



TRUSTEES' ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 December 2023

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LEGAL AND ADMINISTRATIVE INFORMATION

Status

Hope and Homes for Children is a charitable company limited by guarantee. It was incorporated on 3 April 2001 (Company number: 04193179) and registered as a charity on 26 November 2001 (Charity number: 1089490).

Founder Presidents

Mark Cook OBE

Caroline Cook OBE

Patrons and Ambassadors

Kate Adie OBE DL

Jay Jopling

Martin Bell OBE

Gordon McInally

Matt Bell

The Rt Hon Sir Donald McKinnon ONZ GCVO

Rukhiya Budden

Natalie Pinkham

Mariana Dahan

General The Lord Dannatt GCB CBE MC DL

Dame Kristin Scott Thomas DBE

Rick Foulsham CMG

The Rt Hon The Lord Selkirk of Douglas PC QC

David Furnish

Nick Hower

James Whiting

Alastair Humphreys

Claire Wright

The Lady Jopling MBE

Trustees and Directors

| | | |
|--------------------|----|--|
| Matthew Banks | ^^ | (resigned 27 th July 2023) |
| Vicky Bruce | ^^ | (resigned 27 th July 2023) |
| Simi Dubb | ^ | (appointed 1 st July 2023) |
| John Good | * | |
| Richard Greenhalgh | ^ | Chair |
| Ian Haslegrave | * | (appointed 1 st July 2023) |
| Maria Herczog | x | |
| Girish Menon | x | |
| Chikondi Mpokosa | x | |
| Ruchira Neotia | o | |
| Ramesh Parmar | * | Treasurer |
| Camilla Otto | x | |
| Anna Segall | ^ | |
| Zofia Sochanik | o | (appointed 24 th July 2023) |
| Mike Thiedke | o | |

* = member of Finance, Audit and Risk Committee, o = member of Marketing, Communications and Fundraising Committee,

x = member of Programmes, Advocacy and Research Advisory Committee, ^ = member of People Committee

Senior Management Team (Key Management Personnel)

| | |
|-------------------|--|
| Mark Waddington | Chief Executive |
| Michela Costa | Director of Global and EU Advocacy (until 31 st October 2023) |
| Brenda Kariuki | Director of Global Advocacy (from 12 th February 2024) |
| Pete Garratt | Director of Global Programmes |
| Angharad McKenzie | Director of Global Marketing, Communications and Fundraising (until 14 th March 2023) |
| Toby Bourke | Director of Global Marketing, Communications and Fundraising (from 10 th July 2023) |
| Mark Shadrack | Chief Operating Officer and Company Secretary |

Registered Office and Principal Address: The Guild, King Street, Wilton, Wiltshire, SP2 0RS

Independent Auditor: Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

Bankers: Royal Bank of Scotland PLC, Parklands, De Havilland Way, Bolton, Lancashire, BL6 4YU

Website: more information about the charity can be found at www.hopeandhomes.org

TRUSTEES' ANNUAL REPORT AND STRATEGIC REPORT

ABOUT US

Since 1994, Hope and Homes for Children has been working to stop the institutionalisation of children.

We work around the world to close the doors of orphanages forever. We fight for every child to enjoy the love and belonging of a safe family home. As challenges get tougher, we work harder – with children, for children. Because children should never be deprived of their liberty and suffer the harms of institutionalisation, under the cloak of “care”.

Our care reform specialists set up community-based family support services. Our policy experts promote stronger child protection laws. Our skilled social workers work directly with children to keep families together, to reunite them and to nurture new ones. Through national reform and international advocacy, we inspire global action.

We won't stop until we have consigned orphanages to history. Until every child, everywhere, has the chance to thrive in a strong, supported family.

WE ARE HOPE AND HOMES FOR CHILDREN

Our **mission** is to be the catalyst for the global elimination of institutional care for children.

Our **vision** is a world in which children no longer suffer institutional care.

Our **values** are courage, excellence and integrity.

Orphanages confine and regiment the lives of children in ways that present egregious threats of abuse and neglect. What is happening inside orphanages today is impacting 5.4 million children with lifelong consequences that impact upon the next generation too.

Our work to support families and prevent the separation of children from them in the first place, and when this can't be achieved, helping to place children in alternative forms of family care and protection, has yielded almost 30 years of important learning. We have used this learning to shape local services, national policies and international commitments with much wider benefits. For example, in pursuing child protection and care reform, we are seeing improved educational and health outcomes for children, all of which collectively contribute to improved chances and opportunities later in life.

Now is the time to build a consensus across governments, relevant agencies and important influencers that orphanages are no longer an acceptable way of caring for children.

We build this consensus by working alongside like-minded organisations. Our collective efforts and resources will create momentum that proves change can be successful at national level in very different contexts. We position child protection and care reform as a human imperative, not only for those children for whom it matters so much now, but also for future generations. And we build partnerships with the private sector to develop the kind of financing instruments required to secure the interest and commitments of many other countries in which we have no presence. Armed with these financing instruments, we will secure investors and donors so that traction for global reform genuinely begins to bite.

We have been a world-leading authority on eliminating orphanages and reforming child protection and care systems in many countries over 30 years. Throughout this journey, we have scrutinised the evidence. We have marshalled our front-line experience, and we have listened to children and those who care for them. Our unique achievements and understanding have deepened our well of hope for the future of children. It is a stubborn, fierce hope that cannot be exhausted because we have seen what we are capable of, and it drives our belief in what we can still achieve, no matter how tough the challenge. Our mission is clear. Its purpose will not be denied.

WHAT IS THE PROBLEM THAT NEEDS SOLVING AND WHY?

Orphanages are unnecessary because the vast majority of children confined within them are not orphans. This is true for all the countries we have worked in, and the many countries our partner organisations work in. Indeed, numerous studies suggest this is the case globally. Many children are placed in orphanages, not because they are orphans, but because their family is poor; they face discrimination or because they have a disability. This confinement punishes them for a second time. Once confined in orphanages, many suffer abuse – including rape and torture – from some staff, adults who pay for access to them, and from some of the children they share their confinement with. The neglect that many more children confined in orphanages suffer can be so significant that it harms the development and structure of their brains, especially for babies. Stigma against children confined in orphanages is common and a cause of isolation and exclusion. Orphanages expose children to heightened risks of trafficking, and in the worst cases, they are the actual apparatus through which children are exploited for labour, fundraising, even for their body parts and for sex.

Current estimates suggest there are around 5.4 million children in orphanages globally. But this is generally accepted to be a significant under-estimate. In many countries, poor regulation means thousands of orphanages operate with no registration and no oversight. So the sheer scale of children in confinement remains unknown. And millions more children are vulnerable to being separated from their families and put into care. More than five million people died as a result of the Covid-19 global pandemic, most of them adults, many of them parents caring for children. The Lancet estimates that for every two adults who have died, one child has lost a parent or primary caregiver. Vulnerability is deepening among many families and communities which undermines their capability to care for and protect children:

- 120 million people were plunged into extreme poverty during the course of the pandemic. This is the first time this figure has actually risen in the last 27 years, and it is likely to continue growing.
- Teenage pregnancies increased dramatically during lockdowns in many countries.
- Often young people were confined with abusers, with grievous consequences, and many more children are yet to return to the classroom, giving rise to a new generation of so-called 'ghost children'.

