



Annual Report and Accounts

For the year ended 31 March 2023

Institute of Integrated Systemic Therapy

Company number: 01708301

Charity number: 286909



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Our Vision, Mission and Aims

Our Vision

To be the leading provider of therapeutic care, education and treatment for children and young people who have experienced early childhood trauma.

Our Mission

To transform the lives of children and young people who suffer severe emotional and psychological difficulties, so that they can relate well to others and fulfil their potential.

Our Aims

Our aim is to continue to evolve and grow our mission, and to further develop our therapeutic approach, to better meet the needs of our beneficiaries and to maintain long-term sustainability.

We aim to continue to develop our clinical capabilities and positioning to meet the needs of the most traumatised children and young people, whose needs can be met by very few providers.

We aim to continue to demonstrate a unique capacity to create and sustain a group of therapeutic communities for traumatised children and young people. We therefore recognise an obligation to grow our provision and extend its scope to deal with unmet needs. We plan to play our part in better meeting the needs of seriously traumatised children and young people by:

- a) increasing the capacity and number of residential placements and special school places that we provide;
- b) influencing relevant national policies on behalf of children and young people who suffer serious emotional and psychological disturbance as a result of their life experience;
- c) expanding our psychotherapeutic training programmes and extending our capacity and reputation for clinical excellence; and
- d) raising development funding by undertaking targeted appeals for capital developments.

The Charity

The charity's origins can be traced to 1919, with the foundation of Park House, a Training School for Jewish Boys in Middlesex. In 1947 the school relocated to Peper Harow House in Surrey, evolving in the early 1970s into a pioneering therapeutic community for troubled adolescents, which established the therapeutic values for which the charity is now renowned. Since then, several therapeutic communities and schools have been created and outreach work of various kinds has been undertaken to meet the needs of the day.

Integrated Systemic Therapy

This unique psychotherapeutic approach was developed over 40 years. It aims to heal serious emotional and behavioural trauma, transforming young lives.

iST is rooted in therapeutic tradition and accredited by the UKCP (United Kingdom Council for Psychotherapy). All our staff are fully trained, assuring all children receive 24/7 therapeutic care.

iST provides unconditional presence to behaviours caused by extreme distress, within a safe family environment. Children learn to safely process emotion and relate to others. The aim is a return to mainstream or foster family life.

The Institute of Integrated Systemic Therapy (IiST)

In 2015 Childhood First changed its name to The Institute of Integrated Systemic Therapy to reflect its special status as a clinical training and research organisation. Accordingly, we adapted and refreshed our 'brand identity' to reflect the seamless integration of our care, education, training and research. We continue to deliver our therapeutic services for children under the name of Childhood First.

Chair's Introduction

Welcome to our 2022/23 annual report. This year we have focussed our attention on taking the time to review and make plans for the future of the charity. We have renewed our commitment as an organisation dedicated to providing the very best care to children and young people living with trauma and achieving the very best outcomes for them.

As our therapeutic approach to their treatment is research-led, we remain committed to supporting the learning and development of our professional staff who work with children and young people ensuring that we can be an exemplar within the social care sector.

We are ambitious in providing the highest quality care and this is our top priority. We are committed to using our training and research-led approach to ensure the care and therapy provided to our children and young people is at the cutting edge. The outcomes for the children and young people cared are some of the highest in the sector, providing further evidence that the truly holistic therapeutic approach taken by us gives children and young people living with trauma the very best chance for the future.

Over the next five years we want to increase the profile of the care we provide and the research that underpins it, so we can influence national policy and guidance relating to the care and treatment of children and young people living with trauma, meaning more children and young people could benefit from our approach.

We are also looking to increase our physical presence with a new home, to complement our existing homes in Norfolk and Kent and our Kent school. In addition, we are looking at options to increase the availability of our therapeutic approach beyond our physical homes – allowing more children access to the research-led and evidence-based care we provide.

As well as providing the very best care to children and young people, we also want to be a caring, responsive employer that supports staff to deliver the best outcomes of children, as well as moving forward with their own development as professionals. The training and research opportunities we provide to our staff set us apart as an employer and we hope this will encourage more dedicated staff to join us.

We have reviewed and renewed our charities 'Values' by asking our staff what values they think best describe our work, our organisation and our approach. They have decided that the following values encompass everything we are looking to achieve for the children and young people in our care.

- Authenticity
- Compassion
- Dedication
- Aspiration
- Resilience

Our homes continue to demonstrate a high level of compliance with our statutory requirements with all of our five homes and our school receiving Ofsted inspection ratings of 'Good'. Our Institute graduation event for staff took place this year in July 2022 and again celebrated the achievements of all of our staff and trainees who, even despite the added difficulties throughout the pandemic were able to complete their studies and achieve their UKCP accredited psychotherapy qualifications.

As we look forward to the coming year, the charity will be launching its new five year Charity Plan. This will articulate the charities vision for the future and how we are going to meet our strategic objectives by providing **Therapeutic Effectiveness**, ensuring that we treat traumatised children safely and effectively. Providing **Sustainable Service Growth**, by creating new service capacity and expanding our clinical and management training and **Developing our External Profile and Influence** through research, conferences and clinical publications. Once again, thank you for taking the time to read our annual report and I look forward to updating you on our progress next year.



Dr Henrietta Hughes OBE

Chair of Trustees

Trustees' Report

Our Achievements and Performance

We provide specialist 24/7 care, treatment and education for children and young people living with complex psychological trauma, emotional, behavioural, social and educational difficulties.

Our aims in 2022/23

Our aims in 2022/23 were to develop and launch the charity's new five-year strategic plan and to update our Vision, Mission, Approach and Values.

This year the charity has undergone a complete review of its strategic objectives. Led by the Chief Executive and his team, the charity's Trustees and staff have participated in a range of strategic engagement events. These events have helped review and formulate the charity's new five-year strategic plan launched in 2023. This ensures that all internal stakeholders are fully aligned with the new strategic plan from the Trustees to the staff and children throughout the organisation.

These events have also been used to update the charity's Vision, Mission and Approach. The language has been updated to better reflect the organisation's purpose, approach and values.

Our Vision is to be the leading provider of therapeutic care, education and treatment for children and young people who have experienced early childhood trauma.

Our Mission is to transform the lives of children and young people who suffer severe emotional and psychological difficulties, so they can relate well to others and fulfil their potential.

Our Approach is a form of psychotherapeutic group living and learning modelled on healthy relationships, adapted to the developmental needs of children and young people suffering early childhood trauma. We call this Integrated Systemic Therapy (IST).

This year the charity undertook a wholesale review of its organisational Values. It asked staff to describe what values they felt most appropriately articulated the core beliefs of the charity. The below set of values were what staff decided were how we want to interact and work with each other to achieve the best possible results for the children and young people in our care.

Our five core **Values** are:

- Authenticity
- Resilience
- Compassion
- Dedication
- Aspiration

The new five-year strategy provides a clear roadmap for the charity and will focus on three main areas:

Our Services: Achieving therapeutic effectiveness by treating traumatised children safely and effectively through our clinically based residential, education and family support services.

Our People: Achieving sustainable growth by creating new service capacity and expanding our training through our institute to develop the next generation of clinical and service leaders.

Our Future: Developing our external profile, influence and impact for traumatised children through research conferences and clinical publications.

The charity's strategic objectives of delivering therapeutic effectiveness, achieving sustainable service growth and developing our external profile and influence has been joined by a detailed plan of thirty-five new strategies, reviews and projects. These are grouped to align with the roles and functions of the executive team, led by the Chief Executive. They represent developments over the next five years in Workforce Development, Quality Improvement, Safeguarding and Compliance, Finance and Central Services and Business Developments.

Our Achievements and Performance (continued)

What we achieved in 2022/23

In light of the new the Charities Act 2022 which came into effect on 14 June 2023 we conducted a review of our Board governance to ensure that we are both compliant and following best practice. We identified that we are compliant and have initiated a plan to review our governance framework as well as reviewing the skills and diversity of our trustees.

In terms of strategic and operational matters these are a few of the highlights:

We have begun work to create a robust, consistent and repeatable fostering pathway with a therapeutic fostering agency with training for staff to improve the contextual understanding of the service from which our children have come to maximise the potential success of fostering placements.

The training team have delivered several service improvements and more organizational learning in addition to locally delivered theoretical seminars in communities. We have also expanded both the training and roll out of the in-house 1-1 therapy to children who need additional therapeutic support.

