

The learning tree is an outdoor learning programme designed to 'rewild' and reconnect children and others with the natural world. Utilising the principles of Forest School, The Learning Tree programme develops emotional, personal and social skills and supports curriculum and vocational learning in a peaceful woodland environment. Participants engage in a wide range of practical activities including bush-craft, ecology and conservation, creative art and crafts and woodland management.

Learning Tree activities are delivered by our fully qualified staff supported by young people training to work with families and children. Our programme includes:

- Outdoor learning sessions for schools
- Tailored sessions for charities and community groups
- Parent and pre-school sessions
- Toddler outdoor learning session
- School Holiday clubs
- Corporate Team Building Activities.

### **Childcare Pathways**

We want all children to have a great start in life. Childcare Pathways offers personalised nursery provision for children from 3 months to 5 years. We seek to offer a holistic approach to each child's development and learning, providing:

- flexible and affordable child care, including fully subsidised places;
- activities that promotes invention, creativity, independence, responsibility and care for others;
- opportunities for play that support all aspects of a child's development – their language skills, emotions, creativity and social skills;
- a range of adult and child led activities that support and inspire parents and guardians to become more involved with their child's learning and development;
- opportunities to connect with the environment through play with natural materials, toys and access to our own Urban Farm and Forest School;
- healthy meals, produced in-house by our Think Food Café;
- young people the opportunity to gain experience and qualifications in childcare and develop parenting skills.

### **Foundation House**

Foundation House provides space for growing people and community. As well as being the home of the Christian Foundation and base for a number of our social enterprises we want to use our premises to bring diverse groups together and to be a place of creativity and energy for all. To achieve this we will:

- develop a programme of activities that promote individual and community wellbeing;
- promote a range of arts activities;
- provide rooms and spaces for hire and rent at competitive rates, focussing on groups and activities that reflect our mission and values;
- train young people to provide excellent hospitality to all those who use our building, enabling them to gain qualifications and social and employability skills.

### **Cycle Saviours**

Cycle Saviours rescues, restores and reuses pre-loved and abandoned bikes using them to benefit disadvantaged groups while promoting healthy living. Thousands of perfectly serviceable bikes lie languishing in sheds and garages or find their way, in various states of repair, to the local dump. There they



end up in the expensive and environmentally destructive processes of recycling or, worse, landfill. We want to utilise this wasted resource to:

- encourage access to cycling by providing affordable recycled bicycles;
- empower individuals through the greater mobility afforded by a bike;
- promote health, sustainable transport and environmental responsibility;
- ensure reuse of cycles and cycle part to reduce the use of raw materials and energy for production.

The heart of the project will be a workshop from where we will:

- repair and recycle donated and abandoned bikes;
- train young people and young adults in cycle maintenance and build their social and employability skills;
- provide a cycle maintenance training offer both in the workshop and as a 'pop-up' service at community events, schools and employer's premises;
- develop a range of community activities to promote access to, and empowerment through bikes and cycling.

### **Urban Bee-lievers**

Bees are critical to our food security and biodiversity, over the last decade they have been in sharp decline. We want to work to change this by making Milton Keynes a bee-friendly city.

Urban Bee-lievers works with young people to deliver a number of products, services and activities that raise awareness and promote the flourishing of bees and pollinators in Milton Keynes. We do this by:

- encouraging businesses, schools and community organisations to host or sponsor beehives that we will manage;
- growing the skills and capacity of local people to care for bees and create pollinator friendly environments through the provision of resources, information, training and workshops;
- developing items for sale that utilise the by-products from the care of bees;
- offering young people struggling with education or employment an opportunity to learn about bee keeping and to design, develop and sell items from hive by-products whilst gaining qualifications, developing social and employability skills.

### **Sew and Grow**

Sew and Grow is a textile based craftivist enterprise that works with young people to design and make planet and people friendly products that are of high quality and fairly priced. We produce beautiful, useful, naturally dyed and hand-crafted textile products that contribute to a sustainable living. We will do this by:

- designing and making reusable feminine hygiene products;
- being active in raising awareness of period poverty;
- growing, making and using natural dyes and traditional printing methods;
- producing and selling kits and materials that encourage others to be creative with natural dyes, inks and paints;
- running art based community activities to promote community, creativity and sustainability;
- researching and providing information about the social and environmental impact of the products we provide alternatives for;
- documenting our progress through social media and portfolio development.

### **Progress, Achievement and Performance**

It is impossible to look at progress, achievement and performance without reference to the Covid-19 pandemic. All our activities have been impacted, in some way, by the multiple lockdowns, the inability of many of our social enterprises to trade as normal and absences due to unwell or self-isolating trainees and staff.

**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
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**TRUSTEES' REPORT**

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The pandemic was already taking hold prior to the commencement of the financial year to which this report relates. The first 'lockdown' that began on 26 March 2021 required everyone to stay at home as well as the closure of schools, businesses and non-essential shops. Education provision and nurseries were expected to stay open for children of key-workers and vulnerable families. This has meant that we have been open with a team of staff on site every working day of the pandemic.

Our immediate priority was to ensure the continued support and safety of our young people, many of whom are extremely vulnerable. We were also anxious to maintain, where possible, the work and income of our other social enterprises. Much effort and creativity went into adapting our training and enterprise's products and services to meet the ever changing guidance and restrictions of operating during Covid-19.

The requirement to close many of our enterprises and restrictions on recruiting new trainees had an immediate impact on our finances. In addition to trying to maintain the delivery of the charity's mission we also had to work hard to secure the financial stability of the charity both in the present and for the future.

In these exceptional times we believe the charity's performance has been exceptional.

### **Foundation Training**

In the unique circumstances of Covid-19 the performance of our staff and trainees has been extraordinary. The pandemic has been particularly difficult for young people, with its huge disruption to education, support infrastructures, daily routine and social interaction. This has led to a marked growth in numbers of mental health and wellbeing issues as well as an increase in the number and seriousness of safeguarding concerns. We therefore set ourselves two clear priorities: ensuring the safety and wellbeing of our young people; and maintaining their learning and achievement.

With the onset of lockdown staff moved swiftly to a blended approach to teaching and learning, offering a mixture of online and face-to-face sessions. Priority for face-to-face sessions was given to those trainees identified as most vulnerable, though by June 2020 all trainees had access to such support. From June as well as providing maths and English teaching, we also offered work experience and vocational learning to everyone and returned to a full curriculum offer from September of that year. We provided laptops for trainees, initially donated by the Lloyds Bank Foundation and latterly from the DfE. This ensured all our young people had access to the internet and online support. We provided food vouchers for lunches throughout lockdown to all trainees we identified as being in need and delivered weekly food parcels to the most vulnerable households. Delivering these parcels became a vital contact with those in most challenging situations and led to the identification and addressing of a number of critical welfare and safeguarding concerns.

We implemented the DfE recommended Covid-19 risk mitigation measures and as a result of these and other premises cleaning measures the numbers getting Covid-19 have been limited and the need to self-isolate restricted.

During the year 74% of trainees had a safeguarding concern. The team have worked tirelessly with other local agencies to ensure the safety of our young people and we are rightly proud of our staff's work and their achievements. Around 50 % of our trainees had a special educational need or disability (SEND) and many more had mental health or welfare concerns. We provided tailored support for every trainee ensuring that all trainees had the opportunity to succeed.

The following statistics relate to the period August 2020 to July 2021. During the year we worked with 112 young people on our Study Programme contract. Of these:

- 80% achieved success in maths
- 78% achieved success in English
- 84% achieved success in their employability or vocational qualification
- 71 % progressed to employment, an apprenticeship or further education or training

Particularly pleasing has been the progression of trainees on leaving. Many have gone on to Further Education and training and others into employment and apprenticeships. Many have returned to tell us of their progress.

Here is some of the feedback from our year end survey of trainees

'I liked the awesome community'  
'Very enjoyable, allowed me to learn things that I couldn't at school'  
'I have a lot of different skills that can be useful for different things'  
'I got so much support when I needed it'  
'It's inspired me to too move onto an apprenticeship'  
'I am really overwhelmed seeing how much I have learnt from the Foundation'  
'I felt safe 'cause I know they would always listen to my problems'  
'I was made to feel like a member of the team'  
'I learnt a lot, my confidence grew and my independence and I developed my personality'

### **Urban Bee-lievers**

Our circa 600,000 bees have not noticed Covid-19. Indeed, with the reduction of grass cutting and other landscape management, they have flourished and production of honey has been greater than ever. The pandemic did, however, require us to halt the expansion of our programme of hive-hosting. We also had to withdraw hives from the businesses already committed, as access to their premises became difficult. Visits and educational sessions were also cancelled.

Demand for and sale of honey increased significantly and during the year we sold over 1000 jars of honey. The disruption to our trainee's work experience reduced the production of items utilising other hive by-products, such as wax wraps and lip balms. Sales of these items were also interrupted by the closure of many of our usual retail outlets.

### **Cycle Saviours**

The requirement for everyone to stay at home during lockdown resulted in a flurry of shed and garage clearances. Cycle Saviours benefited with the donation of some 1000 bikes. Anxiety about public transport and a desire for exercise led to the so called 'bike-boom'. We experienced a significant increase in demand for bikes and sold over 650 in the year. Repairs and servicing demand also boomed and our workshop, open as an 'essential service', has had a constant backlog of customer bikes throughout the year. The enterprise benefited from Government grants to encourage families on limited incomes to start cycling and latterly to provide basic repair services and maintenance training at schools, universities and other large employers. Our plans to increase our community based activities promoting cycling were put on hold due to Covid-19 restrictions.

### **Think Food Cafe**

Cafés and restaurants were required to close for a large portion of the financial year, with a partial reopening allowed in the summer of 2020. However the DfE's requirements of education providers to mitigate the risks of Covid-19 for learners made opening the café to large numbers of the public impossible. The team continued to provide lunches for staff and trainees and have used this period to completely redesign and test a new menu. They are now offering only vegetarian and vegan recipes to further align our food offer with our health and sustainability goals. We plan to reopen our café in November 2021.

### **Sew and Grow**

The enterprise began the year by completing a contract with our local council to make 900 reusable, naturally dyed sanitary pads to support young women in local schools experiencing period poverty. Production was then halted early in lockdown as the team focussed on providing face-to-face support activities for our most vulnerable trainees. Early in September 2020 they returned to normal activities and began working on a new contract with Milton Keynes Council to make 600 pads for young trans people. Other sales have again been restricted due to the closure of many of our outlet shops.