We are leaning into a global crisis of care that is already upon us. And it is not only impacting the current generation of children and young people, but it will impact their capability in later life to care for the next.

But it doesn't have to be this way. Orphanages are unnecessary and there is always a better alternative for children.

OUR MANDATE

We know that children are happier, healthier and more successful when they grow up in a caring family environment. They tell us all the time. And we can prove it with data too. One of the largest orphanages we have ever closed was in Rwanda. 600 children. We assessed them at the time we helped to transition them into alternative family care arrangements, and then re-assessed them at six-month intervals. For the under sixes, at the time we transitioned them, they were scoring between 52% and 59% against where they should have been for their age across their language ability, their motor skills, self-help and cognition. In just 18 months they were scoring between 98% and almost 100% of where they should be. We have data like this from many of the countries we work in, demonstrating how loving family care can unravel the harm inflicted by an orphanage and help children to catch up to where they need to be. This is proof that we really can change the world for children.

And we really should. The UN Convention on The Rights of the Child is the most ratified convention on the planet. It doesn't simply recommend that children should grow up in a family, it obliges us to take responsibility for making that happen:

Convinced that the family, as the fundamental group of society and the natural environment for the growth and well-being of all its members and particularly children, should be afforded the necessary protection and assistance so that it can fully assume its responsibilities within the community

Recognizing that the child, for the full and harmonious development of his or her personality, should grow up in a family environment, in an atmosphere of happiness, love and understanding.

OUR STRATEGY

Despite the progress we are making, there remains enormous resistance to closing orphanages. Partly this is because there is a lack of awareness of the harm inflicted by orphanages, or of the alternatives to them. Partly this is because of the vested interests associated with them. In all cases, it is the result of a lack of accountability to children and young people. This lack of accountability is the underlying cause that sits beneath many of the reasons why orphanages exist in the first place. If society were truly accountable to children, we would not deprive them of their liberty by confining them in orphanages.

We launched our new strategy in 2022. The time to change is now. We want to invest all our effort in working alongside authorities to actually deliver the change that is needed for children. This requires us to build a consensus that orphanages harm children. Such a consensus must have genuine accountability to children at its very core.

This growing consensus needs to include multi-lateral organisations such as the UN, EU and African Union. It must be actioned by a groundswell of influential governments around the world, committed to implementing reform, locking progress in with legislation and influencing other countries to do the same. It will be a growing consensus that will be reflected in the policies of influential donors and funding organisations, in ways that will help more countries to ready themselves for reform.

This growing consensus will be recognised as a priority, globally, across all sectors and sections of society. And it is this, that will demonstrate a global step change in accountability to children.

SO OUR AIM IS THAT:

by December 2030, worldwide, we will be approaching a consensus that orphanages are an unacceptable way of looking after children.

OUR STRATEGIC OBJECTIVES

Working as a catalyst, we will identify, convene and develop strategic partnerships that will, by December 2030:

- Complete the elimination of orphanages in four countries, and make meaningful progress in delivering national child protection and care reform in this regard in a further five countries, while coordinating this progress with partners in 11 countries (in which we will have no presence) to build international momentum and proof of concept to demonstrate that change is possible regardless of national context.
- Establish and harness child protection and care reform as a human imperative in development programming and human rights monitoring, toward securing significant commitments to implementing that reform across a growing number of countries including those in which we, as well as partners, operate and influence.
- Put in place international financing mechanisms that will support those countries that need it to help them prepare for reform and ultimately commit to it.

We will continue to push for legislation that prohibits support for orphanages and redirects it toward locally developed, scalable solutions that will drive reform forward.

OUR THEORY OF CHANGE – NATIONAL REFORM

There is no one-size-fits-all solution to delivering child protection and care reform at national level. That is why our approach is highly adaptable, demonstrating that reform is possible across a diversity of contexts. This is how we reform an entire country's child protection and care system – dialling up or down each of our four pillars depending on local conditions.

Political Will

Governments don't just need to commit to reform, they need a vision for what that reform should look like. This brings the clarity of purpose needed to shape plans, budgets and legislation within the national context. This vision links with and fully integrates child protection and care reform across relevant systems, including health, education, the judiciary and social services. Sustaining reform requires leadership across governments and from one administration to the next, to ensure active commitment over the long term. Political will is especially important in overcoming widespread resistance to and fear of change. For example, the large workforces associated with orphanage systems and orphanage economies will be concerned about their jobs in the context of reform. Having a clear vision for what reform looks like should help everyone understand that there are important new roles they can fulfil in preventing family separation and in supporting children to transition out of orphanages into family care.

Knowledge and Know-How

Not only is every country different, every child is different. Listening to children's views and incorporating these in the development of the services they will benefit from is critical in successfully moving from orphanage to family-based care systems. Knowing why families break down, which children are most affected and why, and what communities can do to prevent this are crucial to designing and implementing prevention and reunification services at scale. Pilot projects are needed to show how this can work in each context. And the information they yield strengthens the case for reform while providing us with a baseline against which to judge success.

Capacity

Children and families face complex, different challenges, from food insecurity, through housing problems, to disability. Orphanages are routinely used by social workers and medical practitioners as a one-size-fits-all solution, regardless of the challenge. Consequently, the skills and capability of key staff to develop alternative family-based solutions are often absent. To change, countries need to know what skills and expertise they have, which are most relevant to the reform process, who has them and how they can be further developed and knowledge shared. Countries also need an accurate view of the capacity of existing systems, especially case management systems, which are the basis upon which decisions are taken about the services that individual children will benefit from. As always, the voices of children in these decisions are important. And so the development of and training in locally appropriate ways of ensuring the participation of children is crucial.

Financing

Budgets for reform are too often calculated on the basis of expense rather than investment. Consequently, financial considerations are skewed toward cost rather than what is actually being bought – improved health, education, wellbeing – and whether or not that represents value for money. Budgeting for reform must not become detached from the outcomes it is seeking to deliver – this is the only way we can assess cost-effectiveness. In the initial stages of reform, more money is needed to sustain the existing system while developing the new one. But this generates a social return on investment. As the funds concentrated in orphanages are gradually unlocked through transitioning to the family-based care system, they can be increasingly allocated to preventing family breakdown and separation, and in support of alternative family services. And that's how additional funding can be gradually reduced. Rather than aiming solely for cost reduction, maximising available funding for families leads to better outcomes for more children, across more generations, which will be more cost-effective for society over the long term.

STRATEGIC REPORT: WHAT WE ACHIEVED IN 2023

The goals we set ourselves for 2023, and our progress against them:

Priority 1: We will prioritise our national impact by continued delivery of programmes in Romania, Moldova, Rwanda, and Bulgaria, targeting the closure of institutions, net reductions in the number of children in institutional care, and policy changes. We will also implement child protection and care reform models in South Africa, Ukraine, India, and Nepal which help to secure the political will to drive national change.