We have developed a new research and evaluation strategy to steer the work and disseminate our research and evidence-based practice to wider audiences both internally and externally. We continue to focus our efforts on the upcoming UKCP Organisation Members Review and the developments necessary to meet these continued requirements as well as fully embedding quality improvements in applied clinical practice.

We have been engaged in a management review of one of our therapeutic communities, Gables House during which we assessed all the clinical and operational aspects and made a series of recommendations. This led to improvements in the physical environment, operating culture and the improved effectiveness of the therapeutic model along with the adoption of the new therapeutic facilities.

All our therapeutic communities continue to ensure that the safeguarding practices are maintained at the highest possible standard. During staff inductions all staff are made aware of the correct protocols if they have any safeguarding concerns, and the open culture of the homes promote best safeguarding practice. All Regulation 40 and Ofsted notifiable safeguarding events are reviewed quarterly at the Trustee Safeguarding Committee.

In response to the cost-of-living crisis we conducted a charity wide survey of the circumstances of our staff and how we could best support them. Whilst we learned that food, housing and utility costs were the main challenges we decided the best support we could provide was through a one-off cost-of-living payment which was made to all staff in February 2023.

The fundraising landscape is different as a result of changed economic circumstances post-pandemic. We have therefore started a review of our fundraising strategy in terms of identifying potential future income streams and new strategic partnerships.

We would like to express our immense gratitude to all of our generous benefactors, with special thanks to:

The 29th May 1961 Charitable Trust
 Barratt Family Charitable Trust
 The Colyer-Fergusson Charitable Trust
 The Dyers' Company Charitable Trust
 The Elizabeth & Prince Zaiger Trust
 The EQ Foundation
 Marc Harris
 Hasluck Charitable Trust
 The Inverforth Charitable Trust
 John Black Foundation
 John Lewis Partnership General Community Fund
 The Joseph and Lena Randall Charitable Trust
 Kent Community Foundation
 The Lynne & Nigel Ross Charitable Trust
 The Lyon Family Charitable Trust
 Ian Mess
 Tonbridge School
 Tanya Scott-Adie
 The Tompkins Foundation
 Michele C Warshaw
 Whitegates Children's Trust

Financial Review and the Results for the Year

The annual accounts comprise the consolidation of the holding company and the two subsidiaries: Childhood First (South) which contains Greenfields House, The Gables House in Kent and Oakwood House, and Childhood First (East Anglia) which contains Earthsea House and Merrywood House. The accounts also include non-trading dormant companies Princess Mary's Trust and Childhood First (Midlands).

Fee income summary

	2022/23	2021/22	Change
	£'000	£'000	£'000
East Anglia	4,749	4,801	(52)
South	5,010	4,587	423
Residential	9,759	9,388	371
Other income	244	202	42
Total	10,003	9,590	413

Residential fee income is up by £371k on 2021/22. Average placements declined slightly from 32.75 to 31.4 though we were able to sustain income levels by modest price rises. We achieved growth in capacity in Kent with full occupancy at our new home Oakwood but had vacancies at The Gables. In East Anglia, we had a small decline. Overall our occupancy dropped from 77.3% to 76.5%.

Net surplus / (deficit)

	2022/23	2021/22	Change
	£'000	£'000	£'000
East Anglia	709	1,237	(528)
South	(148)	(497)	349
Residential	561	740	(179)
Other incl. pension, investments etc.	(626)	(1,424)	798
Total	(65)	(684)	619

The small decline in occupancy in East Anglia led to a reduction of surplus in the year of £528k whilst we kept staffing levels steady. In Kent the growth in income led to a corresponding reduction in the net deficit of £349k. The other items reflect the increase in unrealized losses on investments, the settlement of the Local Government pension scheme mentioned below and increased staff costs in central services.

Fundraising income was £73k or 41% up on 2022 as we came out of the pandemic. This represents good performance in the context of a challenging economic environment and cost of living crisis.

Total costs

Overall costs have grown by £801k or 9% during the year. Staff costs have risen by £470k and non-staff costs have increased by £331k. These costs have been driven mostly by the cost of living crisis and increase in National Minimum Wage as well as by soaring inflation. We have worked hard to remain competitive on salaries and our employee value proposition which includes therapeutic training. We have also sought, and in the large part succeeded in mitigating increases in other costs such as utilities and have achieved reasonably effective cost control over the course of the year.

Fixed assets

There were only minor investments in vehicles, furniture and equipment in the year.

Debtors and Creditors

Debtors reduced by £104k (18%). Trade creditors reduced by £86k (39%) and represent around two weeks of purchases.

Financial Review and the Results for the Year (continued)**Cash position**

The cash position has remained steady in the year.

Provision for liabilities and charges

We exited from both Local Authority defined benefit pension schemes in this year as anticipated and at the year-end were left only with the liability of the cessation sum for Surrey of £536k which was cleared in April of 2023. No other provisions were required.

Investments

The charity investment policy is to maintain an investment portfolio which seeks to protect the capital value and combine the best long term total financial return with a relatively low risk. In order to achieve this objective, the investment portfolio should be invested in managed investment funds with the following guidelines:

- The investments should be divided between at least two different managed funds.
- The managed funds will have an aim of making total returns rather than income generation.

The prime ethical consideration is to avoid any conflict of interest between the charity's objectives and the activities of any company in which the charity has invested.

The performance of the funds is monitored by the Finance Committee on a regular basis. The Trustees invest principally in managed funds. The value of these investments at the year-end was £3,899k which included an unrealized deficit of £124k compared to an unrealized gain in 2022 of £192k. In the context of the challenging economic environment, trustees consider this reasonable investment performance.

Financial reserves

The Trustees' reserve policy is to achieve and maintain an appropriate but not excessive level of reserves to support its activities, taking into account the risks to which it is exposed. The charity holds reserves in the form of designated funds that are earmarked by the trustees to represent fixed and other assets which cannot be readily converted into cash. In addition, the charity holds unrestricted funds for the following reasons:

1. to provide working capital to manage fluctuations in its cash flow;
2. to provide protection against a serious disruption to its communities;
3. to provide protection against a decline in the market for our services;
4. to provide funds for growth; and
5. to provide for the strategic improvement in the quality of our service quality.

Based on the accounts, total reserves are £11,065k. Excluding fixed assets of £5,026k, restricted funds of £58k, and endowment of £484k the unrestricted reserves or reserves that are 'free' amount to £5,497k, an increase of £172k on last year.

Last year we were anticipating exiting and settling the outstanding liabilities to two Local Authority Pension schemes Norfolk and Surrey. The Norfolk pension was settled in year and the final liability for the Surrey pension was crystallized with our exit from the scheme in August 2022 and settled in April 2023. That liability of £561k is included on the balance sheet at the year end.

The resolution of our pension liabilities means that there is now less risk in the valuation of the liabilities at the year end and the reserves will be focused on delivery of our strategic plans described below.

Our Future Plans

Strategic Objectives

The organisation's strategic objectives have remained consistent throughout our strategic review process and continue to best articulate the overriding goals of the new strategic plan, its priorities and developments. These objectives are to continue to meet the children's needs with and through:

1. **Therapeutic effectiveness**; ensuring that we treat traumatised children safely and effectively through our clinically based residential, education, fostering and support services.
2. **Sustainable service growth**; creating new service capacity and expanding our clinical and management training to develop the next generation of service leaders.
3. **Developing external profile and influence**; develop our external influence and impact for traumatised children through research, conferences and clinical publications.

The organisation has developed a five year strategic plan. The strategic priorities have been categorised into three areas of organisational activity that best describe how the strategic plan has been developed. These areas are articulated as 'Our People', 'Our Services' and 'Our Future'. These three strategic areas contain within them five strategic priorities that contain a list of strategies, reviews, projects and business developments.

These strategic priorities are Workforce Development, Quality Improvement, Safeguarding and Compliance, Finance and Central Services and, Business Development. Each one of these priorities is linked to a member of the Executive Team who is the strategic lead for each area. The Chief Executive is overseeing the strategic plan, particularly focusing on how the plan is engaged with internally by everyone within the organisation and communicated externally to all our stakeholders.

The plan is now one year through the five year plan and we are making good progress. The majority of the strategies and projects fall into the area we call 'Our Services' which is the focus on quality improvement to achieve a consistent level of quality and compliance throughout the charity and to prepare it for the new business developments identified in the plan.