### **Growing People**

As with our bees the pandemic has not stopped things growing on our Urb Farm or chickens requiring feeding. So a small team of staff have been tending and harvesting produce for local online sales and home-delivery service. Plans to significantly expand our 'No dig' growing, including the launch of a box-scheme to

sell our fruit, salad and vegetables, had to be scaled back due to reduced numbers of trainees supporting the enterprise during lockdown.

### **The Learning Tree**

Even outdoor activities for groups of young people were restricted for much of the year. However we continued to provide forest school activities for children with special educational needs and disabilities.

### **Childcare Pathways**

Our nursery provision has remained open throughout lockdown ensuring support for children of key workers and those from vulnerable families. From June 2020 the nursery fully reopened but because many parents continued to work from home numbers of children remained modest, growing again as businesses reopened. The team have worked much more closely with The Learning Tree over the year allowing children attending out nursery the opportunity to access the forest school at least twice a week.

### **Foundation House**

Indoor community spaces and activities have also been closed for a majority of the year, with some limited opening in September and October 2020. We have taken the opportunity to reimagine how we wish to prioritise our lettings. We want to ensure that they all better align with our mission and values. We are also asking those using our spaces to engage with and make their activities accessible to our wider Christian Foundation community, including our trainees.

## **Structure, Governance and Management**

### **Trustees, Board of Directors and Management Committee**

Milton Keynes Christian Foundation is managed by a Board of Trustees who are also directors for the purposes of Company Law.

### **Recruitment and Appointment of Management Committee**

Under the Articles of Association, the Milton Keynes Christian Foundation is empowered to recruit members, from whom a Council of Management, consisting of no less than 7 and no more than 25 members shall be appointed to oversee the running of the organisation. In reality all the members of the Company also serve as trustees of the charitable company and as members of the Council of Management. They meet monthly to transact organisational business. The quorum for Council meetings (Board of Trustees meetings) is 5.

One third of all Board members are required to retire by rotation each year, although all are eligible for re-appointment. At the Annual General Meeting, Graham Ghaleb, Catherine Brew and Peter Sharrocks retired and were re-elected to the Board. At that meeting Mary Cotes retired as Chairperson and Jennifer Mills was duly elected to replace her.

### **Risk Management**

The Company recognises the importance of minimising risks to its reputation, integrity and financial sustainability and ensures that key risks are highlighted and incorporated into a risk register and the Charity's Executive's and Board's agendas which are regularly reviewed.

As will be expected the Covid-19 pandemic has seriously impacted our ability to operate and to generate funds. In the light of the risks to the charity we made a Serious Incident Report to the Charity Commissioner in April 2020. Prompt action by the executive in accessing the Government's Job Retention Scheme funding and a reduction in staff numbers has enabled us to stabilise our financial position.

Systems are in place within the organisation to minimise risks of fraudulent claims by clients, volunteers and staff, and systems have been developed, implemented and are monitored to ensure cash handling procedures are effective and transparent.

**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
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Internal procedures have been established to ensure compliance with health and safety of staff, volunteers, clients and visitors, and regular reports on health and safety are submitted to the Foundation's Executive and to the Board.

In line with the requirements of Section 11 of the Children Act 2004 the Christian Foundation has clear processes for meeting its responsibilities in relation to the safeguarding and welfare of children, young people and vulnerable adults. This includes regular safeguarding training for all staff and childcare trainees, effective information-sharing and inter-agency working. The charity employs safer recruitment procedures and regular reporting of safeguarding issues to the Foundation's Executive and to the Board.

### **Organisational Structure**

The Company has a Board of Trustees (Council of Management) of 11 members, who meet monthly and are responsible for the strategic direction and policy of the charity. Currently a majority of the members have a strong connection to the local Christian faith community, though not exclusively, but also have extensive relevant experience relating to the running and development of the charity. Following lockdown the Board has continued to meet online and has initiated a weekly meeting with the Director, involving a small group from the Board to closely monitor finances and the delivery of services during the uncertainty of the Pandemic.

Annually a strategic plan and budget is produced and presented to the Board for approval, this sets out the strategic priorities and directions for the coming year and sets all salaries. This process has proved particularly challenging during Covid-19 with so much uncertainty around the timings of the implementation and removal of restrictions. As well as monthly financial reporting, periodically reports are made to the Board to show progress against these strategic priorities. In relation to our training and childcare activities Self-Assessment Reviews and Quality Improvement Plans are also agreed which become the basis for priorities in developing training and childcare provision. Together these documents set out the strategic direction of the charity for the year ahead.

Day to day responsibility for the provision and development of services and activities has rested with one working Director, who's stipendiary post has been funded through the Milton Keynes' churches (MK Mission Partnership) and who was seconded to the charity.

This arrangement came to an end on 31 March 2020. MK Christian Foundation were anxious to ensure continuity of leadership, particularly in the midst of the Covid-19 crisis, and sought and received permission from the Charity Commission to provide the stipend for this position. To facilitate this Stephen Norrish resigned as a Company Director and Trustee of Milton Keynes Christian Foundation on 31 March 2020. The charity has as result been able to retain consistent and strong leadership through the current period of unprecedented turmoil. This arrangement is intended to be temporary while alternative structures are developed to provide for this ministry position. Planning for this has been delayed by the difficulties arising from the Covid-19 crisis.

The Director leads, manages and supervises the staff team and ensures that the charity delivers its charitable purposes, its strategic plan and that its range of services and activities comply with contracts. An Executive, including the Director and other senior staff of the charity, has met weekly during the pandemic to oversee operational activities. They review progress and evaluate risks in relation to the strategic plan. The organisation has smaller teams that bring together staff around its training and social enterprises that support the delivery and development of day-to-day activities. These meetings have been more sporadic due to the challenges of the year. Our young trainees have the opportunity to contribute to the development of the organisation through their own social enterprise meetings and other processes designed to gather their input. The frequency of these meetings have also been limited to minimise unnecessary contacts and the spread of the virus.

The charity has employed 32 full and part time staff during the year, though sadly had to make 3 staff redundant to manage the financial challenges arising from Covid-19.

The charity benefits from the support of a team of very able volunteers; however it is not considered that the activities of the charity are dependent on their input.

**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
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**Related Parties**

One of our Directors, Svetla Stallwood, is a shareholder in DMS Network Solutions who have the contract to maintain the Charity's ICT.

**Public Benefit**

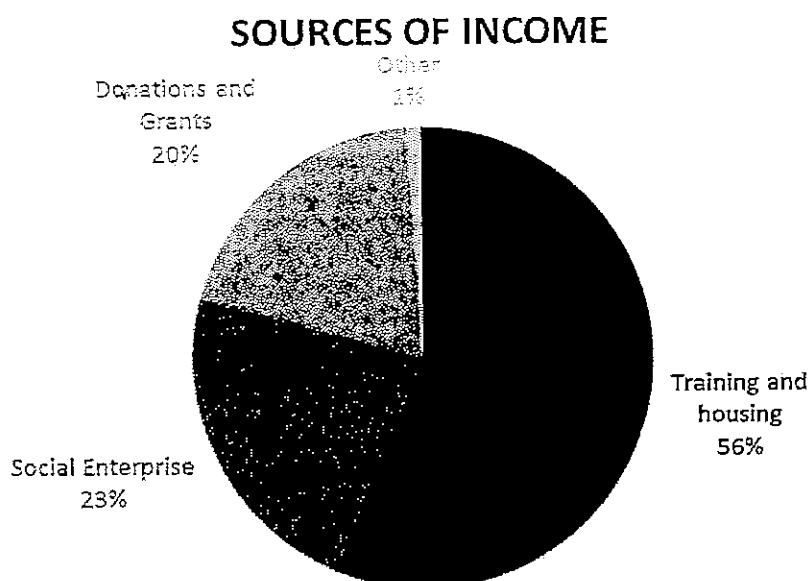
The Trustees have given due consideration to the Charity Commission's guidance on Public Benefit. The development of social enterprises has been integral in helping the Milton Keynes Christian Foundation achieve our public benefit requirements. They have offered disengaged and disadvantaged young people across Milton Keynes the opportunity to engage in useful, vocationally relevant training. This has helped them to gain new skills, achieve qualifications and address barriers to future employment and independent living. At the same time it has given them an opportunity to make a positive contribution to the community.

Our work has wider public benefit through the social enterprises' trading activities:

- the promotion of recycling and re-use as a means of conserving the earth's resources
- the growing and consuming of food locally to minimise transport costs and the cost of food production to the environment
- the provision of healthy meals to those struggling financially
- the importance of producing healthy and fairly traded food as a means of contributing to the nation's health
- the promotion of cycling to support health and reduction of carbon emissions
- the protection of bees and the promotion of understanding about the importance of pollinators to our environment and food security
- the provision of high quality childcare at affordable prices
- the provision of community facilities to support local individuals and community groups
- the development and use of natural dying techniques to reduce impact of textile production on the environment
- the making and distribution of sanitary product to young women facing period poverty

**Financial Review**

Income in 2020/21 was down by £26k to £692k. This was a result of the loss of both training and enterprise income due Covid-19. This was offset by increases in grants and donations, including funding from the Government's Job Retention Scheme and Lloyds Bank Foundation.



**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**TRUSTEES' REPORT**

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The principle funding sources of the charity are: The Education and Skills Funding Agency (ESFA); our social enterprise trading income; Milton Keynes Council's support for young people with special educational needs and disabilities; local schools for the provision of alternative education; ESF/Lottery and Lloyds Bank Trust grants. These fund our support for disadvantaged young people and the promotion of our social, economic, environmental and health goals of our enterprises.

The charity has made a small surplus in 2020/21 of £6,165, following a loss of £56k in the previous year. The Board had agreed a break even budget for the year which despite the uncertainty and disruption has been achieved.

The major reduction in the charity's activity, as a result of the Coronavirus, had the potential to put us into a serious position; however we have managed to stabilise the charity's finances through a reduction in staff numbers, delaying recruitment and support from the Government's Job Retention scheme.

The main financial risk for the coming year continues to come from the impact of the Covid-19 virus and the speed with which we are able to return to pre-pandemic activity and income levels.

We have no material liabilities in respect of pensions.

We are proposing a deficit budget for 2021/22, using our reserves to deliver this. This is to allow investment in the recovery of our training and enterprise activities following the impact of the pandemic. It is acknowledged that medium and long term planning continue to be very challenging.