We worked directly and indirectly with **200 orphanages**, leading to **8 closures** and over **660 children** returned to their own families, or transitioned to new loving families or community-based services, as well as at the community-level supporting families to be able to look after their children who would otherwise have been taken into care. Due to our work supporting families in crisis, more than **12,000 children** across ten countries who would otherwise have faced a strong possibility of being separated from parental care and installed in a residential institution, now are safe in their own loving family.

- In **Romania** we closed 3 institutions, prevented the separation of 804 children from their families, and transitioned 245 children and young adults from institutions. We celebrate Ilfov county being institution-free.
- In **Bulgaria**, our persistent advocacy has helped the government in Bulgaria commit to close the last remaining four children's institutions; we have been asked to lead the provision of technical and practical support to this process. While the actual closure of these institutions was delayed, we supported the transition of 61 children and prevented a further 206 children from being separated from their families.
- In **Moldova**, our partner CCF prevented 181 children from family separation, and supported 78 children out of institutions
- Our team in **Ukraine** continue to display incredible fortitude in helping especially vulnerable children and families, dealing with trauma and keeping families together providing case management support to 7,363 children and providing counselling, therapy and material support to a total of 24,945 children in the past year, finding new homes and foster families where needed for 119 children who, for many different reasons, have found themselves with nowhere else to go. Since the start of the war in February 2022, a total of 34,646 families with 57,945 children received assistance from Hope and Homes for Children, as we delivered emergency materials and psychosocial support and to provide support to children left without parental care and families with children at risk of separation. We also signed an agreement with the Department of Education of the Bucha city council and a construction company for the refurbishment of premises to create a rehabilitation centre for children with disabilities.
- In **Rwanda** we prevented the separation of more than 2,200 children from their families and transitioned 20 children and young adults with severe disabilities out of institutions and into loving families. Our team continues to pioneer care reform for children with disabilities, recently securing multi-year funding from the European Commission to 'transform disability-inclusive child protection and care for vulnerable and marginalised children and youth'.
- In **South Africa**, thanks to our work as the key knowledge partner of the government, the Moratorium on entry of children aged 0-3 into NGO-managed institutions in Gauteng province led to a sharp reduction in the number of children aged 0-3 years in government institutions from around 90 to 20 at the year end. In total, 211 children were transitioned and a further 503 children prevented from being separated from their families. We are also trialling the integration of a street business school approach into our inspirational 'active family support' model.
- In **India**, with our partner CINI, one institution was closed transitioned into an emergency and transit centre, with 19 children moved to safe family care and more than 3,000 supported to stay with their families despite risks of separation. A recent review of our Families First three-year programme has revealed that the number of children in residential institutions in the target districts has decreased by 60%. This was achieved through the engagement and training of a large number of community members on prevention, referral systems and community gatekeeping. Our work in India has received a significant seal of approval from USAID with a five-year funding commitment for us and our partners to support state government efforts to transform care provision, especially in inclusion for children with disabilities.

- In **Nepal**, supporting our partners Forget Me Not and The Himalayan Innovative Society, 4 institutions were closed in 2023, including two children's homes which were closed by one of the focal municipalities in Kathmandu Valley following training, sensitisation and lobbying by the team over the last two years. In total, 33 children transitioned from institutions and a further 205 children prevented from being separated from their families. The first foster care pilot is now underway to further strengthen family care alternatives.
- We continue to expand our reach and impact and have signed an agreement with a partner in **Kenya** to provide technical support in demonstrating that change is possible in Nakuru county.
- We shared our know-how and expertise in promoting quality interventions and systems change with over **3,300 professionals** that we trained over the course of the year.

Priority 2: We will drive national reform by working to establish the strengthening of child protection systems and child care reform as a turnkey issue within priorities found in the sustainable development goals.

We have built up a respected position in the global movement advocating for child protection and care reform. We are recognised for the value that we place on working collaboratively, establishing consensus and our role as a convenor of important conversations. Whilst the wealth of our programmatic experience and expertise is our unique selling point, it is our ability to translate that technical knowledge into targeted approaches to policymakers that ensures that we can exert lasting influence and impact.

- Systems reform is the most sustainable way to have large scale impact and in 2024, as a result of our direct contribution, we have seen the South African government commit to having a National Deinstitutionalisation Policy in place by the end of the year. Together with the South African Policy and Development Nexus we have supported the development of, and consultation on, the drafts. In Nepal, 'deinstitutionalisation' has been included in their Five-Year Periodic [Development] Plan for the first time ever. In Moldova, we have supported a review of, and recommendations for, the regulatory framework for alternative family-type services.
- The progress made at national level is amplified through our regional and global advocacy work ensuring that care reform for children becomes a global policy and funding priority. Our **Roadmap for Care Reform – 'Families. Not Institutions.'** continues to provide an invaluable springboard to grow our influence and impact and align our issue to the Sustainable Development Goal agenda, demonstrating how global child-care reform serves human development, thereby creating opportunities for increasing our access to thought-leadership platforms and access to primary audiences. In 2023 we used the Roadmap to open doors at UN, EU, African Union and donor governments such as the UK and USA.
- Building on the **Kigali Declaration** of the Commonwealth on Children's Care and Child Protection Reform, we are in dialogue with the Commonwealth Parliamentary Association about co-operation in this regard and are working closely with the Commonwealth Children's Interest Group to influence the text of the 2024 Commonwealth Heads of Government Meeting (CHOGM) Communiqué.
- A key priority is influencing the **accession criteria for EU candidate countries**, namely **Ukraine and Moldova** so that a commitment to care reform becomes a pre-condition of EU accession. We were delighted to see that most of our messages linked to child care reform have been integrated into the EU's Enlargement Package, which was adopted by the European Commission in November 2023. The Enlargement Package emphasises the need for integrated social services to prevent family separation and urges Ukraine to 'develop and adopt a comprehensive de-institutionalisation reform of childcare and launch its implementation, considering the situation of displaced children' in the upcoming year. In Moldova, the report notes a shift to community-based alternatives for children in need of care, but challenges persist in providing adequate support for institutionalised children with disabilities due to insufficient resources and qualified staff.
- We worked with the **UK Government**, parliamentarians and NGOs to ensure that the UK and international actors prioritised care reform as a pillar of Ukraine's recovery at the **Ukraine Recovery Conference** in June – where we co-hosted a high-level side event bringing together all key stakeholders. The FCDO outlined its commitment to a ban on all funding of institutions in Ukraine and the UK Minister for Development, Andrew Mitchell, referenced the UK's commitment to supporting Ukraine's care reform agenda "working to ensure that each Ukrainian child, including children with disabilities, has the opportunity to live in a nurturing family". The Deputy Head of the President's Office of Ukraine highlighted the level of political support for the care reform agenda by saying "the President's (Zelensky's) ambition is to eliminate such children's facilities while he is President." Similar messaging was echoed at our side

event by the European Union, UNICEF and others. This was the strongest united public international statement on the political will for reform in Ukraine, and came about as a direct result of our advocacy.