Risk and Uncertainties

Trustees have assessed the major risks to which the charity is exposed and believe that systems are in place to mitigate our exposure.

Major risks and the actions which are taken to mitigate these risks include:

Statutory Regulation

All of our children's residential homes and Independent Special School are regulated by Ofsted. The charity employs a Director of Safeguarding and Compliance who works alongside the Responsible Individual and Registered Managers and Head Teacher of each of the services to ensure full compliance with the appropriate regulatory frameworks. Each of the residential homes have a monthly independent inspection to ensure compliance and where any requirements or recommendations are identified by the regulator, Ofsted at inspection a comprehensive action plan is formulated to ensure that all policies, systems and practices are improved immediately. This together with bi-annual 'quality of care' reports and an active working relationship with the regulator and each inspector ensure that the risk to our services is minimised and managed to an acceptable level for the services that the charity provides.

All of our five homes and our school were all Ofsted rated 'Good' during the year.

Safeguarding

A safeguarding risk exists wherever children are looked after. We have in place a system to detect and prevent safeguarding issues. This includes specific reports around restraints and regular reporting to trustees. We operate a Safeguarding Committee which reviews all incidents. We ensure all appropriate matters are reported to the Local Authority Designated Officer. Additionally, we use iST to encourage discussion of any concerns. We have an operational whistleblowing policy. We also meet the statutory requirements of Safer Recruitment that apply to children's homes.

Risk and Uncertainties (continued)

Recruitment and retention of appropriate skilled staff

We provide all care staff with a UKCP-accredited professional psychotherapeutic training, which is a substantial career benefit, and appears to be having a positive impact on recruitment and retention. We employ clinical specialists in roles which do not require shift-work, for experienced and qualified staff therapeutic staff.

Residential properties continue to meet the needs of the children and young people

Refurbishment and regular maintenance programmes are in place. All our properties are fit for purpose, as therapeutic children's homes, schools or administrative offices.

Structure, Governance and Management

Governing document

The Institute of Integrated Systemic Therapy is a private charitable company limited by guarantee (a company without share capital). It was incorporated on 22nd March 1983 as the Peper Harow Foundation and registered as a charity on 12th May 1983. It changed its name to Childhood First on 16th July 2008.

To reflect its special status as a training organisation, it changed its name to the Institute of Integrated Systemic Therapy on 28 September 2015. It is governed by memorandum and articles of association which were last amended on 24th November 2004. It continues to trade under the name Childhood First.

The objects of the charity, as laid down in the Memorandum of Association, are to promote and further the care, treatment and rehabilitation of children and adolescents who are psychologically and emotionally disturbed and to promote fuller understanding and knowledge of the causes of psychological and social disturbance and ways in which the causes may be reduced or their consequences ameliorated.

The charity believes it remains compliant with the Charity Governance code.

Recruitment and appointment of Trustees

Trustees are recruited through nomination to the Board by existing Trustees and senior staff. Nominations are discussed by the Board and, if agreed, the nominees are formally invited to join the Board by the Chair. The sensitivity and risks of the work, and our systemic understanding of therapeutic psychodynamics, mean that all Trustees are thought about very carefully before invitation to join the Board. All Trustees are required to retire from office by rotation and are eligible for re-election every three years.

Trustees' induction and training

On joining, Trustees are given an induction pack and are invited to meet with the Chief Executive and senior staff for a full briefing and discussion about the work of the Charity. They also visit one or more therapeutic communities. Trustees will have been recruited for their skills, knowledge and experience. Training is arranged on an individual basis where additional skills are needed for specific functions.

Organisational structure

The Articles provide for between five and fifteen Trustees; there are currently nine. Each Trustee is expected to add significant value to the beneficiaries. This is normally through their knowledge, expertise, experience or influence, but can include their ability to provide financial or material support, or their network of other people willing to provide such support. The Trustee Board aims to include members with a range of expertise, including clinical and social work, education, child and family law, business, management, fundraising, marketing and campaigning.

The Board of Trustees meet every quarter. During the year, there have been a number of sub-committees which met quarterly, chaired by Trustees but with additional external members with relevant experience.

Structure, Governance and Management (continued)

Committee Membership

Finance

George Viney (Chair), Sanjay Shah, Sebastian Lyon#

Safeguarding

Georgia Chataway (Chair) Sarah Scarratt, Vinod Diwakar

School Governance

Sarah Scarratt (Chair)

#external member

In addition, we have local support groups for fundraising led by Sarah Scarratt (Kent) and Trish Phillips (Norfolk). The Development Board has been set up with the purpose of fundraising for future developments.

All Trustees give their time voluntarily and do not receive any material benefits from the charity. We would like to thank all those involved for the time and expertise they provide to the charity.

Management and core activities

The Board of Trustees is responsible for the strategic direction and policy of the charity. It has delegated the day-to-day running of the organisation to the Senior Leadership Team led by the Chief Executive.

Our core activities are centred on the work of five residential therapeutic communities.

The residential communities provide integrated programmes of care, education and treatment to children and young people of various ages who have experienced severe emotional trauma.

The communities are:

- Greenfields House, Kent, for up to ten children aged 5 to 12. The children are educated at Greenfields School, which also has places for day pupils;
- Gables House, Kent, for up to eight children aged 10 -16. The children are educated at Greenfields School or onsite;
- Earthsea House, Norfolk, for up to eleven children aged 5 to 14. Education is provided on an adjacent site; and
- Merrywood House, Norfolk, for up to eight children aged 11 to 17. Children are educated externally.
- Oakwood, Kent for up to four children aged 11 – 17. Education is provided at Greenfields School or onsite.

The work includes The Placement and Family Support service which provides therapeutic support for vulnerable children with emotional and behavioural difficulties, together with their families and carers.

The basic operational expenditure is primarily supported by a Local Authorities paying an agreed fee for the children placed at the residential communities. However, such funding is not sufficient to cover the growth and development of the therapeutic work, the facilities required and research and training, which are key to the quality and effectiveness of the therapeutic work. For these, voluntary and grant funding is required.

Remuneration Policy

The remuneration of the staff is set by the Chief Executive in discussion with the Trustees and the remuneration of the Chief Executive is set by the Chair.

Our Approach to Fundraising

The basic operational expenditure is primarily supported by Local Authorities paying an agreed fee for the children placed at the residential communities. However, such funding is not sufficient to cover all the growth and development of the therapeutic work, the facilities required, and research and training, which are key to the quality and effectiveness of the therapeutic work.

Voluntary and grant funding is, accordingly, essential to the sustainability and development of our work. As noted earlier, we are developing the capacity to fundraise for capital projects, as well as to increase the proportion of funding raised from trust and voluntary sources. These initiatives will strengthen the sustainability of our mission and increase the number of children and families we can support.

Trust and voluntary funding is sought and applied towards specific programmes and activities, such as training and research, and towards capital developments.

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although we do not undertake widespread fundraising from the general public, the legislation defines fund raising as "soliciting or otherwise procuring money or other property for charitable purposes." Such amounts receivable, are presented in our accounts as "voluntary income" and include legacies and grants. In relation to the above we confirm that all solicitations are managed internally, without involvement of commercial participators or professional fund-raisers, or third parties. The day to day management of all income generation is delegated to the executive team, who are accountable to the trustees.

The charity is not bound to adopt any regulatory scheme. However, the charity is a member of the Fundraising Regulator and complies with the relevant codes of practice. We have received no complaints in relation to fundraising activities. Our terms of employment require staff to behave reasonably at all times; as we do not approach individuals for funds we do not have to particularise this to fundraising activities; nor do we consider it necessary to design specific procedures to monitor this.

Public Benefit

We review our aims and objectives regularly, looking both at the planned activities for the coming year and the progress against plans for the previous year. We have referred to the Charity Commission general guidance on public benefit when reviewing our aims and objectives and have considered how our activities meet the needs of our beneficiaries.

At each of our communities, places are open to children and young people from all over the UK, with the Local Authorities meeting the cost of the placement.

Due to the intensive and specialised nature of the work, the comparatively long treatment period for children who have experienced trauma and the size of the residential communities, the number of children and young people who directly benefit from our work each year is relatively small.

Each child, however, represents a major investment of public resources. Without successful treatment, these children are likely to continue to demand substantial resources from social, health and justice systems throughout their lives, to impact adversely the lives of many other children and adults and to pass on similar needs to their own children. Thus the number of people who benefit from our work, directly and indirectly, is substantial.