### **Fundraising from the general public**

The charity does not engage in fundraising from the general public and neither uses a third party to do so.

### **Reserves Policy**

The Trustees have undertaken a fundamental review of their reserves policy, taking into consideration the significant disruption to the economic landscape in 2020/21. We have looked at the risks facing the charity in the coming year that might impact the financial security of the charity. This has included careful examination of risks to income streams and expenditure commitments. We believe that there is an increased risk of a significant loss of income, particularly earned income from our social enterprises, resulting from the impact of Covid-19 on the economy. To this end we have decided that it is prudent to maintain reserves to manage in the event of a partial or complete closure. We are also anticipating and budgeting for a loss in 2021/22 as we restart our activities and enterprises. The sum of £250,000 is considered an appropriate level of reserves to address a significant, unforeseen reduction in income. At the yearend 2020/21 the actual level of free reserves was £320,628.

### **Plans for Future**

Drawn from our current Strategic Plan, the strategic priorities for the period 2021/22 are:

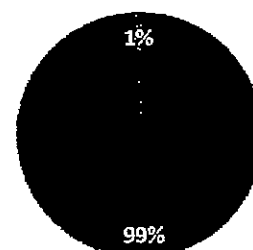
- Use the pandemic interruption to reimagine and refocus the approaches to our training and enterprises

We will use the hiatus to ensure that we are delivering maximum impact in respect of our social, community and environmental campaigns. We will complete the review of the business models of our enterprises and our approaches to training to ensure that as we reopen, we do so with renewed clarity of purpose and focus.

- Rebuilding and growing our income from training and social enterprises

### **EXPENDITURE**

■ Charitable activities ■ Governance



Structural challenges and, in the last year, Covid-19 have caused a decline in our income from both our training and enterprises. We must both recover income to pre-covid levels and grow it to deliver our mission effectively.

Our budget has agreed stretching targets to achieve this and clear income and production targets to enable the monitoring of progress.

- To recover and grow trainee achievement and positive progression levels

Achievement and progression levels have been impacted in the last two academic years by Covid-19 and the interruption to learning and work experience. We will restore and grow our achievement and progression levels.

We will find and implement new funded and unfunded qualifications that maximise opportunities for trainee progression and employment.

- To refine our branding and marketing, particularly the use of social media

We have made significant steps with our marketing, particularly with our video and website improvements. We must sharpen our whole-organisation messaging and coordinate our social media usage to support our drive to increase enterprise impact and income. We will pilot some 'craftivist' approaches to generating thinking about the issues our enterprises address.

- Building staff capacity to support the delivery enterprise and training goals

Where we can we will increase staff salaries and work to rationalise internal staff salary levels.

We will restore our supervision and appraisal processes, which have been disrupted by Covid-19, with a stronger emphasis on CPD. We must work to identify time and opportunities to integrate staff training into our training and enterprise activities.

- Develop our organisational structure to strengthen strategic management and manage growth

Our Board have identified the importance of succession planning, particularly with reference to our senior leadership. Post Covid-19 we need to revisit our strategic succession plan.

We will continue to develop the Executive team to ensure that we have the range of skills required to effectively manage the organisation into the future.

- We will develop our links with partners and stakeholders, including those from the Christian faith community.

We will identify and strengthen links with critical partners and stakeholders. We will continue to build our connections and work with regional and national para-church organisations that share our approach and values. We will complete the work of identifying and recruiting a supporting friends group.

### **Responsibilities of the Management Committee**

The trustees (who are also directors of Milton Keynes Christian Foundation for the purposes of company law) are responsible for preparing the Trustees' Annual Report 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.



**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**TRUSTEES' REPORT**

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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 have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in 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 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

**Auditors**

It was agreed at the last AGM that our existing auditors, Mercer and Hole, should be re-appointed for the current year. However in line with Charity Commission good practice it is proposed to invite a number of other companies to bid to provide this service for the 2021/22 financial year.

**By Order of the Board**



Mr J G Ghaleb  
Company Secretary

Date: 8 December 2021

**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**INDEPENDENT REPORT OF THE AUDITOR TO THE MEMBERS OF MILTON KEYNES CHRISTIAN**  
**FOUNDATION LIMITED**

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## **Opinion**

We have audited the financial statements of Milton Keynes Christian Foundation (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including 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 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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**

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

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

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

## **Other information**

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report<sup>2</sup>. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**INDEPENDENT REPORT OF THE AUDITOR TO THE MEMBERS OF MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**

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We have nothing to report in this regard.

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

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' 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 [strategic report and the]3 directors' 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

**Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement set out on page 9, 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.

**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**INDEPENDENT REPORT OF THE AUDITOR TO THE MEMBERS OF MILTON KEYNES CHRISTIAN**  
**FOUNDATION LIMITED**

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

**Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud**

We gained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates and considered the risk of acts by the company that were contrary to applicable laws and regulations, including fraud. These included, but were not limited to, the Companies Act 2006, Charities Act 2011, Charities SORP 2019, requirements of Ofsted inspections and tax legislation .

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements and the financial report (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate entries including journals to overstate revenue or understate expenditure and management bias in accounting estimates.

Audit procedures performed by the engagement team included:

- discussions with management, including considerations of known or suspected instances of non-compliance with laws and regulations and fraud;
- gaining an understanding of management's controls designed to prevent and detect irregularities; and
- identifying and testing journal entries.
- Obtaining the latest Ofsted reports and ensuring there were no areas of concern or no measures enforced.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [https:// www.frc.org.uk/auditorsresponsibilities](https://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**

**YEAR ENDED 31 MARCH 2021**

**INDEPENDENT REPORT OF THE AUDITOR TO THE MEMBERS OF MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**

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**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.

*Mercer & Hole*

**James Wooldridge MSci FCA**

(Senior Statutory Auditor)

For and on behalf of

Mercer & Hole

Chartered Accountants and Statutory Auditors

420 Silbury Boulevard

Milton Keynes

Buckinghamshire

MK9 2AF

Date: *13 December 2021*

**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**

	Note	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
<b>Income from:</b>					
Donations and legacies	3	8,264	-	8,264	45,764
Grants received	4	89,084	38,481	127,565	27,272
<b>Income from charitable activities</b>					
Training and housing services		388,563	7,408	395,971	469,805
Environment and development		156,109	-	156,109	170,051
Miscellaneous income		3,695	-	3,695	4,272
Investment income	5	125	-	125	217
<b>Total</b>		<u>645,840</u>	<u>45,889</u>	<u>691,729</u>	<u>717,381</u>
<b>Expenditure on:</b>					
Charitable activities	6	631,082	46,375	677,457	764,737
Governance costs	6	8,107	-	8,107	8,209
<b>Total Expenditure</b>		<u>639,189</u>	<u>46,375</u>	<u>685,564</u>	<u>772,946</u>
<b>Net income/(expenditure) and net movement in funds for the year</b>	7	6,651	(486)	6,165	(55,565)
<b>Reconciliation of funds</b>					
Total funds brought forward		1,401,994	1,746	1,403,740	1,459,305
<b>Total funds carried forward</b>		<u>1,408,645</u>	<u>1,260</u>	<u>1,409,905</u>	<u>1,403,740</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continued activities.

The accompanying accounting policies and notes form an integral part of the financial statements.

The 2020 comparative includes both restricted and unrestricted funds, a breakdown of the comparatives can be found in note 22 to these financial statements.

MILTON KEYNES CHRISTIAN FOUNDATION LIMITED  
YEAR ENDED 31 MARCH 2021  
BALANCE SHEET

	Notes	£	2021 £	£	2020 £
<b>Fixed Assets</b>					
Tangible assets	10		1,086,995		1,091,330
<b>Current Assets</b>					
Debtors	11	62,593		67,492	
Cash at bank and in hand		392,847		348,279	
<b>Total Current Assets</b>		<u>455,440</u>		<u>415,771</u>	
<b>Liabilities</b>					
Creditors: Amounts falling due within one year	12	<u>(132,530)</u>		<u>(103,361)</u>	
<b>Net Current Assets</b>			<u>322,910</u>		<u>312,410</u>
<b>Net Assets</b>			<u>1,409,905</u>		<u>1,403,740</u>
 The funds of the Charity					
Restricted Funds	16		1,260		1,746
Unrestricted Funds	17		320,628		303,007
Designated Funds	17		1,088,017		1,098,987
<b>Total Charity Funds</b>			<u>1,409,905</u>		<u>1,403,740</u>

The financial statements were approved by the Trustees at a meeting on 8.12.21 and were signed on their behalf by:-

Mr J G Ghaleb  
Trustee



Rev J M Mills  
Trustee



Date: 8 December 2021

Company Registration No. 01967962

**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**STATEMENT OF CASH FLOW**

	Note	2021 £	2020 As restated £
<b>Cash received from / (used) in operating activities</b>	20	<u>59,014</u>	<u>(48,017)</u>
<b>Cash flows from investing activities</b>			
Interest income		125	217
Purchase of tangible fixed assets		(14,571)	(12,059)
<b>Net cash used in investing activities</b>		<u>(14,446)</u>	<u>(11,842)</u>
<b>Cash flows from financing activities</b>			
Repayments of finance lease obligations		-	(1,713)
<b>Net cash used in financing activities</b>		<u>-</u>	<u>(1,713)</u>
(Decrease) / Increase in cash and cash equivalents in the year		44,568	(61,572)
Cash and cash equivalents at the beginning of the year		348,279	409,851
<b>Cash and cash equivalents at the end of the year</b>		<u><u>392,847</u></u>	<u><u>348,279</u></u>



**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**NOTES FORMING PART OF THE FINANCIAL STATEMENTS**

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**1. Legal status**

Milton Keynes Christian Foundation Limited is a private company limited by guarantee without share capital, incorporated in England and Wales. The registered office is Foundation House, The Square, Aylesbury Street, Wolverton, Milton Keynes, MK12 5HX. The liability of each member is limited to contributing £1 to the assets of the Charity in the event of it being wound up while a member, or within one year after ceasing to be a member.

At 31 March 2021 the number of members was 11 (2020: 11).

**2. Accounting policies**

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

***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 (FRS102) (effective 1 January 2019) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Milton Keynes Christian Foundation Limited meets the definition of a public benefit entity under FRS 102.

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

***Donations***

Donations are accounted for when received.

***Income recognition policies***

All accounting resources are included in the SOFA when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy, with the exception of donations which are recognised on a receipt basis. Income is deferred when a condition placed upon the Charity's entitlement to it has not yet been completed.