- Along with eleven other child rights and disability rights NGOs and networks, we suggested amendments to the revised **EU Anti-Trafficking Directive**, aimed at strengthening measures to protect children without parental care from trafficking. The Parliament's report significantly strengthened the protective and preventive measures for child victims of trafficking.
- We co-organised BICON (the Biennial Conference for Alternative Care in Asia) in Kathmandu. It was hugely successful with over 230 in-person participants and around 100 online participants attending from across the region and globally. Especially motivating was the central role that care-experienced young people played in shaping the conference and in bravely ensuring their voice was heard as they called for change.
- We worked with the Association of British Travel Agents and the UK Border Force and on a campaign to raise awareness of the **harms of orphanage tourism**, in airports and on social media which took place in October.

Priority 3: We will work to unlock the financing needed to win government commitments to national reform and progress the meaningful implementation of this. We will work closely with the private sector to tap into its expertise and influence.

- The European Parliament adopted amendments prepared by us to the legislative proposal for a Regulation establishing the **Ukraine Facility**, a key financing instrument that will be used by the EU to support Ukraine in the period 2024-2027. In our paper, which was endorsed by 13 child and disability rights organisations and networks, we called on the EU institutions to ensure that the Ukraine Facility supports a comprehensive reform of the child protection and care system in Ukraine through the transition from institutional to family and community-based care, with a view of fully promoting the rights of children without parental care and persons with disabilities.
- We gave impactful input on various **EU initiatives**, such the European Parliament's report "Children First - Beyond the Child Guarantee, Two Years After Its Adoption" for which we convinced MEPs to table amendments that highlighted the issues faced by children without parental care and emphasising the importance of using the Child Guarantee to support families.
- In light of the upcoming mid-term review of the **2021-2027 Neighbourhood, Development and International Co-operation funding instrument** which covers EU funding outside Europe, we contributed to consultations organised by DG INTPA (Directorate General for International Partnerships) and the EEAS (European External Action Services), particularly regarding the geographic programs for Sub-Saharan Africa and Asia and the Pacific, and the thematic programmes for global challenges, support to civil society, and human rights and democracy.

PLANS FOR FUTURE PERIODS

We are on the cusp of significant milestones in countries where support from funders has enabled us to demonstrate better alternatives for children:

- When we started working in Romania, more than 100,000 children were confined in the state orphanage system. We now have that down to less than 1,800 children. We have just a few hundred children left to transition in Rwanda, 900 in Moldova and only four institutions left to close in Bulgaria. Our approach works.
- We're building commitment to national reform in India, Nepal, South Africa, and Kenya.
- We will continue with targeted humanitarian support in Ukraine while working to develop the conditions which will enable the implementation of our vision for long-term, sustainable child care reform.
- We continue to engage with the peers across our sector through initiatives such as the Transforming Children's Care Global Collaborative Platform (hosted by Better Care Network) to promote global collaboration, raise standards and share our learning with others. As founding members we continue to build Transform Africa Alliance and we work with fellow organisers of BICON (Biennial International Conference on Alternative Care for Children in Asia) to build co-operation in Asia.

The impact we are having on the lives of these children truly is transformational – with substantially improved levels of well-being, security, educational attainment and health, demonstrated when children grow up in strong, supported families. This is why global child care reform **MUST** be addressed as a turn-key element in the delivery of the UN's Sustainable Development Goals – goals which seek to leave no-one behind; and it is why we have updated our strategy to ensure this is the case. The global context is more dynamic now than it has ever been. We recognise that we will need to learn and adapt. So we have split the delivery of our strategy into three, three-year review and planning cycles. During the first of these three-year cycles, ending on the 31st December 2024, our strategy aimed to achieve the following:

Actions

- Complete the elimination of orphanages in two countries (Rwanda and Bulgaria)
- Make meaningful progress toward elimination in two countries (Romania and Moldova)
- Secure commitment to national reform in three countries (South Africa, Nepal and Kenya)
- Expand sub-national commitment in two countries (Ukraine and India)
- Convene a coalition in which partners operating in an additional 11 countries agree to coordinate their work to a common timescale with us
- Develop and publish our roadmap for care reform: Beyond Institutionalisation – distilling nearly 30 years of our experience for a global audience, whilst further developing the evidence that, combined, will strengthen our efforts to integrate child protection and care reform, within national implementation of the SDGs and human rights commitments
- Raise awareness of the importance of care reform among influential audiences, and target opportunities to harness public engagement to trigger them into action
- Work with public-private partnerships – including our Private Sector Task Force and other relevant stakeholders – to research and design mechanisms for financing reform internationally, and secure their help in identifying and approaching prospective investors

Outcomes

- A critical mass of 20 countries making meaningful progress with reform, with clear evidence emerging to confirm that it is possible to achieve at scale – not only in one or two countries but also across diverse national contexts
- Increasing recognition across targeted stakeholders that orphanages are harmful, that there are alternatives that drive wider benefits, and that as a consequence they have a responsibility to act
- International financing for child protection and care reform strategy developed, and discussions with prospective investors underway

Impact

By the end of this first three-year cycle, in the countries we and our partners operate in, we will have ensured that:

- Fewer children will have been separated from their families
- More children will have been reunited with their families or placed into forms of alternative family care
- Increased numbers of orphanages will have been closed
- The child protection and care social workforce will have increased

- Public authorities and other decision-making agencies will be actively finding ways to be more accountable to children

The implementation of this strategic plan, and the timing of key milestones, need to be adapted for changing circumstances (e.g. war in Ukraine, political upheaval in Bulgaria). Our plans for 2024 are summarised below, and maintain the full ambition of the strategy but reflect our latest view of timelines and steps required:

Strategic Objective 1: National Reform

- Continued delivery of programmes in **Romania, Moldova, Rwanda & Bulgaria**, targeting critical path issues specific to each country, leading to the closure of institutions, net reduction in the number of children in institutional care, and policy & legislation changes in line with our roadmap.
- Leverage our roadmap to implement child protection and care reform models in **South Africa, Nepal & India** which address key issues in each country to secure and sustain the political will to drive national change (sub-national in India).
- Provide bespoke training and technical support in the demonstration of care reform and transformation in one county in **Kenya**.
- Providing psychosocial and material support in **Ukraine**, while galvanising government action to reform child care systems and modelling inclusive disability-focused children's community services.

Strategic Objective 2: Human Imperative

- Develop a plan and scope partnerships for a new campaign to consolidate and catalyse the reform process in all **Eastern European** EU member states.
- Influence the reconstruction process for Ukraine through EU accession criteria, co-hosting an EU-focused event targeting the link between EU accession and care reform in **Ukraine and Moldova**.
- In **Asia**, influence policies, laws and action plans so that related frameworks support and are aligned to care reform, leveraging the Kigali Declaration, BICON, the USAID project and supporting partners.
- Increase our influence on the **African Union and the African Committee of Experts on the Rights and Welfare of the Child**, including through **Transform Alliance Africa**.
- Influence **UN treaty bodies & agencies** to deliver clear interpretation of the human rights of alternative care and clear acknowledgement of the links between global sustainable development priorities and social protection & care reform.