The opportunity to benefit from our work is open to all those who are eligible, as identified by the appropriate Local Authority and mental health services, and all those whom we assess can benefit from the services. Adolescents who are referred to our services must also personally ask to come and participate in the treatment programme.

As the cost of each placement is met by the Local Authorities, no child or young person is denied the opportunity to benefit on account of their own, or their family's inability to meet any fees due.

The specialist nature of our service and our unique and successful approach based on four decades of experience, research and clinical development, allows us to influence national policy, service provision and relevant professions more widely on behalf of children and young people who have experienced trauma. This is a further way we believe the charity provides a public benefit.

Statement of Responsibilities of the Trustees

Trustees' responsibilities

The Trustees (who are also the directors of the charity for the purposes of company law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charity and of the incoming resources and application of resources, including the income and expenditure, of the group and charity for that period.

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities (Accounts and Reports) Regulations 2008, and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charity's website is the responsibility of the trustees. The trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Going concern

The Trustees have considered the matter of going concern and believe that the charity remains a going concern for the following reasons:

- There remains a high demand for our residential service and we operate at close to 80% of our capacity.
- Our fees are structured so that they deliver a surplus.
- We do not face a counterparty debt risk as all customers are Local Authority.
- We do not rely on fundraising income to cover our operational costs.
- We have a successful track record of recruiting and training staff to deliver our service.
- There is a relatively high level of reserves and liquidity to ensure the charity can both make strategic developments and settle its debts as they fall due over the next twelve months.

Trustees are satisfied that there is no material uncertainties related to events or conditions that cast significant doubt upon the Charity and Group's ability to continue as a going concern.

Disclosure of Information to Auditors

All of the current Trustees (who are the directors of the company) have taken all the steps that they ought to have taken to make themselves aware of any information needed by the Charitable Company's auditors for the purpose of their audit and to establish that the auditors are aware of that information. The Trustees are not aware of any relevant audit information of which the auditors are unaware.

BDO LLP have expressed their willingness to continue in office and a resolution to re-appoint them will be proposed at the next annual general meeting.

On behalf of the Board of Trustees

A handwritten signature in black ink, appearing to read 'H Hughes', written in a cursive style.

Dr Henrietta Hughes OBE
Chair

12 December 2023

Independent Auditor's Report

Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 March 2023 and of the Group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of Institute of Integrated Systemic Therapy ("the Parent Charitable Company") and its subsidiaries ("the Group") for the year ended 31 March 2023 which comprise the consolidated statement of financial activities, the consolidated and company balance sheet, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remain independent of the Group and the Parent 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.

Conclusions related to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and the Parent 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 Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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.

Other Companies Act 2006 reporting

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' Report, which are included in the Trustees' Report, have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Group and the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or the Trustees' 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 by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charitable Company 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.

Responsibilities of Trustees

As explained more fully in the Statement of Responsibilities of the Trustees, 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 Group's and the Parent 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 Group or the Parent 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

We have been appointed as auditor under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Extent to which the audit was capable of detecting irregularities, including fraud

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

Non-compliance with laws and regulations

Based on our understanding of the Group and the sector in which it operates, discussion with management and those charged with governance and obtaining and understanding of the Group's policies and procedures regarding compliance with laws and regulations we considered the significant laws and regulations to be the Companies Act 2006, the Charities Act 2011 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).

The Group is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be the Employment Act 2002, Data Protection Act 2018, Bribery Act 2010, and Health and Safety legislation.

Our procedures in respect of the above included:

- enquiry with management and those charged with governance regarding any known or suspected non-compliance with laws and regulations;
- review of minutes of meeting of those charged with governance for any instances of non-compliance with laws and regulations;
- review of correspondence with regulatory and tax authorities for any instances of non-compliance with laws and regulations;
- review of the serious incident report made to the Charity Commission;
- review of financial statement disclosures and agreeing to supporting documentation; and
- review of legal expenditure accounts to understand the nature of expenditure incurred.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- enquiry with management and those charged with governance regarding any known or suspected instances of fraud;
- obtaining an understanding of the Group's policies and procedures relating to:
 - detecting and responding to the risks of fraud; and
 - internal controls established to mitigate risks related to fraud.
- review of minutes of meeting of those charged with governance for any known or suspected instances of fraud;
- discussion amongst the engagement team as to how and where fraud might occur in the financial statements; and
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Based on our risk assessment, we considered the areas most susceptible to fraud to be management override of controls and income recognition.

Our procedures in respect of the above included:

- we tested the appropriateness of journals meeting specific risk criteria;
- assessed the judgements and assumptions used in the production of the financial statements for indication of potential bias; and
- tested a sample of income assessing income recognition to confirm that this has been recognised in accordance with the Charities SORP 2019.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at:

<https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the 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.

DocuSigned by:

Fiona Condron

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Fiona Condron (Senior Statutory Auditor)
For and on behalf of BDO LLP, Statutory Auditor
Gatwick, UK

Date: 15 December 2023

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Consolidated Statement of Financial Activities

for the Year Ended 31 March 2023

		2023			2022
					*As restated
Notes	Unrestricted	Restricted	Endowment	Total	Total
	£	£	£	£	£
Income and endowments from					
Donations and legacies	198,552	53,359	-	251,911	178,794
Charitable activities	9,691,572	-	-	9,691,572	9,371,361
Investments	37,190	-	-	37,190	31,959
Other	22,733	-	-	22,733	7,650
Total income	9,950,047	53,359	-	10,003,406	9,589,764
Expenditure on					
Raising funds	204,915	-	-	204,915	143,200
Charitable activities					
Therapeutic residential care	8,839,908	41,386	-	8,881,294	8,288,570
Fostering	171,903	-	-	171,903	194,695
Training	572,611	-		572,611	409,247
Total expenditure	9,789,337	41,386	-	9,830,723	9,035,712
Net income before investment gains and (losses)	160,710	11,973	-	172,683	554,052
(Loss) / gain on Investments	(124,212)	-	-	(124,212)	192,155
Net income	36,498	11,973	-	48,471	746,207
Transfers between funds	-	-	-	-	-
Actuarial (loss) on defined benefit scheme	(114,000)	-	-	(114,000)	(62,000)
Net movement in funds	(77,502)	11,973	-	(65,529)	684,207
Total funds brought forward	10,600,378	46,294	483,947	11,130,619	10,446,412
Total funds carried forward	10,522,876	58,267	483,947	11,065,090	11,130,619

The Statement of Financial Activities incorporate the income and expenditure account and includes all recognised gains and losses in the current and prior year. Further detail on the 2022 comparatives are shown in Note 18a.

The notes 1 - 19 form part of these financial statements.

* Please see note 19 for prior period adjustment schedule.

Consolidated and Company Balance Sheet

as at 31 March 2023

		Group	Group	Company	Company
		2023	2022	2023	2022
	Notes	£	£	£	*As restated £
Fixed assets					
Tangible assets	7	5,026,684	5,107,383	4,074,505	4,136,338
Investments	8	3,899,981	4,024,193	3,899,981	4,024,193
		<u>8,926,665</u>	<u>9,131,576</u>	<u>7,974,486</u>	<u>8,160,531</u>
Current assets					
Debtors	10	467,343	570,960	84,234	118,936
Cash at bank		2,920,360	2,511,620	2,830,883	2,442,174
		<u>3,387,703</u>	<u>3,082,580</u>	<u>2,915,117</u>	<u>2,561,110</u>
Creditors:					
Amounts falling due within one year	11	(1,249,278)	(600,537)	(5,316,286)	(4,045,556)
		<u>2,138,425</u>	<u>2,482,043</u>	<u>(2,401,169)</u>	<u>(1,484,446)</u>
Net current assets/(liabilities)					
		<u>11,065,090</u>	<u>11,613,619</u>	<u>5,573,317</u>	<u>6,676,085</u>
Total assets less current liabilities					
Pension liability	12	-	(483,000)	-	(483,000)
		<u>11,065,090</u>	<u>11,130,619</u>	<u>5,573,317</u>	<u>6,193,085</u>
Net assets					
The funds of the charity					
Income funds					
Unrestricted funds					
- General reserves		9,720,683	10,281,185	4,724,830	5,344,598
- Pension reserves		-	(483,000)	-	-
- Designated funds	14	802,193	802,193	802,193	802,193
		<u>10,522,876</u>	<u>10,600,378</u>	<u>5,527,023</u>	<u>6,146,791</u>
Total unrestricted funds					
Restricted funds	15	58,267	46,294	46,294	46,294
		<u>Capital funds</u>	<u>483,947</u>	<u>483,947</u>	<u>-</u>
Endowment funds	16				
		<u>11,065,090</u>	<u>11,130,619</u>	<u>5,573,317</u>	<u>6,193,085</u>
Total charity funds					

* Please see note 19 for prior period adjustments schedule.