***Expenditure***

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources.

Support costs are those incurred directly in support of expenditure on the objects of the Charity. Governance costs are those costs incurred in connection with the administration of the Charity and compliance with constitutional and statutory requirements.

All costs have been directly attributed to one of the categories of expenditure.

***Interest receivable***

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

### **Accounting policies (continued)**

#### **Going Concern**

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. In making this assessment, the Trustees have reviewed the cash flow forecasts of the charitable company and concluded that based on the forecasts, taking into account the ongoing impact of COVID-19 on activities, the mitigating actions that can be taken to control costs and the likelihood of obtaining grants, the charitable company has adequate resources to continue in operational existence for the foreseeable future. The charitable company has a healthy cash position and significant tangible fixed assets which provides the charity with sufficient reserves to manage the forecasted performance up to March 2023 including any additional uncertainty that the COVID-19 pandemic brings.

The financial statements have, therefore, been prepared on the going concern basis.

#### **Fixed assets and depreciation**

All tangible assets are capitalised at cost.

Depreciation is provided on all tangible assets at rates to write off the costs over their expected useful economic lives as follows:

Freehold buildings (not land)	-	2% per annum
Furniture and equipment	-	33% reducing balance
Solar panels	-	10% per annum
Property improvements	-	33% reducing balance
Motor vehicles	-	33% reducing balance

#### **Pensions**

The company operates a defined contribution scheme for the benefit of its employees. Contributions are included in resources expended in the year they are payable.

#### **Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the charitable company. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Foundation's work or for specific projects being undertaken by the Foundation.

#### **Debtors**

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

#### **Cash at bank and in hand**

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

#### **Creditors and provisions**

Creditors and provisions are recognised where the charitable company 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.

**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**NOTES FORMING PART OF THE FINANCIAL STATEMENTS CONT'D**

**Accounting policies (continued)**

**Financial Instruments**

The company 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 settlement value.

**3. Donations**

	2021 £	2020 £
Sew and Grow	-	1,013
Urb Farm	6,587	12,187
Foundation Centre	70	152
Think Food	-	37
Cycle Project	10	5
Seconded staff	-	30,000
Other	1,597	2,370
	<u>8,264</u>	<u>45,764</u>

**4. Grants Received**

	2021 Unrestricted £	2021 Restricted £	2020 Restricted £
Lloyds Bank Foundation	-	23,427	19,894
Urb Farm	-	-	10
Arts Council	-	3,249	2,436
MK Community Foundation	-	5,138	3,652
Architectural Heritage Fund	-	6,667	-
Job Retention Scheme	89,084	-	-
Other	-	-	1,280
	<u>89,084</u>	<u>38,481</u>	<u>27,272</u>

**5. Investment income**

	2021 £	2020 £
Bank interest received	<u>125</u>	<u>217</u>

**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**NOTES FORMING PART OF THE FINANCIAL STATEMENTS CONT'D**

**6. Expenditure**

Total resources expended:

	Training	Development, Projects & Other	Governance	2021	2020
	£	£	£	£	£
<b>Cost directly allocated to activities</b>					
Staff costs	159,219	235,174	-	394,393	448,857
Materials / resources	24,106	72,411	-	96,517	98,822
Recruitment	199	1,195	-	1,394	3,075
Travel	499	-	-	499	728
Volunteer expenses	-	-	-	-	33
Audit and accounts fees	-	-	4,400	4,400	4,600
Depreciation	-	11,164	-	11,164	13,913
<b>Support costs allocated to activities</b>					
Premises	24,558	20,093	-	44,651	40,368
Management	16,421	22,577	2,053	41,051	30,147
General office & finance staff	12,542	13,935	1,394	27,871	30,436
Communications	2,602	2,343	260	5,205	11,586
Legal & Professional	446	445	-	891	5,884
Depreciation	2,710	5,032	-	7,742	7,654
Bank charges	255	85	-	340	1,119
Other	27,195	22,251	-	49,446	75,724
<b>Total expenditure</b>	<b>270,752</b>	<b>406,705</b>	<b>8,107</b>	<b>685,564</b>	<b>772,946</b>

**7. Net movement in funds**

This is stated after charging

	2021 £	2020 £
Amounts payable to the auditors in respect of audit services	4,400	4,600
Depreciation	18,906	21,567

**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**NOTES FORMING PART OF THE FINANCIAL STATEMENTS CONT'D**

**8. Staff numbers and costs**

No Trustees held a contract of employment with the Charity during the year. Under the Memorandum of Association, the Trustees are not entitled to receive any remuneration from the Charity. Neither do they receive any reimbursements of expenses incurred when travelling to, or engaged upon, the business of the Charity.

The Trustees neither received nor waived emoluments during the year (2020: £nil). Expenses of £nil (2020: £nil) were reimbursed to Trustees for expenses incurred on behalf of the Charity.

The average number of persons employed by the Charity during the year, analysed by category, was as follows:

	2021	2020
Administration	3	2
Training officers and support staff	28	30
	<u>31</u>	<u>32</u>

The aggregated payroll costs of these persons were as follows:

	2021 £	2020 £
Wages and salaries	441,053	469,687
Social security costs	27,156	25,014
Pension costs	8,296	9,994
	<u>476,505</u>	<u>504,695</u>

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

**9. Taxation**

There is no charge to corporation tax in these financial statements as the Charity has gained exemption due to application of trading profits to the purpose of the Charity.

MILTON KEYNES CHRISTIAN FOUNDATION LIMITED  
YEAR ENDED 31 MARCH 2021  
NOTES FORMING PART OF THE FINANCIAL STATEMENTS CONT'D

10. Tangible fixed assets

	Freehold property	Improvements to property	Motor vehicles	Furniture and equipment	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 April 2020	1,150,000	55,713	33,062	182,560	1,421,335
Additions	6,667	-	-	7,904	14,571
Disposals	-	-	-	-	-
At 31 March 2021	1,156,667	55,713	33,062	190,464	1,435,906
<b>Depreciation</b>					
At 1 April 2020	83,542	55,180	28,213	163,070	330,005
Charge for the year	7,742	176	1,601	9,387	18,906
Disposals	-	-	-	-	-
At 31 March 2021	91,284	55,356	29,814	172,457	348,911
<b>Net Book Value</b>					
At 31 March 2021	1,065,383	357	3,248	18,007	1,086,995
At 31 March 2020	1,066,458	533	4,849	19,490	1,091,330

Included in freehold property is land valued at £633,333 that has not been depreciated.

11. Debtors

	2021 £	2020 £
Trade debtors	25,395	37,710
Other debtors	1,400	1,600
Prepayments and accrued income	35,798	28,182
	62,593	67,492

**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**NOTES FORMING PART OF THE FINANCIAL STATEMENTS CONT'D**

**12. Creditors: amounts falling due within one year**

	2021 £	2020 £
Trade creditors	12,555	7,280
Taxation and social security costs	99	1,129
Other creditors	12,045	8,508
Accruals and deferred income	107,831	86,444
	<u>132,530</u>	<u>103,361</u>

**13. Deferred income**

	2021 £	2020 £
Balance as at 1 April 2020	80,404	87,045
Amounts released to income earned from charitable activities	(55,700)	(63,311)
Amount deferred in year	77,887	56,670
Balance as at 31 March 2021	<u>102,591</u>	<u>80,404</u>

**14. Defined contribution schemes**

	2021 £	2020 £
Charge to profit or loss in respect of defined contribution schemes	<u>8,296</u>	<u>9,994</u>

**15. Analysis of movements in unrestricted funds**

	Unrestricted Free reserves £	Designated legacy	2021 Designated fixed assets £	Total unrestricted funds £	2020 Total unrestricted funds £
Balance at beginning of year	303,007	9,129	1,089,858	1,401,994	1,456,594
Net movement of funds	17,621	(7,120)	(3,850)	6,651	(63,729)
Balance at end of year	<u>320,628</u>	<u>2,009</u>	<u>1,086,008</u>	<u>1,408,645</u>	<u>1,392,865</u>

The year end designated legacy balance of £2,009 relates to a bequest of £10,000 made to MKCF in April 2019. This has been designated for use on the Urb Farm enterprise, of which £7,120 of further expenditure was incurred in the year to purchase a waterless toilet for the Urb Farm.

MILTON KEYNES CHRISTIAN FOUNDATION LIMITED  
YEAR ENDED 31 MARCH 2021  
NOTES FORMING PART OF THE FINANCIAL STATEMENTS CONT'D

16. Analysis of movement in restricted funds

	Balance brought forward £	Amounts received in the year £	Amounts spent in the year £	Balance carried forward £
Think Food	327	-	(108)	219
Shaw Grant	81	-	-	81
Tipi Pledge	1,145	-	(378)	767
Arts Council Grant	-	3,249	(3,249)	-
Lloyds Bank Grant	-	18,237	(18,237)	-
MK Comm. Found. – Preserves	193	-	-	193
Architectural Heritage Fund	-	6,667	(6,667)	-
Lloyds Recovery Grant	-	5,190	(5,190)	-
Common Ground Cafe	-	5,138	(5,138)	-
ESFA Bursary	-	7,408	(7,408)	-
	<u>1,746</u>	<u>45,889</u>	<u>(46,375)</u>	<u>1,260</u>

The nature of each restricted fund is briefly described below:

**Think Food** - £4,343 awarded by MK Community Foundation in March 2014 for kitchen equipment which they supplied from MK Community Properties. The funds are being released in line with the depreciation of the acquired kitchen equipment.

**Shaw Grant** - a grant awarded for £500 from councillor Shaw for the Urb Farm.

**Tipi Pledge** - a crowd funding appeal to purchase a Tipi for the Forest School and a container to store equipment at the Urb Farm. The funds are being released in line with the depreciation of the items purchased.

**Arts Council Grant** - a grant awarded for £11,000, of which £8,000 has been received to date. The funds are being drawn down as expenditure covered by the grant is incurred.

**Lloyds Bank Grant** - a grant awarded for £63,000 to be spent over 3 years and it is being drawn down to match expenditure according to the terms of the grant.

**MKCF Preserves Grant** - £1,323 awarded to the Urb Farm by MK Community Foundation to fund equipment to make our own preserves and chutneys for resale.

**Architectural Heritage Fund** - £14,000 awarded by the Architectural Heritage Fund in April 2020 for us to spend on creating a Project Viability Report relating to the Stratford Road property including the cost of surveys and producing a building plan.