Strategic Objective 3: Financing

- Influence the use in-country of **European Union internal and external funding**, including NDICI and IPA III funding so that it supports care reform or aspects of it.
- Continue to advocate towards **major bilateral and multilateral donors** to ensure that they actively welcome funding for care reform and prevent funding being used to support institutional care.
- Scope the potential opportunities for influence and partnership with **international financial institutions**, amplifying and building on available financial evidence underpinning care reform.

FUNDRAISING & COMMUNICATIONS

Strategy and Approach

After securing record income of £16.1m in 2022 driven by the success of our Ukraine appeal, 2023 proved, as anticipated, to be a more challenging year for income generation. Nonetheless, income of £11.5m was a good performance in a historical context, and our fundraising in 2023 included many notable successes, including winning a three-year grant from the European Commission for work with partners on disability inclusion in Rwanda, and, as part of a consortium, securing a five-year grant from USAID for work in India. We continued to invest time and resource in building the capacity of our teams in country to fundraise locally.

In the UK, building on our strong base of relationship fundraising, we benefitted from the financial support of 41 unique corporate organisations and a further 64 trusts and foundations. In addition, we nurtured relationships with existing philanthropic individuals, whilst investing resource in building our future philanthropy pipeline, and maintained our programme of individual giving fundraising, focusing on regular giving. Legacy income within year continued to be impacted by lengthened probate timescales.

Our primary goal remains to build a more resilient and sustainable income portfolio, and we have reshaped our investment in marketing, communications and fundraising so that we can invest to expand our funnel of engagement, drawing in support from substantially more people. We have developed a strong and simple proposition, backed by stories and messages which inspire action, and which will enable us to acquire new support which we can convert into income.

Fundraising Standards

Our fundraising complied with the fundraising codes as prescribed by the Fundraising Regulator, of which we remain a registered member. We also continued to prioritise the strengthening of our practices related to data protection laws, particularly the UK General Data Protection Regulation. We received no subject access requests whilst continuing to promote our Privacy Policy and offer easy opt-outs from communications as well as the option to agree specific communications requests and / or preferences directly with our team. Similarly we continued to pay special attention to treating supporters in vulnerable circumstances with the utmost care.

We received 18 complaints in 2023 (compared with 15 in 2022). We continue to work hard to minimise complaints and take exceptional care to communicate sensitively and appropriately with our supporters. To support them in their endeavours, for example where individual or groups of supporters are voluntarily raising funds on our behalf, we offer bespoke help with the use of regulated platforms (e.g. Just Giving), for the collection of funds.

RISK MANAGEMENT AND INTERNAL CONTROLS

Our strategy sets out our vision, mission, values and strategic aim. With the eradication of institutional care of children at the heart of our activities and a need for innovative solutions to deliver reform, risk is inherent in our work. Through our governance framework, we seek to encourage proactive, well-managed taking of risk to deliver business objectives and embedding risk management in day-to-day operations.

Therefore we have developed a framework to identify, analyse and manage risks at a series of levels within the organisation – strategic, process and project. This framework also addresses residual risk and ensures it is set at acceptable levels for the organisation.

The Board has ultimate responsibility for overseeing risk management for the organisation as a whole but recognises that all staff and volunteers are critical in implementing the risk management process. The Senior Management Team reviews risks at its meetings as well as monitoring external developments that may impact on the organisation. It has systems and procedures to mitigate the risks identified from operational activity as well as procedures to minimise impact should any of the risks materialise. Risk management is a standing item at each of the meetings of the Finance Audit and Risk Committee, where any new risks or material increase in risk is discussed and raised at the Board of Trustees, if necessary.

The strategic risks identified through this work, and an outline of the mitigation plans, are:

| Key Risk | Outline of Mitigation Plan |
|--|--|
| Loss of impact and/or progress on reform in key programme locations due to shifting political and social priorities. | <p>Continue to build public awareness of, and support for, child care reform through communications activities.</p> <p>Continue to build connections and champions with different parties and structures, including securing government commitments to both reform and the funding of reform.</p> <p>Use our Roadmap to make the case for relevance of care reform in different topics, including links to the Sustainable Development Goals.</p> <p>Work to bring civil society together to deal with institutions and bad actors, influencing beyond those who agree with us. Include funders in the conversation and work with them to convene a wider group of donors.</p> |

| Key Risk | Outline of Mitigation Plan |
|---|--|
| | Strengthen capacity across our country teams to drive national advocacy priorities. |
| Gaps in capacity and capability leading to inability to fully execute the strategy and business plan. | <p>Continue to evolve our approach to wellbeing, leveraging our internal support network and continuing to deploy mental health awareness training.</p> <p>Review and where necessary make appropriate resourcing adjustments, including roles, development plans and training in order to be 'fit for purpose' to deliver on our plans.</p> <p>Develop our approach to leadership, performance and individual mandate so that all of our team members can thrive.</p> <p>Succession plans for key roles reviewed by our People Committee.</p> |
| Inability to secure the level and type of income required for us to deliver the level of programmatic implementation, research and advocacy needed as part of our strategy, including investment in MCF and organisational infrastructure. | <p>Significantly overhaul our marketing and communications and reinvest in donor and income acquisition, based on an approach of (i) owing our space with a strong and simple proposition; (ii) feeding the funnel through stories and messages which inspire action, acquiring new support; and (iii) converting that interest to income.</p> <p>Develop Home Advantage as a key communication campaign and fundraising proposition. Position ourselves in a more compelling, clearer way with corporate, philanthropy and grants/foundation prospects.</p> |
| Short-term and / or unanticipated income shortfalls creating the need for short-notice expenditure cuts which run counter to our strategy or create co-funding gaps which may in turn lead to issues in implementation and or meeting grant funding conditions. | <p>Continue to build our free liquidity towards target levels to provide greater short-term resilience.</p> <p>Maintain and monitor our forecasting processes, improving medium-term visibility and reducing bias to provide high quality income signals, allowing prompt and decisive actions to be taken in response.</p> |
| Staff burn-out | <p>Build on our successful UK staff survey and use this approach globally to identify key issues and opportunities for support. Regular focus on key UK staff survey actions, including wellbeing support.</p> <p>Prioritise organisational workload and make clear, choices which are strategically aligned and manageable within capacity.</p> <p>Where possible, invest selectively in additional resilience and capacity</p> |
| Death or serious injury to a staff member due to a security issue | <p>Continue to operate security protocols in high-risk geographies.</p> <p>Embed our cross-organisational security principles and practices.</p> |
| Child protection incident directly involving an HHC member of staff or a partner. | <p>Roll-out and embed updated safeguarding policy in each country programme, including cultural aspects and reporting.</p> <p>Strengthen independence and sustainability of Our Voices Matter</p> |
| Financial fraud, corruption or bribery or material financial mismanagement | <p>Continue to embed and review policies, procedures, controls and training in key areas, with appropriate management oversight, independent assurance, and governance from the Finance, Audit and Risk Committee:</p> <ul style="list-style-type: none"> • Financial processes • Deployment and use of IT, including cybersecurity action plan (Note: Our UK operations achieved Cyber Essentials accreditation in March 2023) <p>Assess areas where investment in our people, processes and systems should be prioritised to enhance internal capacity and capability and acting on these recommendations.</p> |

| Key Risk | Outline of Mitigation Plan |
|--|--|
| Theft / leakage of personal data or large-scale loss of access to supporter data | Continue to embed Data Protection training. Conduct assurance process on Data Protection compliance and implement any improvements identified. |