The financial statements were approved and authorised for issue by the Trustees on 12 December 2023 and were signed on its behalf by



Dr Henrietta Hughes OBE
Chair

The notes 1 to 19 form part of these financial statements.

Consolidated Cash Flow Statement

For the year ended 31 March 2023

	Notes	2023 £	2022 *As restated £
Cash flow from operating activities			
Net (expenditure) / income for the reporting period		(65,529)	669,575
Depreciation		170,620	162,343
Losses / (gains) on investments	8	124,212	(208,481)
Decrease / (increase) in debtors	10	103,617	(64,637)
Increase / (decrease) in creditors	11	648,742	(162,759)
Actuarial (loss) / gain on defined benefit scheme	13	(483,000)	122,000
Net cash generated from operating activities		498,662	518,041
Cash flows from investing activities			
(Purchase) of property, plant equipment	7	(89,922)	(17,795)
Dividends and interest from investments		-	14,632
Purchase of investments		-	(500,000)
Net cash (used in) financing activities		(89,922)	(503,163)
Change in cash in reporting period		408,740	14,878
Cash at beginning of year		2,511,620	2,496,742
Cash at end of year		2,920,360	2,511,620

Analysis of changes in net debt

	2023		
	Cash Deposits £	Cash £	Total £
Balance at 1 April 2022	-	2,511,620	2,511,620
Cash flows	-	408,740	408,740
Balance at 31 March 2023	-	2,920,360	2,920,360

The notes 1 to 19 form part of these financial statements.
* Please see note 19 for prior period adjustment schedule.

Notes to the Financial Statements

1 Accounting policies

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

a) Basis of preparation

The Institute of Integrated Systemic Therapy is a charitable company incorporated in England & Wales under the Companies Act 2006. The address of the registered office is given in the Reference and administrative detail page and the nature of the charity's operations and its aims and objectives are set out in the Trustees report. The financial statements have been prepared under the historic cost convention as modified by the valuation of investments and defined benefit pension schemes in accordance with FRS 102, the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland.

Judgement and key sources of estimation uncertainty

The trustees are satisfied that there are no material judgements and estimates used in the production of the financial statements.

Basis for consolidation

The consolidated accounts include the financial statements of the Institute of Integrated Systemic Therapy and of its subsidiary undertakings, Childhood First (Midlands) Limited, Childhood First (East Anglia) Limited and Childhood First (South) Limited. All of these charitable companies are incorporated in England and Wales. The consolidated accounts also include the results and net assets of Princess Mary's Trust, of which Institute of Integrated Systemic Therapy is the sole Trustee and which has similar charitable objectives. The Trust can be contacted through Institute of Integrated Systemic Therapy's registered office.

In accordance with the provisions of the Companies Act 2006 the parent charity is exempt from the requirement to present its own profit and loss account. The total incoming resources from the parent charitable company for the year was £1,709k (2022: £1,727k). The result for the parent charitable company, including unrealised surpluses on investments and an actuarial deficit on the defined benefit pension scheme for the year was a £619k deficit (2022: £568k surplus).

b) Fixed assets and depreciation

It is the charitable company's practice to maintain freehold buildings in a continual state of sound repair.

From the commencement of 2015-16 depreciation has been charged on the building element of the asset. In addition, the Board of Trustees carries out an impairment review every year. If those reviews show that the book value of a property falls below both its net realisable value and its value in use, then an impairment charge will be recognised to reduce its carrying value to the lower amount.

Fixed assets are stated at cost less depreciation. Items costing less than £1,000 are not capitalised. Depreciation is provided to write off the cost of each asset over its estimated useful economic life by equal annual instalments as follows:

Freehold Buildings	2%
Furniture, fittings, tools and equipment	10% - 33% per annum
Motor vehicles	25% - 33% per annum

c) Leases

Where assets are financed by leasing agreements that give rights approximating to ownership ('finance leases'), the assets are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable during the lease term. The corresponding leasing commitments are shown as amounts payable to the lessor. Depreciation on the relevant assets is charged to the statement of financial activities.

Lease payments are analysed between capital and interest components so that the interest element of the payment is charged to the statement of financial activities over the period of the lease and represents a constant proportion of the balance of capital repayments outstanding. The capital part reduces the amounts payable to the lessor.

All other leases are treated as operating leases. Their annual rentals are credited to the statements of financial activities on a straight line basis over the term of the lease.

Annual rentals are charged to the statement of financial activities on a straight-line basis over the term of the lease.

d) Income and expenses

Expenses, rental income, investment income, interest receivable and fees are accounted for on an accruals basis. Donations are accounted for when received. Legacies are accounted for when received or if, before receipt, there is sufficient evidence as the probability of the receipt and value of the legacy. Grant income received is deferred to future accounting periods to the extent that the conditions for its receipt have not yet been met. Fee income is recognised in line with the delivery of the related service, with fee income spread evenly over the period of a child's placement. Payments received in advance of the associated placements are deferred.

e) Allocation of expenses:

- costs of generating funds comprise the costs associated with attracting voluntary income;
- charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them; and
- support costs are allocated on the basis of staff numbers.

f) Investments

Listed investments are included in the balance sheet at market value. Realised gains and losses on the sale of investments and unrealised gains and losses on the revaluation of investments are included in the statement of financial activities.

1 Accounting policies (continued)

g) Funds:

- **Unrestricted funds**
These represent funds which can be expended as the Trustees see fit, in accordance with the charitable objects of the group. These are further split into designated funds, which represent the fixed property assets, the pension reserves, representing the pension deficit, and general reserves.
- **Restricted income funds**
These represent income received which can only be expended for the purpose specified by the donor.
- **Permanent Endowment fund**
This represents assets donated which must be held as capital and cannot be converted to income.

h) Pension costs

- a number of employees belong to the Teacher's Pension Scheme, which is a defined benefit scheme. It is not been possible to identify the group's share of the underlying assets and liabilities in the scheme on a consistent and reasonable basis, and contributions have been charged to the income and expenditure account as they are paid;
- a number of employees belong to the Surrey County Council Pension Scheme or the Norfolk County Council Pension Fund, which are defined benefit pension schemes. These are treated in accordance with FRS 102;
- the difference between the fair value of the assets held in the charitable company's defined benefit pension scheme and the scheme's liabilities measured on an actuarial basis using the projected unit method are recognised in the charitable company's balance sheet as a pension asset or liability as appropriate. The carrying value of any resulting pension scheme asset is restricted to the extent that the charitable company is able to recover the surplus either through reduced contributions in the future or through funds from the scheme. The pension scheme balance is recognised net of any related deferred tax balance;
- charges in the defined benefit pension scheme asset or liability arising from factors other than cash contribution by the charitable company are charged to the Statement of Financial Activities in accordance with FRS 102 'Retirement benefits'; and
- employees who are not eligible to belong to the above schemes may belong to a group personal pension plan. The assets of this plan are held separately from those of the company in an independently administered fund. The amount charged to the income and expenditure account represents the contribution payable to the plan in respect of the accounting period.
- By the end of the accounting year there were no staff employed who were in either the Surrey County Council Scheme or the Norfolk County Council Scheme.

i) Financial instruments

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

j) Cash and cash equivalents

Cash and cash equivalents are near cash items with a similar risk profile to cash and can be accessed within three months.

k) Going concern

The Trustees have considered the matter of going concern and believe that the charity remains a going concern for the following reasons:

- There remains a high demand for our residential service and we operate close to or above 80% of our current capacity.
- Our fees are structured so that they deliver a surplus.
- We do not face a counterparty debt risk as all customers are Local Authorities.
- We do not rely on fundraising income to cover our operational costs.
- We have a successful track record of recruiting and training staff to deliver our service.
- We retain adequate reserves to meet our reserves requirement.
- The organisation has successfully adapted key processes (e.g. training, financial management) to the new business environment.
- It has a new but experienced management and, because of its overall size, can adjust quickly to changing conditions.
- There is a relatively high level of reserves and liquidity to ensure the charity can both make strategic developments and settle its debts as they fall due over the next twelve months.