**Lloyds Recovery Grant** - £9,985 received in addition to the above Lloyds Bank grant to provide support to MKCF enterprises that have struggled as a result of the COVID-19 pandemic.

**MKCF Common Ground Cafe** - £6,179 awarded by Milton Keynes Community Foundation in March 2021 to support the recovery and relaunch of the Common Ground Café at Foundation House.

**ESFA Bursary** - this is funding from the government for a vulnerable students bursary and the maths pilot. The funds are being drawn down to match the relevant expenditure according to the ESFA terms.



**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**NOTES FORMING PART OF THE FINANCIAL STATEMENTS CONT'D**

**17. Analysis of net assets between Funds**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total Funds £</b>
Tangible fixed assets	1,086,008	987	1,086,995
Current assets	358,561	96,879	455,440
Liabilities	(35,924)	(96,606)	(132,530)
Balance at end of year	<u>1,408,645</u>	<u>1,260</u>	<u>1,409,905</u>

**18. Financial commitments**

At 31 March 2021 the Charity was committed to making the following payments under non-cancellable operating leases:

	<b>Other £</b>	<b>2021 Land and buildings £</b>	<b>Other £</b>	<b>2020 Land and buildings £</b>
Operating leases which expire:				
Less than one year	-	-	-	-
Between two and five years	-	-	-	-
After five years	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**19. Related party relationships and transactions**

During the year, the Charity received donations from trustees of £nil (2020: £370). The Charity also sold goods of £nil (2020: £22) to trustees during the year.

During the year the Charity sold services of £18,397 (2020: £21,327) to, and purchased services amounting to £585 (2020: £3,241) from Milton Keynes YMCA Limited. The amount owed to Milton Keynes YMCA Limited at the year end amounted to £477 (2020: £265) and the amount owed from Milton Keynes YMCA Limited amounted to £1,235 (2020: £1,906).

Milton Keynes YMCA Limited is related through mutual directorship.

Both Svetla Stallwood and her husband, David Stallwood, are shareholders of DMS Network Solutions. Goods and services purchased during the year from DMS Network Solutions totalled £7,110 (2020: £1,086) of which £nil (2020: £nil) remained outstanding at the year end.

**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**NOTES FORMING PART OF THE FINANCIAL STATEMENTS CONT'D**

**20. Reconciliation of net movement in funds to net cash flow from operating activities**

	2021	2020 as restated
	£	£
Net movement in funds	6,165	(64,694)
<b>Adjustments for:</b>		
Depreciation	18,906	21,567
Deduct interest income classified under investing	(125)	(217)
Deduct gain on disposal of tangible fixed asset	-	-
<b>Movement in working capital:</b>		
Decrease/(increase) in debtors	4,899	208,299
Movement in debtors due to non cash bequest	-	(200,000)
Increase/(decrease) in creditors	29,169	(12,972)
<b>Net cash (used in) / from operating activities</b>	<b>59,014</b>	<b>(48,017)</b>

**21. Analysis of changes in net funds**

	1 April 2020 £	Cash flows £	Non-cash changes	31 March 2021 £
Cash at bank and in hand	348,279	44,568	-	392,847

**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**NOTES FORMING PART OF THE FINANCIAL STATEMENTS CONT'D**

**22. Comparative Funds**

	Unrestricted Funds	Restricted Funds	2020 Total
	£	£	£
<b>Income from:</b>			
Donations and legacies	45,764	-	45,764
Grants received	-	27,272	27,272
<b>Income from charitable activities</b>			
Training and housing services	445,414	24,391	469,805
Environment and development	170,051	-	170,051
Miscellaneous income	4,272	-	4,272
Investment income	217	-	217
<b>Total</b>	<b>665,718</b>	<b>51,663</b>	<b>717,381</b>
<b>Expenditure on:</b>			
<b>Costs of raising funds</b>			
Expenditure to further the Charity's objects	712,109	52,628	764,737
Governance costs	8,209	-	8,209
<b>Total</b>	<b>720,318</b>	<b>52,628</b>	<b>772,946</b>
<b>Net (income) / expenditure and net movement in funds for the year</b>	<b>(54,600)</b>	<b>(965)</b>	<b>(55,565)</b>
Transfers between funds	-	-	-
<b>Reconciliation of funds</b>			
Total funds brought forward	1,456,594	2,711	1,459,305
<b>Total funds carried forward</b>	<b>1,401,994</b>	<b>1,746</b>	<b>1,403,740</b>

**23. Prior Year Adjustment**

The cashflow comparative and related note has been restated to show the non cash bequest of a fixed asset in the net movement in funds and not the purchase of fixed assets heading.

Company Registration No. 01967962  
Charity Registration No. 293546

**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**(A Company Limited by Guarantee)**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

MILTON KEYNES CHRISTIAN FOUNDATION LIMITED  
YEAR ENDED 31 MARCH 2021  
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**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**LEGAL AND ADMINISTRATIVE INFORMATION**

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**Company Number:** 01967962

**Charity Registration Number:** 293546

**Trustees:** Mr J G Ghaleb  
Mr D H Head  
Rev P Sharrocks  
Rev Dr M Cotes – Stepped down as chair 25.11.20  
Rev J M Mills – Chairperson from 25.11.20  
Ms C H Brew  
Mrs J Cooper-Bennett  
Rev J Robertson  
Mr P Galsworthy – On a sabbatical during 2020/21  
Mrs Svetla Stallwood  
Ms Paulette Tedd - Appointed 22.6.20

**Secretary:** Mr J G Ghaleb

**Director:** Mr S J Norrish

**Registered Office:** Foundation House  
The Square  
Aylesbury Street  
Wolverton  
Milton Keynes  
MK12 5HX

**Website:** [www.mkchristianfoundation.co.uk](http://www.mkchristianfoundation.co.uk)

**Auditors:** Mercer & Hole  
Silbury Court  
420 Silbury Boulevard  
Central Milton Keynes  
MK9 2AF

**Bankers:** Lloyds Bank  
Milton Keynes  
MK12 5DG

## Chair's introduction

This year has been another year of commitment and dedication from the Director and staff at Milton Keynes Christian Foundation (MKCF). The past year staff and trainees have stepped up and responded with dedication and determination and achieved great things despite a continuation of the struggles caused by the Covid-19 pandemic and all that it brought with it. The Director and Executive have continued to seek out the relevant advice and follow the guidelines, being consistently proactive and reactive and ensuring the safety of both staff and trainees; at times this has been difficult as advice has rapidly changed or information was released late in the day for prompt implementation. The quality of provision has not wavered and the work of MKCF has continued to flourish, building on a history of exceptional achievements and experiences. As the Chair of the Board I would particularly like to congratulate the Executive for their hard work and all staff, too, for what has been achieved this year and the fact the work of MKCF has continued safely and results, income and processes have been good.

One area of excellence has been the Safeguarding work that is an integral part of the day to day life of MKCF, is embedded in processes and the responsibility of all. Our Designated Safeguarding Leads have worked relentlessly despite some difficult, distressing and complex cases and a growing number of wellbeing and mental health concerns that have swiftly become safeguarding issues, and they have ensured high standards of care have been maintained. Thanks is due to all staff for their diligence and care but especially to our Designated Safeguarding leads, whose efforts have been commended by the MK Safeguarding team.

Staff have recognised the need to keep a semblance of normality for the trainees, as this is their education and life opportunities we are supporting and enhancing and they have done a fabulous job at continuing to offer the best provision possible. Being an alternative education provider is a privilege, even when faced with some trying staffing issues, fatigue, weariness and staff whose resilience is limited due to the pandemic, and I want to acknowledge the efforts of staff and celebrate the past year. The Executive have worked hard to keep in touch with staff, supporting and reassuring them and the end of Summer term get-together was a time of thanks, encouragement and a heartfelt address from Stephen to acknowledge the reality of the past year and the achievements made. We are grateful to all staff- past and present- for their hard work.

The Foundation has ended this year in a positive financial position; the furlough scheme has helped and careful management of the accounts and reporting to the Board has kept us informed and able to identify concerns and address issues. Again, thanks is owed to our Director and Finance Manager for this positive outcome now and going into the future.

I am grateful to be able to offer this report on behalf of a dedicated and committed Board who meet regularly and support, challenge, visit and encourage the work of this amazing charity. It is a privilege to work with young people and offer opportunities for them to continue their learning and develop skills for life and work. MKCF has had a great year and the continuing sound results, good feedback and encouraging positive progression are testament to the hard work and care shown by all staff and volunteers.

Rev. Jenny Mills



**MILTON KEYNES CHRISTIAN FOUNDATION LIMITED**  
**YEAR ENDED 31 MARCH 2021**  
**TRUSTEES' REPORT**

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The Trustees submit their report together with the audited financial statements for the year ended 31<sup>st</sup> March 2021.

**Constitution of the Charity**

The Milton Keynes Christian Foundation Ltd is a charitable company limited by guarantee that was incorporated on 3 December 1985 and registered as a charity on 10 February 1986. The company was established under a Memorandum of Association, dated 14 October 1985, which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members of the Foundation are required to contribute towards the payment of debts and liabilities of the Foundation such amount as may be required, not exceeding one pound (£1).

The company's objects under its Memorandum of Association are to advance the Christian religion, which we pursue through educational, community, environmental and economic development activities. We seek not to proselytise but to work in ways that express our belief in a God who is passionately concerned for all aspects of life and particularly for hard-pressed groups in our communities. We want to work with others to disrupt those oppressive systems and structures that prevent the flourishing of humans and the natural world, to be an inclusive community of compassion and hope, generosity and justice; the priorities that we see profoundly expressed in the life and teaching of Jesus, whose life and work we seek to be part of.

**Our Mission and an overview of our approach**

The MK Christian Foundation is an innovative local charity growing people and community through social enterprise. Our nine exciting enterprises work to co-produce solutions to locally identified issues that have a global importance.

The enterprises are staffed by amazing teams of young people who have struggled with mainstream education. Their enterprise work experience is supported by accredited training, enabling trainees to build confidence and find their futures.

Our roots are within the Christian community, but we work, learn and play together with people of all faiths and none; celebrating diversity and welcoming people from all parts of our community.

**Our mission**

Growing people and community through social enterprise.

We understand social enterprise as:

*'a cause-driven business whose primary reason for being is to improve social objectives and serve the common good'*

and

*activity that 'both take(s) direct action and seek(s) to transform the existing system.... to go beyond better, to bring about a transformed, stable new system that is fundamentally different'*

**Young People**

A significant focus for our work is with young people. They are both beneficiaries and co-workers in the delivery of our mission. The young people and young adults who work with us are all facing barriers in life, education and employment. They all have something to contribute to our communities, and learn and grow through practical engagement in our enterprises.