PUTTING CHILDREN AT THE HEART OF OUR WORK

Children have unique understandings of their own childhoods and of the circumstances in which they are living. We have recognised this from the very beginning and have always sought to listen to them. Over the years, they have been consistent in the views they express to us: they do not want to be confined in orphanages; they want to live in a loving, safe family or caring community setting. It is through listening to children that we have formulated our mission and also shaped our approach to fulfilling it. This is important because if society were genuinely accountable to children, it would not be actively depriving them of their liberty by locking them up in orphanages.

Accountability

As we implement our strategy, we will ensure that the voices of children are heard, and that where we agree to act upon what they are telling us, we will be held accountable for it. One of the ways in which we will seek to achieve this will be through Our Voices Matter. This initiative commits us to regularly meeting with children, listening to them, making decisions with them and reporting back to them on progress.

Safeguarding

Listening to children generates obvious dividends by ensuring more appropriate and effective care solutions for them, but it also improves safeguarding. Children know what makes them feel safe and what frightens them. Not being able to voice these things is one of the most significant enablers of their exploitation, abuse and neglect. So as a fundamental part of our approach to safeguarding, we continue to develop opportunities to listen to children through informal group sessions, questionnaires and by ensuring that children are consulted on decisions that will affect them. It is by listening to children that our organisational culture continues to drive effective safeguarding policies and systems.

We have a robust organisational safeguarding structure that has been developed over the years, and we continually review our policy, practice, and safeguarding culture in order to ensure that it is being strengthened and improved. Our approach to safeguarding reflects our mission with the well-being of children at the heart of our work, so as well as a set of robust policies and clear reporting procedures we also place great importance on our participation work with children and young adults across the organisation. This ensures that the voices and opinions of children and young people on their life, and the services and support they receive, are heard and that they can influence the shape of programmes and raise issues affecting them. We have a full-time global safeguarding lead who works with a network of safeguarding focal people from the countries we operate in, and from our partners, overseeing training, incident reporting, inductions and benchmarking. Regular meetings with them ensure that their insights, concerns and recommendations are incorporated into the regular reviews of our safeguarding systems.

Participation

The way in which aid is administered can often run counter to the participation of children and strengthening of accountability to them. This is because of the power imbalance that exists in favour of those who determine what that aid should be used for, who should benefit from it, and how. This results in aid being 'done' to people. In implementing our strategy, our approach will be to work with our partners, including funders, local authorities, our own country offices and other NGOs to address those power imbalances so that children, those who care for them and those who represent their interests are empowered to do so more effectively.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure

Hope and Homes for Children is a charitable company limited by guarantee. The Articles of Association, amended in July 2021 to adjust the trustees' term of office, set out the objects and powers of the organisation. The Charity is governed by a Board of Trustees which has legal, financial, and managerial responsibility for the charity. The trustees constitute directors of the charitable company for the purposes of the Companies Act 2006 and trustees of the charity for the purposes of the Charities Act 2011.

Governance

New trustees are appointed at duly convened meetings for a period of three years after which they are eligible for re-election for a further three years. The Board has adopted formal procedures for the recruitment, selection, and induction of new trustees and re-election of existing trustees which are managed by the People Committee. The terms of reference for the People Committee include reviewing the size, skills, diversity, structure, and effectiveness of the Board, and making recommendations for any changes. The People Committee reviews trustee candidate applications for trustees and, after a thorough selection process, puts forward recommendations of suitable candidates to the Board.

Following the appointment of new trustees, an induction programme is arranged which aims to give the individuals the information and tools they need to fulfil their legal obligations as well as to play an effective role on the Board. The induction involves reading material, access to staff and visits to the offices in the UK and abroad. During their term of office, trustees are offered opportunities for ongoing training either through specifically arranged sessions or recommended reading lists, training courses and webinars.

The Board of Trustees comprises a minimum of three trustees with no maximum limit. The trustees meet five times a year when they consider the progress and challenges towards successful strategic delivery of Hope and Homes for Children, as well as governance matters. Formal delegation for certain areas of work has been given to four sub-committees which report back on their proceedings to the full Board:

- **Finance, Audit and Risk Committee (FARC)** – which oversees the organisation's financial position and performance, forecasting, reporting and the external audit process. FARC also acts to ensure that the organisation proactively identifies and manages risk and operates in accordance with relevant regulatory and legal requirements and in line with best practice regarding the governance of the charity.
- **People Committee (PC)** – which oversees the Board structure and composition (including sub-committees), leads Board and CEO succession planning and recruitment and oversees remuneration policy and key contractual terms for the Senior Management Team. The People Committee also oversees our approach to equity, diversity and inclusion to drive an equitable, diverse and inclusive culture across the organisation.
- **Programmes, Advocacy and Research Advisory Committee (PARAC)** – which oversees our safeguarding policy, procedures and reporting and assesses progress against our programmes, advocacy and research strategies, discussing issues impacting the delivery of the strategies and providing advice and recommendations to the Senior Management Team and the Board.
- **Marketing, Communications and Fundraising Committee (MCFC)** – which provides oversight for the sustainable resourcing of the Charity's mission through income and oversees how we externally promote and communicate our work.

The Charity Governance Code

Hope and Homes for Children takes its governance responsibilities seriously and aims to have a governance framework that is fit for purpose, compliant, and efficient. In 2017 the Charity Governance Code was launched, and we continue to use the Code as a tool to support a review of our governance structures and consider the ways in which the organisation and its Trustees currently apply the Charity Governance Code's seven principles and recommended practice.

Following an independent review of our governance arrangements in 2019, we actively addressed the diversity of our Board in 2020, and this remains a focus. We also refreshed our sub-committee terms of reference and enhanced key Board processes and information flows. The Charity Governance Code was refreshed in 2020 with key changes to the principles of Integrity and Equality, Diversity and Inclusion (previously Diversity). In response to this we developed a

Diversity, Equity and Inclusion position statement and action plan, and we refreshed and recommunicated our whistleblowing policy throughout our organisation.