Trustees are satisfied that there are no material uncertainties related to events or conditions that cast significant doubt upon the Charity and Group's ability to continue as a going concern.

2 Analysis of total expenditure

Basis of allocation		Raising funds	Therapeutics Residential	Fostering	Training	2023 Total	2022 Total *As adjusted
		£	£	£	£	£	£
Costs directly allocated to activities							
Staff costs	Direct	85,077	6,031,337	190	346,736	6,463,340	5,998,309
FRS 102 pension adjustment	Direct	-	47,000	-	-	47,000	93,000
Consultancy	Direct	-	9,156	-	32,607	41,763	8,111
Travel	Direct	1,824	182,340	394	20,771	205,329	155,796
Office costs	Direct	-	245,738	13,774	10,819	270,331	186,666
Marketing	Direct	45,610	302	-	-	45,912	26,457
Premises	Direct	-	502,044	22,742	-	524,786	466,232
Household	Direct	-	104,147	-	-	104,147	129,973
Provisions	Direct	-	140,936	-	-	140,936	155,474
Education	Direct	-	255,217	-	-	255,217	325,593
Personal care	Direct	-	67,597	-	-	67,597	72,292
Social activities	Direct	75	251,008	-	-	251,083	177,225
Other	Direct	-	41,441	950	103	42,494	62,789
Depreciation	Direct	-	170,621	-	-	170,621	162,343
Finance charges	Direct	-	971	-	-	971	952
Insurance, legal, professional	Direct	4,685	186,116	8,719	47,252	246,772	181,459
Audit and accountancy	Direct	-	50,772	-	-	50,772	35,400
Total		137,271	8,286,743	46,769	458,288	8,929,071	8,238,071
Support costs allocated to activities							
Premises and office costs	Staff time	31,119	46,679	15,560	77,798	171,156	128,376
Finance and HR staff	Staff time	30,385	455,770	91,154	30,385	607,694	527,961
Other	Staff time	6,140	92,102	18,420	6,140	122,802	141,304
Total		67,644	594,551	125,134	114,323	901,652	797,641
Total resources expended		204,915	8,881,294	171,903	572,611	9,830,723	9,035,712

Further details on comparatives are shown in note 18b.

* Please see note 19 for prior period adjustment table.

3 Net income

	2023 £	2022 £
Net income for the year is stated after charging:		
Auditor's remuneration: Group	50,772	35,400
Depreciation of tangible fixed assets	170,621	162,343
Rentals payable under operating leases:		
Land and buildings	115,425	150,814
Other	40,072	38,014
Trustees' professional indemnity insurance	2,580	2,240

4 Staff numbers and costs

The average number of persons employed by the group during the year was 188 (2022: 174). The aggregate payroll costs of these persons were as follows:

	2023 £	2022 £
Wages and salaries	5,821,177	5,375,406
Social security costs	568,634	454,742
Other pension costs	415,277	281,941
FRS 102 pension adjustment	-	93,000
	6,805,088	6,205,089

Total Staff Costs in note 2 include the staff costs in Support Costs which together total £7,071,033 (2022: £6,525,270). These are different from the figures in this note by £265,945 (2022: £321,181) which are recruitment and life assurance costs not included in the table above.

Key management personnel comprise the seven individuals (2022: six). The total employment costs (including employer's National insurance contributions and pension) of the Senior Leadership Team for the year was £552,081 (2022: £531,746).

The number of employees whose emoluments for the year were greater than £60,000 fell within the following ranges:

	2023	2022
£60,001 - £70,000	1	3
£70,001 - £80,000	4	-
£80,001 - £90,000	1	-
£90,001 - £100,000	-	2
£100,001 - £110,000	1	-

Pension payments for the above members of staff amounted to £32,910 (2022: £53,766). The combined remuneration of these staff was £519,171 (2022: £531,747). No payments or remuneration were made to the Trustees during the year. Reimbursement of expenses incurred when travelling to, or engaged upon, the business of the charity amounted to £194 (2022: £601).

5 Related party transactions

The Institute of Integrated Systemic Therapy (registered charity number 286909) is the sole member of Childhood First (Midlands) Limited, Childhood First (East Anglia) Limited and Childhood First (South) Limited. All these are companies limited by guarantee. It is also the sole Trustee of Princess Mary's Trust.

During the year the following transactions took place between the parent company and its subsidiaries.

	Princess Mary's Trust	Childhood First (South)	Childhood First (East Anglia)	Total
	£	£	£	£
Charge to subsidiary				
Management charge	-	479,157	340,822	819,979
Institute training	-	183,600	108,000	291,600
Rent	-	244,600	100,000	344,600
Total	-	907,357	548,822	1,456,179
Donations to subsidiary				
	-	22,193	31,167	53,359
Intercompany balances				
As at 31 March 2023				
Owed to parent	21,073	-	-	21,073
Owed by parent	-	676,806	3,919,841	4,596,647

5 Related party transactions (continued)

At the balance sheet date Princess Mary's Trust owed £21,073 to the parent charity (2022: £21,073 owed to parent).

Entity information	Princess Mary's Trust	Childhood First (Midlands)	Childhood First (South)	Childhood First (East Anglia)
Company number	N/A	03187004	03547839	03706394
Charity number	229136	286909	286909	286909

6 Pensions

(a) Surrey Pension Scheme

In August 2022 the departure from employment of the last member of the scheme triggered our planned exit from the Surrey Pension scheme. In April 2023 we were notified of a cessation value of £536k to clear all current and future liabilities to the scheme and that sum was settled in April 2023.

Assets

The market value of the scheme's assets and their current allocation are:

	2023 £	2022 £
Equities	-	3,682,600
Bonds	-	1,496,040
Property	-	460,320
Cash	-	115,080
Totals	-	5,754,040

	2023 £	2022 £
Net pension assets and liabilities		
Estimated employer assets	5,539,000	5,754,000
Present value of scheme liabilities	(6,075,000)	(6,237,000)
Net pension liability (included in other creditors as a current liability)	(536,000)	(483,000)

Changes in the fair value of plan assets, defined benefit obligation and net liability

	2023 £	2022 £
Reconciliation of Funded liabilities		
Opening position	-	6,612,000
Current service cost	-	41,000
Interest cost	-	126,000
Contributions by members	-	9,000
Benefits paid	-	(300,000)
Expected closing position	-	6,488,000
Re-measurements	-	(251,000)
Changes to financial assumptions	-	(251,000)
Total re-measurements	-	(251,000)
Closing position	-	6,237,000

	2023 £	2022 £
Reconciliation of fair value of employer assets		
Opening position	-	6,249,000
Interest income	-	120,000
Employer contributions	-	95,000
Contributions by members	-	9,000
Benefits paid	-	(300,000)
Expected closing position	-	6,173,000
Total re-measurements	-	(419,000)
Closing position	-	5,754,000

6 Pensions (continued)

Analysis of amounts credited/(charged) to the statement of financial activities	2023	2022
	£	£
Current service costs	-	(41,000)
Interest cost	-	(126,000)
Interest income	-	-
	<hr/>	<hr/>
Net (charge) to statement of financial activities:	-	(167,000)
	<hr/>	<hr/>
Actual Return on assets	-	(419,000)
Actuarial gains arising on scheme liabilities	-	251,000
	<hr/>	<hr/>
Actuarial gains/(losses) charged to the statement of Financial Activities	-	(168,000)
	<hr/>	<hr/>

(a) Norfolk County Council Pension Fund

At the start of the year there were no employees in the scheme and no deficit contribution. To complete the planned exit from the scheme a qualified independent actuary quantified the cessation sum at £35k and this was paid in full in July 2022. This compares to the actuarial deficit attributable to the group as at 31st March 2022 of £483k.