## **Christian**

We know that the word 'Christian' in our organisation's name provokes differing reactions: not always positive! We should not be surprised by this: we who call ourselves Christian have much from past and present for which to seek forgiveness. Whilst we still have much to learn, we hope that we continue to have something significant to share. We want to explain something of what we mean by the word 'Christian'.

The organisation was established by and continues to be part of the local Christian community; however we work and learn together with staff, clients, organisations and communities from all faiths and none. The intention of the Christian Foundation is not to proselytise but to participate in local communities of interest and geography and through this engagement to be learn and be changed ourselves.

We believe in a God who is passionately concerned with all aspects of life and human relationships; and has a particular empathy with those who are neglected or whose needs are disregarded. We believe every human carries something of the divine. No matter whom we love, no matter how we look, no matter how we pray, no matter where we are on our journey, God's spark is in every person of every race, every ethnicity, every gender and every sexual orientation.

We believe that the natural world is also sacred and that the fate of humanity and nature are intimately interwoven. We need to live more gently on the earth, finding patterns of living and working that are restorative and regenerative by design and where everything has value and nothing becomes waste.

We believe Jesus revealed God as loving, liberating and life-giving. His life as an activist for justice and healing contributed to his execution. The mystery we call the risen Christ leads us to affirm that love is stronger than death. Through everything he was, Jesus taught those following his way to love both neighbour and enemy and to seek to realise God's compassion and hope in their communities.

We believe that it is in real community - where diverse people work together, where all have much to offer and all much to receive - that we glimpse something of what God is like. It is here that creativity and energy for positive change emerge and where we imagine and co-produce new and better futures for ourselves, each other and for all.

We want to explore and express our faith in actions. We will seek to work with others to disrupt those oppressive systems and structures that prevent the flourishing of humans and the natural world, to be an inclusive community of compassion and hope, generosity and justice; the priorities that we see profoundly expressed in the life and teaching of Jesus, whose life and work we seek to be part of.

## **A brief introduction to how we deliver our mission**

Over the last 15 years we have been creating and growing social enterprises that co-produce solutions to locally identified issues that have a global importance. They:

- engage locally with some of our world's critical health, social and environmental challenges;
- produce high quality products and services that give practical expression to our vision and values;
- offer rich contexts for people, often those who have not succeeded in education, to contribute, learn, grow and achieve;
- provide a sustainable revenue to support the ongoing delivery of our mission.

Our current enterprises include:

- Think Food - a small café with a big vision; eating for individual, community and planetary health.
- Growing People - growing food locally for health, justice and sustainability.
- Foundation Learning - helping young people on the edges of education to build their skills, gain confidence and find their future.
- The Learning Tree - rewilding children and young people, reconnecting them with nature.
- Childcare Pathways - nursery provision supporting all children and parents to flourish.
- Foundation House - gathering spaces filled with activities that grow people and communities.

- Cycle Saviours - renovating and repairing pre-loved bikes, supporting everyone to get on their bikes.
- Urban Bee-lievers - creating a bee friendly city, hosting hives and supporting pollinators.
- Sew and grow - textile craftivism, sales for a fairer more sustainable planet with a current focus on young women facing period poverty.

## **Our social enterprises**

### **Foundation Learning**

Foundation Training provides innovative learning opportunities, within social enterprises, for young people 'turned-off' by traditional classroom teaching. Our training activities focus on young people who face multiple barriers in life, education and employment; whether excluded or at risk of exclusion from schools, outside further education, training or employment, having a learning difficulty or disability, seeking to live independently, preparing for parenthood or being a young parent they all have something to contribute to our communities.

We use our social enterprises as learning environments helping young people to:

- build their confidence and self-esteem;
- develop vocational, employability, social and life skills;
- gain vocational and employability qualifications;
- grow skills and achieve qualifications in maths and English;
- identify the next steps towards more independent living and finding their future.

### **Think Food**

Think Food is a small café with a big vision. We know that what and how we eat can change the world and we want our food to help change it for the better.

Current patterns of eating are not sustainable, driving climate crisis and health and social inequality both locally and globally. We are working to make our café a small part of the solution.

- We produce great tasting, reasonably priced food that brings people together from across our local community.
- We create menus that focus on vegetarian and vegan recipes, using as much locally sourced, fresh, seasonal and fairly traded produce as possible.
- We work to minimise food waste and food miles.
- We support folk from the local community to learn how they can eat well and sustainably on a budget.
- We are staffed by young people not in education, training or employment who gain essential work experience and qualifications as they change the world for good one bite at a time.

### **Growing People**

Growing People is an urban horticultural enterprise that works with young people to explore sustainable, local community alternatives to growing food. It will do this by:

- growing great food and other produce in urban contexts, using environmentally sensitive techniques to sell within our local communities;
- growing people, with a focus on supporting young people towards employment, through horticultural training;
- growing community by bringing people together around growing food.

The heart of our project will be our Urb farm based in Wolverton;

- A place for growing: a highly productive market garden growing food and other produce, using environmentally sensitive methods.

- A place for learning: an outdoor classroom where people from all walks of life and all sections of the community can re-connect with the land and learn the skills and benefits of growing food, exercise and healthy eating.

### **The Learning Tree**

The learning tree is an outdoor learning programme designed to 'rewild' and reconnect children and others with the natural world. Utilising the principles of Forest School, The Learning Tree programme develops emotional, personal and social skills and supports curriculum and vocational learning in a peaceful woodland environment. Participants engage in a wide range of practical activities including bush-craft, ecology and conservation, creative art and crafts and woodland management.

Learning Tree activities are delivered by our fully qualified staff supported by young people training to work with families and children. Our programme includes:

- Outdoor learning sessions for schools
- Tailored sessions for charities and community groups
- Parent and pre-school sessions
- Toddler outdoor learning session
- School Holiday clubs
- Corporate Team Building Activities.

### **Childcare Pathways**

We want all children to have a great start in life. Childcare Pathways offers personalised nursery provision for children from 3 months to 5 years. We seek to offer a holistic approach to each child's development and learning, providing:

- flexible and affordable child care, including fully subsidised places;
- activities that promotes invention, creativity, independence, responsibility and care for others;
- opportunities for play that support all aspects of a child's development – their language skills, emotions, creativity and social skills;
- a range of adult and child led activities that support and inspire parents and guardians to become more involved with their child's learning and development;
- opportunities to connect with the environment through play with natural materials, toys and access to our own Urban Farm and Forest School;
- healthy meals, produced in-house by our Think Food Café;
- young people the opportunity to gain experience and qualifications in childcare and develop parenting skills.

### **Foundation House**

Foundation House provides space for growing people and community. As well as being the home of the Christian Foundation and base for a number of our social enterprises we want to use our premises to bring diverse groups together and to be a place of creativity and energy for all. To achieve this we will:

- develop a programme of activities that promote individual and community wellbeing;
- promote a range of arts activities;
- provide rooms and spaces for hire and rent at competitive rates, focussing on groups and activities that reflect our mission and values;
- train young people to provide excellent hospitality to all those who use our building, enabling them to gain qualifications and social and employability skills.

### **Cycle Saviours**

Cycle Saviours rescues, restores and reuses pre-loved and abandoned bikes using them to benefit disadvantaged groups while promoting healthy living. Thousands of perfectly serviceable bikes lie languishing in sheds and garages or find their way, in various states of repair, to the local dump. There they

end up in the expensive and environmentally destructive processes of recycling or, worse, landfill. We want to utilise this wasted resource to:

- encourage access to cycling by providing affordable recycled bicycles;
- empower individuals through the greater mobility afforded by a bike;
- promote health, sustainable transport and environmental responsibility;
- ensure reuse of cycles and cycle part to reduce the use of raw materials and energy for production.

The heart of the project will be a workshop from where we will:

- repair and recycle donated and abandoned bikes;
- train young people and young adults in cycle maintenance and build their social and employability skills;
- provide a cycle maintenance training offer both in the workshop and as a 'pop-up' service at community events, schools and employer's premises;
- develop a range of community activities to promote access to, and empowerment through bikes and cycling.

### **Urban Bee-lievers**

Bees are critical to our food security and biodiversity, over the last decade they have been in sharp decline. We want to work to change this by making Milton Keynes a bee-friendly city.

Urban Bee-lievers works with young people to deliver a number of products, services and activities that raise awareness and promote the flourishing of bees and pollinators in Milton Keynes. We do this by:

- encouraging businesses, schools and community organisations to host or sponsor beehives that we will manage;
- growing the skills and capacity of local people to care for bees and create pollinator friendly environments through the provision of resources, information, training and workshops;
- developing items for sale that utilise the by-products from the care of bees;
- offering young people struggling with education or employment an opportunity to learn about bee keeping and to design, develop and sell items from hive by-products whilst gaining qualifications, developing social and employability skills.

### **Sew and Grow**

Sew and Grow is a textile based craftivist enterprise that works with young people to design and make planet and people friendly products that are of high quality and fairly priced. We produce beautiful, useful, naturally dyed and hand-crafted textile products that contribute to a sustainable living. We will do this by:

- designing and making reusable feminine hygiene products;
- being active in raising awareness of period poverty;
- growing, making and using natural dyes and traditional printing methods;
- producing and selling kits and materials that encourage others to be creative with natural dyes, inks and paints;
- running art based community activities to promote community, creativity and sustainability;
- researching and providing information about the social and environmental impact of the products we provide alternatives for;
- documenting our progress through social media and portfolio development.

### **Progress, Achievement and Performance**

It is impossible to look at progress, achievement and performance without reference to the Covid-19 pandemic. All our activities have been impacted, in some way, by the multiple lockdowns, the inability of many of our social enterprises to trade as normal and absences due to unwell or self-isolating trainees and staff.

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The pandemic was already taking hold prior to the commencement of the financial year to which this report relates. The first 'lockdown' that began on 26 March 2021 required everyone to stay at home as well as the closure of schools, businesses and non-essential shops. Education provision and nurseries were expected to stay open for children of key-workers and vulnerable families. This has meant that we have been open with a team of staff on site every working day of the pandemic.

Our immediate priority was to ensure the continued support and safety of our young people, many of whom are extremely vulnerable. We were also anxious to maintain, where possible, the work and income of our other social enterprises. Much effort and creativity went into adapting our training and enterprise's products and services to meet the ever changing guidance and restrictions of operating during Covid-19.