Management

The Board has delegated the day-to-day management of the organisation to the Senior Management Team which comprises the Chief Executive, Director of Global Programmes, Director of Global Advocacy, Director of Global Marketing, Communications and Fundraising, and the Chief Operating Officer. Matters such as strategic and operational plans and key policies are prepared by the Senior Management Team for consideration and approval by the Board.

Public Benefit

The aims and benefits of Hope and Homes for Children are contained within the main body of this Report in the sections on Vision, Mission and Strategy, the Strategic Report and our Plans for Future Periods. We have considered the key principles of the Charity Commission's general guidance about public benefit and have concluded that Hope and Homes for Children meets all the requirements.

Related Parties

Hope and Homes for Children has subsidiary organisations in Romania, Ukraine, South Africa, Kenya and Hong Kong

- Hope and Homes for Children Romania (registration number 1/23.01.2001 13661594) is established as a non-governmental organisation with the Ministry of Justice. The majority of its Board of Directors are senior managers of the Charity and therefore its financial results are consolidated.
- Hope and Homes for Children Ukraine (registration number 39224734) was established in 2014 as a charitable organisation. The majority of its Board of Directors are senior managers of the Charity and therefore its financial results are consolidated.
- One Child One Family HHCSA (registration number 2017/489514/08) was set up as a non-profit company in November 2017, and in 2021 was recognised as a public benefit organisation. The majority of its Board of Directors are senior managers of the Charity and therefore its financial results are consolidated.
- Hope and Homes for Children (Kenya) was established in July 2023 under the Non-Governmental Organizations Co-ordination Act (registration certificate No. OP.218/051/23-108/13162). The majority of its Board of Directors are senior managers of the Charity and therefore its financial results are consolidated, although it had no transactions in 2023.
- Hope and Homes for Children Asia Limited (registration number 3304708) was incorporated as limited company in Hong Kong in August 2023. Hope and Homes for Children is the sole member of the company, and therefore its financial results are consolidated, although it had no transactions in 2023.

Related party transactions are disclosed in note 9 to the financial statements.

Remuneration Policy

Our approach to remuneration is designed to ensure that we can:

- Attract and retain the talented and motivated people we need to achieve our mission and deliver our strategic goals.
- Offer salary levels that are competitive in the market and comparable with other similar organisations in terms of size and operation.
- Reward based on (i) the responsibilities of each role, including any regional or global responsibilities and (ii) the local market where the individual performing the role is based.

It is applied consistently across the organisation, including the Senior Management Team, membership of which is set out on page 3. Specifically for the Senior Management Team and senior roles, we:

- Benchmark pay and benefits every three years
- Govern these reward packages through scrutiny from the People Committee

Environmental Policy

Climate change is a threat multiplier for vulnerable families and children. Our global futures will see climate change as a main driver of conflict, poverty, food insecurity and disease. This will destroy livelihoods, drive displacement and widen inequalities. All of these are key contributing factors to family breakdown and child separation. Taking actions to reduce our environmental impacts are key for the health of the planet and also to delivering our mission.

Guided by our internal Environmental Action Group, we have therefore established the following principles:

- All our staff and volunteers are accountable for using our resources responsibly and sustainably for purposes that are both relevant and beneficial to our mission.
- We will comply with all relevant legal and other environmental requirements.
- We will promote environmental responsibility and seek to improve environmental performance in key areas, including:
 - Encouraging the use of travel options that minimise environmental impact.
 - Minimising our production of waste, recycle materials whenever possible, and dispose of waste in a safe and environmentally friendly manner.
 - Promoting energy efficiency and to reducing our CO2 emissions.
- We will increase awareness of the impacts of environmental issues with our staff and volunteers.
- We will encourage our stakeholders to adopt good environmental practices.
- We will undertake periodic reviews of progress.

FINANCIAL REVIEW

The financial review and consolidated financial statements incorporate the results of Hope and Homes for Children's UK operations, its overseas controlled subsidiaries and branches.

After record income of £16.1m in 2022, driven by our exceptional Ukraine appeal, income of £11.5m was achieved in 2023. While the crisis families in the region continues, it has proven much more challenging to attract income to deliver the vital support needed. Expenditure was broadly maintained at a similar level to last year, as we spent most of the brought forward appeal funds continuing our work supporting families and children impacted by the war.

Key Financial Summary

| £m | 2023 | 2022 |
|--|--------------|------------|
| Income | 11.5 | 16.1 |
| Expenditure | 13.4 | 13.5 |
| Net income / (expenditure) | (2.0) | 2.6 |
| Non-cash items and working capital movements | 1.2 | 1.7 |
| Net cash supplied by / (used in) operating activities | (0.8) | 4.3 |
| Cash flows from investing & financing activities | (1.2) | (0.9) |
| Change in cash and cash equivalents in the year | (2.0) | 3.4 |
| Cash and cash equivalents at the start of the year | 5.0 | 1.6 |
| Cash and cash equivalents at the end of the year | 3.0 | 5.0 |
| Total Closing Funds | 5.6 | 7.8 |
| Unrestricted Funds | 1.5 | 1.2 |
| Restricted Funds | 4.1 | 6.6 |

Income

Total income in 2023 was £11.5m, a drop of £4.6m versus 2022. This reduction was concentrated in income for our work in Ukraine and our regional response to the refugee crisis, which fell from £7.2m in 2022 to £2.4m in 2023.

The drop in income for our work in Ukraine and the region was most noticeable in income from individuals and from corporates. Income from individuals decreased by 26% to £2.5m, although excluding income for Ukraine and our regional

response, the represented a year-on-year increase of 70%. Income from corporates fell by 35% to £3.0m, although the reduction was only 4% excluding the impact of lapping our Ukraine appeal.

At £0.5m, income from fundraising events was down by £0.9m (63%) reflecting the hugely successful Boodles Boxing Ball of 2022. Legacy income increased by 16%.

Income from trusts and foundations fell by 7% to £3.9m. Income from charitable activities dropped from £1.8m to £0.6m as our European Union grants in Romania came to an end and we lapped a large grant from UNICEF for work in Ukraine.

Expenditure

Expenditure of £13.4m was broadly in line with 2022. Our investment in fundraising increased by £0.2m as we continued to invest in fundraising capabilities directly in our programme countries, as well as launching our Home Advantage campaign.

Expenditure on charitable activities reduced by £0.3m. Within this, we continued to increase our investment in our work in Ukraine (up £0.7m in 2023) as we supported families and children through the horrific impacts of the war. After sharp increases in expenditure supporting Ukrainian refugees in Romania and Moldova 2022, we gradually scaled back that aspect of our work in 2023 (down by £1.3m). We maintained or slightly increased expenditure in South Africa, Rwanda, India, Nepal and Bulgaria. Investment in our vital global advocacy work increased by £0.1m to £0.4m)

Operational Result

The resulting operational deficit of (£2.0m) was, after transfers, entirely in restricted funds as we drew down our Ukraine appeal funds so that we could continue to invest in that part of our work. Including exchange rate impacts, the impact on unrestricted funds was an increase of £0.4m

Cash

Operational expenditure included £1.2m of non-cash items (principally depreciation and donations of properties to local authorities). Our in-year cashflow from operating activities was therefore (£0.8m).