6 Pensions (continued)**Assets - solely Childhood First (East Anglia) Limited**

The market value of the scheme's assets and their current allocation are:

	2023	2022
	£	£
Equities		-
Bonds	-	1,455,360
Property	-	45,480
Cash	-	15,160
Totals	-	1,516,000

	2023	2022
	£	£
Net pension assets and liabilities		
Estimated employer assets	-	1,516,000
Present value of scheme liabilities	-	(1,435,000)
Total value of asset	-	81,000
Net pension asset	-	81,000

Changes in the fair value of plan assets, defined benefit obligation and net liability: Reconciliation of funded liabilities

Opening position	-	1,467,000
Current service cost	-	47,000
Interest cost	-	30,000
Contributions by members	-	10,000
Benefits paid	-	(36,000)
Expected closing position	-	1,518,000
Re-measurements	-	(81,000)
Changes to financial assumptions	-	(6,000)
Other experience	-	4,000
Total re-measurements	-	(83,000)
Closing position	-	1,435,000

Reconciliation of fair value of employer assets

Opening position	-	1,469,000
Interest income	-	47,000
Employer contributions	-	21,000
Contributions by members	-	10,000
Benefits paid	-	(36,000)
Expected closing position	-	1,511,000
Return on assets	-	23,000
Total re-measurements	-	23,000
Closing position	-	1,516,000

6 Pensions (continued)

Analysis of amounts (charged)/credited to the statement of financial Activities	2023	2022
	£	£
Current service costs	-	(47,000)
Interest cost	-	(30,000)
Interest income	-	29,000
Net (charge) to statement of financial activities:	-	(48,000)
Actuarial gain arising on scheme liabilities	-	106,000
Actuarial gain charged to the statement of Financial Activities	-	106,000

(c) Combined summary information for Surrey and Norfolk County Council Pension Funds

The table below provides details of the movement in the deficit during the year for both defined benefit pension schemes on a combined basis:

	2023	2022
	£	£
Current service costs	-	(88,000)
Past service	-	-
Interest cost	-	(156,000)
Interest income	-	29,000
Net (charge) to statement of financial activities (note 2)	-	(215,000)
Re-measurements	-	-
Return on assets	-	(396,000)
Actuarial liabilities	-	(357,000)
Actuarial (loss) charged to statement of financial activities	-	(753,000)
Decrease in liability in the year	-	176,000
(Deficit) in schemes at beginning of the year	-	(361,000)
(Deficit) in schemes at end of year	-	(185,000)

(d) Teacher's Pension Scheme

A number of the charitable company's employees are members of the Teachers' Pension Scheme (TPS). The TPS is a statutory, contributory defined benefit scheme administered by the Teacher's Pension Agency, an executive agency of the Department for Education and Employment.

Not less than every four years, with a supporting interim valuation in between, the Government Actuary (GA), using normal actuarial principles, conducts a formal actuarial review of the TSS. The aim of the review is to specify the level of future contributions.

The last valuation of the TPS was as at 31 March 2012. The value of notional assets (estimated future contributions together with the proceeds from the notional investments held at the valuation date) was £176 billion and the scheme had aggregate liabilities of £191 billion, leaving a deficit of £15 billion. The valuation determined the contribution rates on the basis of a fifteen year recovery timeframe for this deficit.

From 2015 the total scheme contribution was determined to be 26% with employee contributions of 9.6% and employer contributions of 16.4%. Of the employer contributions, 10.8% were normal contributions and 5.8% was identified to cover past service deficits.

Total pension costs during the year were £50,803 (2022 - £43,901). There were outstanding contributions of £11,950 due at the end of the financial year (2022 - £5,713).

(e) Group Personal Pension Plan

A Group Personal Pension Plan exists for employees which is a defined contribution scheme.

The pension charge for the year represents contributions payable by the group to the fund and amounted to £268,892 (2022 - £253,931). There were outstanding contributions of £44,122 due at the end of the financial year (2022 - £36,698).

7 Tangible fixed assets

Group	Freehold properties £	Furniture and equipment £	Motor vehicles £	Total £
Cost				
At 1 April 2022	5,534,579	377,812	210,530	6,122,921
Additions	-	18,442	71,479	89,921
Disposals	-	-	(50,405)	(50,405)
At 31 March 2023	5,534,579	396,254	231,604	6,162,437
Depreciation				
At 1 April 2022	546,468	282,912	186,158	1,015,538
Charge for year	101,510	39,880	29,230	170,620
Disposals	-	-	(50,405)	(50,405)
At 31 March 2023	647,978	322,792	164,983	1,135,753
Net book value				
At 31 March 2023	4,886,601	73,462	66,621	5,026,684
At 31 March 2022	4,988,111	94,900	24,372	5,107,383

Company	Freehold properties £	Furniture and equipment £	Total £
Cost			
At 1 April 2022	4,507,287	92,910	4,600,197
Additions	-	-	-
At 31 March 2023	4,507,287	92,910	4,600,197
Depreciation			
At 1 April 2022	379,191	84,668	463,859
Charge for year	55,579	6,254	61,833
At 31 March 2023	434,770	90,922	525,692
Net book value			
At 31 March 2023	4,072,517	1,988	4,074,505
At 31 March 2022	4,128,096	8,242	4,136,338

8 Fixed asset investments

a) Group and Company

	2023			2022
	Cash funds	Investment funds	Total	Total
	£	£	£	£
Balance at 1 April	469,150	3,555,043	4,024,193	3,315,711
Additions	-	-	-	516,238
Disposals	-	-	-	-
Loss / (gain) on revaluation	34,998	(159,210)	(124,212)	192,154
Market value at 31 March	504,148	3,595,833	3,899,981	4,024,193

The cash deposits are managed by Cazenove Capital Management Limited and the investment funds are invested in CF Ruffer Total Return Fund, McInroy Balanced Fund and CG Portfolio Funds.

b) Subsidiary undertakings

The principal undertakings which have been included in the consolidated financial statements are as follows:

<i>Subsidiary Undertaking</i>	<i>Country of Incorporation</i>	<i>Proportion of voting rights</i>	<i>Share capital held</i>	<i>Nature of business</i>
Childhood First (South) Ltd	England	100%	Limited by guarantee	Charity
Childhood First (Midlands) Ltd	England	100%	Limited by guarantee	Charity
Childhood First (East Anglia) Ltd	England	100%	Limited by guarantee	Charity
Princess Mary's Trust	England	100%	Trust	Charitable Trust

Subsidiary summary results:

	Childhood First (South) Ltd £	Childhood First (Midlands) Ltd £	Childhood First (East Anglia) Ltd £	Princess Mary's Trust £
Income	5,009,586	-	4,748,694	-
Expenditure	5,157,940	-	4,039,400	(6,700)
Loss / (surplus) for the year	(148,354)	-	709,294	(6,700)
Reserves brought forward	904,613	-	3,465,896	567,023
Reserves carried forward	756,259	-	4,175,190	560,323
Net Assets	756,259	-	4,175,190	560,323

9 Unapplied total return

At both 1 April 2022 and 31 March 2023 the value of assets representing the unapplied total return was nil. There was no surplus generated during the year.

10 Debtors – due within one year

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Trade debtors	398,382	407,789	-	19,491
Amounts owed by group undertakings	-	-	21,074	21,074
Prepayments and accrued income	63,161	78,371	63,160	78,371
Other debtors	5,800	84,800	-	-
	467,343	570,960	84,234	118,936

11 Creditors: amounts falling due within one year

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Amounts owed to group undertakings	-	-	4,596,648	3,883,709
Trade creditors	304,122	217,818	55,081	33,181
Other creditors	645,296	122,531	575,052	43,294
Taxation and social security	141,917	129,728	34,942	33,130
Accruals and deferred income	157,943	130,460	54,563	52,242
	1,249,278	600,537	5,316,286	4,045,556

Amounts owed to group undertakings are repayable on demand.

12 Pension liability

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Pension costs				
Balance brought forward	-	361,000	-	363,000
Increase in FRS102 pension liability during the year - see note 6(c)	-	122,000	-	120,000
Balance carried forward	-	483,000	-	483,000

13 Restricted income funds

The Group's restricted funds consist of the following material funds:

	Balance at 1 April 2022 £	Income for the year £	Expenditure for the year £	Balance at 31 March 2023 £
General projects	46,294	53,359	(41,386)	58,267
Total	46,294	53,359	(41,386)	58,267

The reserves for other projects are restricted to either the location of the communities and may also be restricted by a particular activity such as a specific building project or service. Comparative information can be found in note 18c.

14 Designated funds

Designated funds, within unrestricted funds, represent fixed property assets which are not part of the permanent endowment fund, specifically Earthsea House, Greenfields School and part of Greenfields House.

	Group £	Company £
Balance at 1 April 2022	802,193	802,193
Balance at 31 March 2023	802,193	802,193

15 Endowment Funds

	Group £
Balance at 1 April 2022	483,947
Balance at 31 March 2023	483,947

IIST, as sole Trustee of the Princess Mary's Trust, holds endowment funds. These funds are represented by property held for the use of the charity. In 2006 the Charity Commission for England and Wales granted an order under section 26 of the Charities Act 1993 enabling IIST to decide which part of the unapplied total return from the assets of the Princess Mary's Trust given to it should be held on trust for application (income) for the purposes of the Princess Mary's Trust.