The requirement to close many of our enterprises and restrictions on recruiting new trainees had an immediate impact on our finances. In addition to trying to maintain the delivery of the charity's mission we also had to work hard to secure the financial stability of the charity both in the present and for the future.

In these exceptional times we believe the charity's performance has been exceptional.

### **Foundation Training**

In the unique circumstances of Covid-19 the performance of our staff and trainees has been extraordinary. The pandemic has been particularly difficult for young people, with its huge disruption to education, support infrastructures, daily routine and social interaction. This has led to a marked growth in numbers of mental health and wellbeing issues as well as an increase in the number and seriousness of safeguarding concerns. We therefore set ourselves two clear priorities: ensuring the safety and wellbeing of our young people; and maintaining their learning and achievement.

With the onset of lockdown staff moved swiftly to a blended approach to teaching and learning, offering a mixture of online and face-to-face sessions. Priority for face-to-face sessions was given to those trainees identified as most vulnerable, though by June 2020 all trainees had access to such support. From June as well as providing maths and English teaching, we also offered work experience and vocational learning to everyone and returned to a full curriculum offer from September of that year. We provided laptops for trainees, initially donated by the Lloyds Bank Foundation and latterly from the DfE. This ensured all our young people had access to the internet and online support. We provided food vouchers for lunches throughout lockdown to all trainees we identified as being in need and delivered weekly food parcels to the most vulnerable households. Delivering these parcels became a vital contact with those in most challenging situations and led to the identification and addressing of a number of critical welfare and safeguarding concerns.

We implemented the DfE recommended Covid-19 risk mitigation measures and as a result of these and other premises cleaning measures the numbers getting Covid-19 have been limited and the need to self-isolate restricted.

During the year 74% of trainees had a safeguarding concern. The team have worked tirelessly with other local agencies to ensure the safety of our young people and we are rightly proud of our staff's work and their achievements. Around 50 % of our trainees had a special educational need or disability (SEND) and many more had mental health or welfare concerns. We provided tailored support for every trainee ensuring that all trainees had the opportunity to succeed.

The following statistics relate to the period August 2020 to July 2021. During the year we worked with 112 young people on our Study Programme contract. Of these:

- 80% achieved success in maths
- 78% achieved success in English
- 84% achieved success in their employability or vocational qualification
- 71 % progressed to employment, an apprenticeship or further education or training

Particularly pleasing has been the progression of trainees on leaving. Many have gone on to Further Education and training and others into employment and apprenticeships. Many have returned to tell us of their progress.

Here is some of the feedback from our year end survey of trainees

'I liked the awesome community'  
'Very enjoyable, allowed me to learn things that I couldn't at school'  
'I have a lot of different skills that can be useful for different things'  
'I got so much support when I needed it'  
'It's inspired me to too move onto an apprenticeship'  
'I am really overwhelmed seeing how much I have learnt from the Foundation'  
'I felt safe 'cause I know they would always listen to my problems'  
'I was made to feel like a member of the team'  
'I learnt a lot, my confidence grew and my independence and I developed my personality'

### **Urban Bee-lievers**

Our circa 600,000 bees have not noticed Covid-19. Indeed, with the reduction of grass cutting and other landscape management, they have flourished and production of honey has been greater than ever. The pandemic did, however, require us to halt the expansion of our programme of hive-hosting. We also had to withdraw hives from the businesses already committed, as access to their premises became difficult. Visits and educational sessions were also cancelled.

Demand for and sale of honey increased significantly and during the year we sold over 1000 jars of honey. The disruption to our trainee's work experience reduced the production of items utilising other hive by-products, such as wax wraps and lip balms. Sales of these items were also interrupted by the closure of many of our usual retail outlets.

### **Cycle Saviours**

The requirement for everyone to stay at home during lockdown resulted in a flurry of shed and garage clearances. Cycle Saviours benefited with the donation of some 1000 bikes. Anxiety about public transport and a desire for exercise led to the so called 'bike-boom'. We experienced a significant increase in demand for bikes and sold over 650 in the year. Repairs and servicing demand also boomed and our workshop, open as an 'essential service', has had a constant backlog of customer bikes throughout the year. The enterprise benefited from Government grants to encourage families on limited incomes to start cycling and latterly to provide basic repair services and maintenance training at schools, universities and other large employers. Our plans to increase our community based activities promoting cycling were put on hold due to Covid-19 restrictions.

### **Think Food Cafe**

Cafés and restaurants were required to close for a large portion of the financial year, with a partial reopening allowed in the summer of 2020. However the DfE's requirements of education providers to mitigate the risks of Covid-19 for learners made opening the café to large numbers of the public impossible. The team continued to provide lunches for staff and trainees and have used this period to completely redesign and test a new menu. They are now offering only vegetarian and vegan recipes to further align our food offer with our health and sustainability goals. We plan to reopen our café in November 2021.

### **Sew and Grow**

The enterprise began the year by completing a contract with our local council to make 900 reusable, naturally dyed sanitary pads to support young women in local schools experiencing period poverty. Production was then halted early in lockdown as the team focussed on providing face-to-face support activities for our most vulnerable trainees. Early in September 2020 they returned to normal activities and began working on a new contract with Milton Keynes Council to make 600 pads for young trans people. Other sales have again been restricted due to the closure of many of our outlet shops.

### **Growing People**

As with our bees the pandemic has not stopped things growing on our Urb Farm or chickens requiring feeding. So a small team of staff have been tending and harvesting produce for local online sales and home-delivery service. Plans to significantly expand our 'No dig' growing, including the launch of a box-scheme to

sell our fruit, salad and vegetables, had to be scaled back due to reduced numbers of trainees supporting the enterprise during lockdown.

### **The Learning Tree**

Even outdoor activities for groups of young people were restricted for much of the year. However we continued to provide forest school activities for children with special educational needs and disabilities.

### **Childcare Pathways**

Our nursery provision has remained open throughout lockdown ensuring support for children of key workers and those from vulnerable families. From June 2020 the nursery fully reopened but because many parents continued to work from home numbers of children remained modest, growing again as businesses reopened. The team have worked much more closely with The Learning Tree over the year allowing children attending out nursery the opportunity to access the forest school at least twice a week.

### **Foundation House**

Indoor community spaces and activities have also been closed for a majority of the year, with some limited opening in September and October 2020. We have taken the opportunity to reimagine how we wish to prioritise our lettings. We want to ensure that they all better align with our mission and values. We are also asking those using our spaces to engage with and make their activities accessible to our wider Christian Foundation community, including our trainees.

## **Structure, Governance and Management**

### **Trustees, Board of Directors and Management Committee**

Milton Keynes Christian Foundation is managed by a Board of Trustees who are also directors for the purposes of Company Law.

### **Recruitment and Appointment of Management Committee**

Under the Articles of Association, the Milton Keynes Christian Foundation is empowered to recruit members, from whom a Council of Management, consisting of no less than 7 and no more than 25 members shall be appointed to oversee the running of the organisation. In reality all the members of the Company also serve as trustees of the charitable company and as members of the Council of Management. They meet monthly to transact organisational business. The quorum for Council meetings (Board of Trustees meetings) is 5.

One third of all Board members are required to retire by rotation each year, although all are eligible for re-appointment. At the Annual General Meeting, Graham Ghaleb, Catherine Brew and Peter Sharrocks retired and were re-elected to the Board. At that meeting Mary Cotes retired as Chairperson and Jennifer Mills was duly elected to replace her.

### **Risk Management**

The Company recognises the importance of minimising risks to its reputation, integrity and financial sustainability and ensures that key risks are highlighted and incorporated into a risk register and the Charity's Executive's and Board's agendas which are regularly reviewed.

As will be expected the Covid-19 pandemic has seriously impacted our ability to operate and to generate funds. In the light of the risks to the charity we made a Serious Incident Report to the Charity Commissioner in April 2020. Prompt action by the executive in accessing the Government's Job Retention Scheme funding and a reduction in staff numbers has enabled us to stabilise our financial position.

Systems are in place within the organisation to minimise risks of fraudulent claims by clients, volunteers and staff, and systems have been developed, implemented and are monitored to ensure cash handling procedures are effective and transparent.

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Internal procedures have been established to ensure compliance with health and safety of staff, volunteers, clients and visitors, and regular reports on health and safety are submitted to the Foundation's Executive and to the Board.

In line with the requirements of Section 11 of the Children Act 2004 the Christian Foundation has clear processes for meeting its responsibilities in relation to the safeguarding and welfare of children, young people and vulnerable adults. This includes regular safeguarding training for all staff and childcare trainees, effective information-sharing and inter-agency working. The charity employs safer recruitment procedures and regular reporting of safeguarding issues to the Foundation's Executive and to the Board.

### **Organisational Structure**

The Company has a Board of Trustees (Council of Management) of 11 members, who meet monthly and are responsible for the strategic direction and policy of the charity. Currently a majority of the members have a strong connection to the local Christian faith community, though not exclusively, but also have extensive relevant experience relating to the running and development of the charity. Following lockdown the Board has continued to meet online and has initiated a weekly meeting with the Director, involving a small group from the Board to closely monitor finances and the delivery of services during the uncertainty of the Pandemic.

Annually a strategic plan and budget is produced and presented to the Board for approval, this sets out the strategic priorities and directions for the coming year and sets all salaries. This process has proved particularly challenging during Covid-19 with so much uncertainty around the timings of the implementation and removal of restrictions. As well as monthly financial reporting, periodically reports are made to the Board to show progress against these strategic priorities. In relation to our training and childcare activities Self-Assessment Reviews and Quality Improvement Plans are also agreed which become the basis for priorities in developing training and childcare provision. Together these documents set out the strategic direction of the charity for the year ahead.

Day to day responsibility for the provision and development of services and activities has rested with one working Director, who's stipendiary post has been funded through the Milton Keynes' churches (MK Mission Partnership) and who was seconded to the charity.

This arrangement came to an end on 31 March 2020. MK Christian Foundation were anxious to ensure continuity of leadership, particularly in the midst of the Covid-19 crisis, and sought and received permission from the Charity Commission to provide the stipend for this position. To facilitate this Stephen Norrish resigned as a Company Director and Trustee of Milton Keynes Christian Foundation on 31 March 2020. The charity has as result been able to retain consistent and strong leadership through the current period of unprecedented turmoil. This arrangement is intended to be temporary while alternative structures are developed to provide for this ministry position. Planning for this has been delayed by the difficulties arising from the Covid-19 crisis.

The Director leads, manages and supervises the staff team and ensures that the charity delivers its charitable purposes, its strategic plan and that its range of services and activities comply with contracts. An Executive, including the Director and other senior staff of the charity, has met weekly during the pandemic to oversee operational activities. They review progress and evaluate risks in relation to the strategic plan. The organisation has smaller teams that bring together staff around its training and social enterprises that support the delivery and development of day-to-day activities. These meetings have been more sporadic due to the challenges of the year. Our young trainees have the opportunity to contribute to the development of the organisation through their own social enterprise meetings and other processes designed to gather their input. The frequency of these meetings have also been limited to minimise unnecessary contacts and the spread of the virus.

The charity has employed 32 full and part time staff during the year, though sadly had to make 3 staff redundant to manage the financial challenges arising from Covid-19.

The charity benefits from the support of a team of very able volunteers; however it is not considered that the activities of the charity are dependent on their input.



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**Related Parties**

One of our Directors, Svetla Stallwood, is a shareholder in DMS Network Solutions who have the contract to maintain the Charity's ICT.

**Public Benefit**

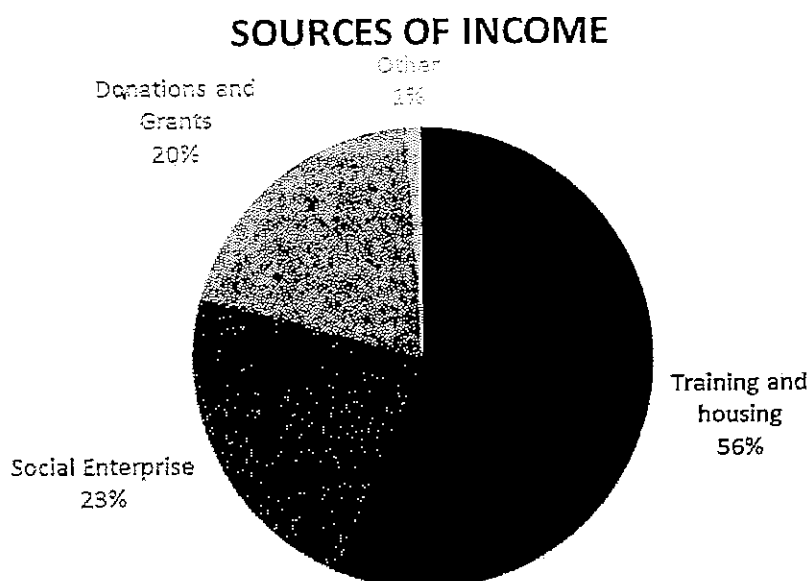
The Trustees have given due consideration to the Charity Commission's guidance on Public Benefit. The development of social enterprises has been integral in helping the Milton Keynes Christian Foundation achieve our public benefit requirements. They have offered disengaged and disadvantaged young people across Milton Keynes the opportunity to engage in useful, vocationally relevant training. This has helped them to gain new skills, achieve qualifications and address barriers to future employment and independent living. At the same time it has given them an opportunity to make a positive contribution to the community.

Our work has wider public benefit through the social enterprises' trading activities:

- the promotion of recycling and re-use as a means of conserving the earth's resources
- the growing and consuming of food locally to minimise transport costs and the cost of food production to the environment
- the provision of healthy meals to those struggling financially
- the importance of producing healthy and fairly traded food as a means of contributing to the nation's health
- the promotion of cycling to support health and reduction of carbon emissions
- the protection of bees and the promotion of understanding about the importance of pollinators to our environment and food security
- the provision of high quality childcare at affordable prices
- the provision of community facilities to support local individuals and community groups
- the development and use of natural dying techniques to reduce impact of textile production on the environment
- the making and distribution of sanitary product to young women facing period poverty

**Financial Review**

Income in 2020/21 was down by £26k to £692k. This was a result of the loss of both training and enterprise income due Covid-19. This was offset by increases in grants and donations, including funding from the Government's Job Retention Scheme and Lloyds Bank Foundation.



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The principle funding sources of the charity are: The Education and Skills Funding Agency (ESFA); our social enterprise trading income; Milton Keynes Council's support for young people with special educational needs and disabilities; local schools for the provision of alternative education; ESF/Lottery and Lloyds Bank Trust grants. These fund our support for disadvantaged young people and the promotion of our social, economic, environmental and health goals of our enterprises.

The charity has made a small surplus in 2020/21 of £6,165, following a loss of £56k in the previous year. The Board had agreed a break even budget for the year which despite the uncertainty and disruption has been achieved.

The major reduction in the charity's activity, as a result of the Coronavirus, had the potential to put us into a serious position; however we have managed to stabilise the charity's finances through a reduction in staff numbers, delaying recruitment and support from the Government's Job Retention scheme.

The main financial risk for the coming year continues to come from the impact of the Covid-19 virus and the speed with which we are able to return to pre-pandemic activity and income levels.

We have no material liabilities in respect of pensions.

We are proposing a deficit budget for 2021/22, using our reserves to deliver this. This is to allow investment in the recovery of our training and enterprise activities following the impact of the pandemic. It is acknowledged that medium and long term planning continue to be very challenging.

### **Fundraising from the general public**

The charity does not engage in fundraising from the general public and neither uses a third party to do so.

### **Reserves Policy**

The Trustees have undertaken a fundamental review of their reserves policy, taking into consideration the significant disruption to the economic landscape in 2020/21. We have looked at the risks facing the charity in the coming year that might impact the financial security of the charity. This has included careful examination of risks to income streams and expenditure commitments. We believe that there is an increased risk of a significant loss of income, particularly earned income from our social enterprises, resulting from the impact of Covid-19 on the economy. To this end we have decided that it is prudent to maintain reserves to manage in the event of a partial or complete closure. We are also anticipating and budgeting for a loss in 2021/22 as we restart our activities and enterprises. The sum of £250,000 is considered an appropriate level of reserves to address a significant, unforeseen reduction in income. At the yearend 2020/21 the actual level of free reserves was £320,628.

### **Plans for Future**

Drawn from our current Strategic Plan, the strategic priorities for the period 2021/22 are:

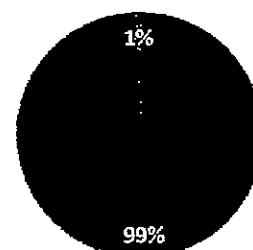
- Use the pandemic interruption to reimagine and refocus the approaches to our training and enterprises

We will use the hiatus to ensure that we are delivering maximum impact in respect of our social, community and environmental campaigns. We will complete the review of the business models of our enterprises and our approaches to training to ensure that as we reopen, we do so with renewed clarity of purpose and focus.

- Rebuilding and growing our income from training and social enterprises

### **EXPENDITURE**

■ Charitable activities ■ Governance



Structural challenges and, in the last year, Covid-19 have caused a decline in our income from both our training and enterprises. We must both recover income to pre-covid levels and grow it to deliver our mission effectively.

Our budget has agreed stretching targets to achieve this and clear income and production targets to enable the monitoring of progress.

- To recover and grow trainee achievement and positive progression levels

Achievement and progression levels have been impacted in the last two academic years by Covid-19 and the interruption to learning and work experience. We will restore and grow our achievement and progression levels.

We will find and implement new funded and unfunded qualifications that maximise opportunities for trainee progression and employment.

- To refine our branding and marketing, particularly the use of social media

We have made significant steps with our marketing, particularly with our video and website improvements. We must sharpen our whole-organisation messaging and coordinate our social media usage to support our drive to increase enterprise impact and income. We will pilot some 'craftivist' approaches to generating thinking about the issues our enterprises address.

- Building staff capacity to support the delivery enterprise and training goals

Where we can we will increase staff salaries and work to rationalise internal staff salary levels.

We will restore our supervision and appraisal processes, which have been disrupted by Covid-19, with a stronger emphasis on CPD. We must work to identify time and opportunities to integrate staff training into our training and enterprise activities.

- Develop our organisational structure to strengthen strategic management and manage growth

Our Board have identified the importance of succession planning, particularly with reference to our senior leadership. Post Covid-19 we need to revisit our strategic succession plan.

We will continue to develop the Executive team to ensure that we have the range of skills required to effectively manage the organisation into the future.

- We will develop our links with partners and stakeholders, including those from the Christian faith community.

We will identify and strengthen links with critical partners and stakeholders. We will continue to build our connections and work with regional and national para-church organisations that share our approach and values. We will complete the work of identifying and recruiting a supporting friends group.

### **Responsibilities of the Management Committee**

The trustees (who are also directors of Milton Keynes Christian Foundation for the purposes of company law) are responsible for preparing the Trustees' Annual Report 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.

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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 have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in 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 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

**Auditors**

It was agreed at the last AGM that our existing auditors, Mercer and Hole, should be re-appointed for the current year. However in line with Charity Commission good practice it is proposed to invite a number of other companies to bid to provide this service for the 2021/22 financial year.

**By Order of the Board**



Mr J G Ghaleb  
Company Secretary

Date: 8 December 2021

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## **Opinion**

We have audited the financial statements of Milton Keynes Christian Foundation (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including 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 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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**

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

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

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

## **Other information**

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report<sup>2</sup>. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

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We have nothing to report in this regard.

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

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' 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 [strategic report and the]3 directors' 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

**Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement set out on page 9, 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.

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

**Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud**

We gained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates and considered the risk of acts by the company that were contrary to applicable laws and regulations, including fraud. These included, but were not limited to, the Companies Act 2006, Charities Act 2011, Charities SORP 2019, requirements of Ofsted inspections and tax legislation .

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements and the financial report (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate entries including journals to overstate revenue or understate expenditure and management bias in accounting estimates.

Audit procedures performed by the engagement team included:

- discussions with management, including considerations of known or suspected instances of non-compliance with laws and regulations and fraud;
- gaining an understanding of management's controls designed to prevent and detect irregularities; and
- identifying and testing journal entries.
- Obtaining the latest Ofsted reports and ensuring there were no areas of concern or no measures enforced.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [https:// www.frc.org.uk/auditorsresponsibilities](https://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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**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.

*Mercer & Hole*

**James Wooldridge MSci FCA**

(Senior Statutory Auditor)

For and on behalf of

Mercer & Hole

Chartered Accountants and Statutory Auditors

420 Silbury Boulevard

Milton Keynes

Buckinghamshire

MK9 2AF

Date: *13 December 2021*