The endowment balance relates to Greenfields House. As the property currently held within the permanent endowment by the Princess Mary's Trust is held as functional property there is no income being generated by permanent endowment. There is therefore no unapplied total return to be allocated between capital and income.

16 Commitments

Total commitments under non-cancellable operating leases at 31 March 2023 were as follows:

	2023 £	2022 £
Equipment leases	76,972	38,014
Property leases	224,100	260,399
Total	301,072	298,413

Property leases relate to London office (break April 2024), Merrywood House (expires September 2025) and Sittingbourne office (expires May 2028). Total property lease payments recognised as an expense in the year are £115,425 (2022: £150,814) is due within 1 year, £106,800 (2022: £147,600) is due between 2 to 5 years and £1,875 (2022: £nil) is due in more than 5 years.

17 Analysis of net assets between funds

Group	Unrestricted funds £	Restricted Income funds £	Permanent Endowment fund £	Total Funds £
Funds balances at 31 st March 2023 are represented by:				
Tangible fixed assets	4,542,737	-	483,947	5,026,684
Investments	3,899,981	-	-	3,899,981
Current assets	3,329,436	58,267	-	3,387,703
Current liabilities	(1,249,278)	-	-	(1,249,278)
Total net assets	10,522,876	58,267	483,947	11,065,090

The permanent endowment fund represents some of the assets of Princess Mary's Trust. See note 18d for comparatives.

18 Comparative information relating to 2022**a) Consolidated statement of Financial activities**

		2022			
	Notes	Unrestricted £	Restricted £	Endowment £	Total £
Income and endowments from					
Donations and legacies		104,161	74,633	-	178,794
Charitable activities		9,371,361	-	-	9,371,361
Investments		31,959	-	-	31,959
Other		7,650	-	-	7,650
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total income		9,515,131	74,633	-	9,589,764
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
Expenditure on					
Raising funds		143,200	-	-	143,200
Charitable activities					
Therapeutic residential care		8,244,467	44,103	-	8,288,570
Fostering		194,695	-	-	194,695
Training		409,247	-	-	409,247
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total expenditure	2	8,991,609	44,103	-	9,035,712
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
Net income before investment gains		523,522	30,530	-	554,082
Gains on Investments		192,155	-	-	192,155
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
Net income		715,677	30,530	-	746,207
Transfers between funds		471,200	(471,200)	-	-
Actuarial gains on defined benefit schemes	6	(62,000)	-	-	(62,000)
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
Net movement in funds		1,124,877	(440,670)	-	684,207
Total funds brought forward		9,475,501	486,964	483,947	10,446,412
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total funds carried forward		10,600,378	46,294	483,947	11,130,619
		<u> </u>	<u> </u>	<u> </u>	<u> </u>

18 Comparative information relating to 2022 (continued)**b) Analysis of total expenditure**

Basis of allocation		Raising funds	Therapeutics Residential care	Fostering	Training	2022 Total *As Adjusted	2021 Total
		£	£	£	£	£	£
Costs directly allocated to activities							
Staff costs	Direct	48,676	5,613,621	38,434	297,579	5,998,310	5,881,222
FRS 102 pension adjustment	Direct	-	93,000	-	-	93,000	122,000
Consultancy	Direct	-	8,111	-	-	8,111	58,383
Travel	Direct	934	145,774	1,151	7,937	155,796	109,030
Office costs	Direct	-	175,850	114	10,702	186,666	243,405
Marketing	Direct	26,457	-	-	-	26,457	(1,435)
Premises	Direct	-	442,634	23,598	-	466,232	353,260
Household	Direct	-	129,973	-	-	129,973	119,510
Provisions	Direct	-	155,474	-	-	155,474	147,825
Education	Direct	-	325,593	-	-	325,593	310,266
Personal care	Direct	-	72,292	-	-	72,292	70,020
Social activities	Direct	-	177,225	-	-	177,225	128,032
Other	Direct	-	40,458	5,556	16,774	62,789	86,050
Depreciation	Direct	-	162,343	-	-	162,343	174,243
Finance charges	Direct	-	952	-	-	952	653
Insurance, legal, professional	Direct	5,142	165,128	11,189	-	181,459	155,175
Audit and accountancy	Direct	-	35,400	-	-	35,400	23,871
Total		81,209	7,743,828	80,042	332,992	8,238,071	7,981,510
Support costs allocated to activities							
Premises and office costs	Staff time	28,528	42,792	14,264	42,792	128,376	88,634
Finance and HR staff	Staff time	26,398	395,971	79,194	26,398	527,961	490,283
Other	Staff time	7,065	105,979	21,195	7,065	141,304	118,785
Total		61,991	544,742	114,653	76,255	797,641	697,702
Total expenditure		143,200	8,288,570	194,695	409,247	9,035,712	8,679,212

18 Comparative information relating to 2022 (continued)
c) Restricted funds

	Balance at 1 April 2021 £	Income for the year £	Expenditure for the year £	Transfer to Unrestricted £	Balance at 31 March 2022 £
Other projects	486,964	74,633	(44,103)	(471,200)	46,294
Total	486,964	74,633	(44,103)	(471,200)	46,294

d) Analysis of assets between funds

Group	Unrestricted funds £	Restricted Income funds £	Permanent Endowment fund £	Total Funds £
Fund balances at 31 March 2022 are represented by:				
Tangible fixed assets	4,623,436	-	483,947	5,107,383
Investments	4,024,193	-	-	4,024,193
Current assets	3,036,286	46,294	-	3,082,580
Current liabilities	(600,537)	-	-	(600,537)
Pension liability	(483,000)	-	-	(483,000)
Total net assets	10,600,378	46,294	483,947	11,130,619

19 Prior period adjustment

In preparing the financial statement for the year ended 31 March 2023, it was noted that two adjustments, relating to the actuarial loss on the pension scheme, and transfer between funds, were not appropriately treated in the prior year. This note elucidates the nature of these adjustments, their impact on the prior period financial statements, and the subsequent modifications made to achieve correct the comparative numbers.

Group	Previously Reported 2022 £	Adjustment 2022 £	Restated 2022 £
Consolidated statement of financial activities			
Actuarial loss on defined benefit pension scheme	(230,000)	168,000	(62,000)
Consolidated cash flow statement			
Actuarial loss on defined benefit scheme	290,000	(168,000)	122,000
Net (expenditure) / income for the reporting period	501,575	168,000	669,575
Company			
Company balance sheet			
Unrestricted funds - General reserves	4,873,400	471,200	5,344,600
Restricted funds	517,494	(471,200)	46,294

The table above contains the prior period adjustments to the actuarial loss on the defined benefit pension scheme, as shown in the consolidated accounts which was overstated by £168,000.

In addition, the company unrestricted reserves of £4,873,400 were understated by £471,200 as there were unrestricted reserves incorrectly classified as restricted reserves.

Reference and Administrative Detail

Charity name:	Institute of Integrated Systemic Therapy
Trading name:	Childhood First
Charity registration number:	286909
Company registration number:	01708301
Registered office and Operational address:	210 Borough High Street, London SE1 1JX

Board of Trustees:

The Trustees (directors of the company) during the year (and since the year-end) were:

Dr Henrietta Hughes OBE (Chair)
Mr Jeremy Brier
Ms Georgia Chataway
Dr Vinod Diwakar
Mr Matthew Fletcher – resigned 23 September 2023
Mr John Harrison – resigned 13 June 2023
Mr Scott Murdoch – resigned 20 September 2023
Mrs Patricia Phillips
Mrs Sarah Scarratt
Mr Sanjay Shah
Mr Robert Shipton – resigned 1 April 2023
Mr George Viney

Chief Executive

Gary Yexley

Company Secretary

Michael Joseph

Senior Leadership Team

Gary Yexley (Chief Executive)
Michael Joseph (Finance & Corporate Services Director)
Lace Jackson (Clinical Director)
Dan Lansley (Business Development Director)
Robyn Bartram (Residential Services Director)
Laura Park (Safeguarding and Compliance Director) – resigned 4 August 2023

The senior leadership team were all in post at 12 December 2023 except as detailed above

Auditors

BDO LLP, 2 City Place, Beehive Ring Road, Gatwick, West Sussex, RH6 0PA

Principal Bankers

Coutts & Co, 440 Strand, London WC2R 0QS.