We invested £1.1m in net capital expenditure, mainly the construction of new small group homes in Romania. We also continued planned repayments on our UBS programme-related investment loan, which is fully repayable by 2030.

Net cash flow in 2023 was therefore (£2.0m), leading to a closing cash position of £3.0m.

Reserves Policy

Our commitment to our national programmes is long-term, to drive the sustainable change and impact which is at the heart of our mission. As an organisation relying almost entirely on annual fundraised income, we need to hold adequate funds to enable us to react to any unexpected adverse impact on our finances and ensure we can cover future liabilities as they arise, whilst any short or long-term adjustments are made to our strategy. Therefore the financial principles underpinning our strategy are:

- Financial resilience through sufficient free reserves to provide stability of expenditure in our fundraising, operational activities, advocacy and core programmes work despite fluctuations in our income.
- Financial sustainability through fundable programmes which yield multi-year funding commitments from all sources, including grants, corporate partnerships and other major donors.
- Sufficient unrestricted funding and core cost coverage to enable appropriate investment in our people, capabilities, systems and process to sustain and enhance our income and impact.

The trustees have set the reserves policy in terms of the level of free liquidity (i.e. unrestricted cash and marketable securities, less short-term financial debt). The target range for free liquidity was set based on the need for working capital (given income seasonality) and sufficient unrestricted funding to allow for variability in future income versus expenditure commitments. In consideration of these needs, we have set a target range for free liquidity of between £1.6m and £2.0m. This range equates approximately to between 2 and 2.5 months of total expenditure or between 4.5 and 6 months of unrestricted expenditure.

At the end of 2023, our free reserves stood at £1.0m, £0.1m higher than 2022. Our free liquidity increased by £0.2m to £0.9m, equivalent to just under 2.5 months of unrestricted expenditure. Our future plans balance the need to build our

free liquidity while continuing to invest in our mission, and we continue to target the delivery of a modest unrestricted operational surplus each year until we reach our target range.

Going Concern

Hope and Homes for Children's income is secured largely from voluntary income sources together with ongoing support from a number of international donors. Having navigated a challenging period in 2018-19, we reduced and restructured our debt and closed operations in Latin America, Sudan, Bosnia and Transnistria. These decisions enabled us to reduce our annual deficit and strengthen our balance sheet. Our highly successful Ukraine appeal generated significant incremental income in 2022.

The Trustees have considered several factors in concluding that it remains appropriate to adopt the going concern basis in the preparation of these financial statements. These include:

- By the end of 2020, we had significantly strengthened our balance sheet, reducing our debt to £1.4m and restructured this amount so that it is repayable between 2021 and 2030.
- The fundraising environment remains highly competitive, and we have reshaped our investment in marketing, communications and fundraising so that we can invest to expand our funnel of engagement, drawing in support from substantially more people. We have laid the foundations for more sustainable income generation in the coming years, including our new brand proposition 'Back to Family', our Home Advantage campaign and investment in the acquisition of new donors. We have developed a strong and simple proposition, backed by stories and messages which inspire action, and which will enable us to acquire new support which we can convert into income.
- We continue to operate timely cash management and working capital controls to manage the potential risks around the timing and value of income and ensure restricted and unrestricted assets and reserves are appropriately managed.
- Stress-testing of our forecast model through to the end of 2025 indicates a sufficient degree of contingency and adaptability to changing circumstances.

Considering all of the above, the Trustees believe that Hope and Homes for Children has adequate resources to continue operating successfully for the foreseeable future and so should continue to adopt the going concern basis in preparing the annual report and the financial statements.

Investment Policy

Our governing document provides us with the powers to invest monies not immediately required as we see fit. The policy we have set aims to invest funds to generate income. Cash balances are held to ensure funds are available to meet day to day commitments with any funds that are not instantly required being placed on term deposits until needed.

Grant-Making Policy

Hope and Homes for Children works in partnership with a number of organisations. Grants payable are made in line with strategic and business plans. We monitor grants operationally and financially throughout the term and particularly at the end of the grant. The annual planning process includes earmarking funding to be made available for grants in the following year.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Hope and Homes for Children for the purposes of company law) are responsible for preparing the Trustees' Annual Report, Strategic Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards). Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, 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 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of Information to Auditor

Insofar as each of the trustees of the charitable company at the date of approval of this report is aware there is no relevant audit information (information needed by the charitable company's auditor in connection with preparing the audit report) of which the charitable company's auditor is unaware. Each trustee has taken all of the steps that he/she should have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The Trustees' Annual Report (including the Strategic Report) was approved by the Board of Trustees on 23rd May 2024 and signed on their behalf by:



Ramesh Parmar
Trustee and Treasurer



Richard Greenhalgh
Trustee and Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HOPE AND HOMES FOR CHILDREN

Opinion

We have audited the financial statements of Hope and Homes For Children ('the charitable company') and its subsidiaries ('the group') for the year ended 31 December 2023 which comprise the Consolidated Statement of Financial Activities, the Group and Company Balance Sheets, the Consolidated 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 group's and the charitable company's affairs as at 31 December 2022 and of the group's 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 group 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 trustee's 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 trustees are responsible for the other information contained within the annual report. 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our 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 included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within 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:

- the parent company has not kept adequate accounting records; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 21, 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act

2006, together with the Charities SORP (FRS102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be necessary to the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the group for fraud. The laws and regulations we considered in this context for the UK operations were employment legislation, taxation legislation and General Data Protection Regulations. We also considered compliance with local legislation for the group's overseas operating segments.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income, grants payable and override of controls by management. Our audit procedures to respond to these risks included enquiries of management, the Finance, Audit and Risk Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over the timing of income, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

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.

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.



Jayne Rowe

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

London

Date: 26 June 2024

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating an income and expenditure account) for the year ended 31 December 2023

| | Notes | Unrestricted | Restricted | 2023 Total | Unrestricted | Restricted | 2022 Total |
|------------------------------------|-----------|--------------|----------------|----------------|--------------|---------------|---------------|
| | | £000s | £000s | £000s | £000s | £000s | £000s |
| Income from: | | | | | | | |
| Donations and legacies | 2 | 3,174 | 7,305 | 10,479 | 2,828 | 11,389 | 14,217 |
| Charitable activities | 4 | 0 | 568 | 568 | 0 | 1,806 | 1,806 |
| Trading activities | | 362 | 0 | 362 | 15 | 0 | 15 |
| Investment income | | 39 | 0 | 39 | 22 | 0 | 22 |
| Other income | | 1 | 4 | 5 | 3 | 5 | 8 |
| Total income | | 3,576 | 7,877 | 11,453 | 2,868 | 13,200 | 16,068 |
| Expenditure on: | | | | | | | |
| Raising funds | 5 | 1,593 | 1,206 | 2,799 | 1,566 | 1,030 | 2,596 |
| Charitable activities | 5 | 2,718 | 7,891 | 10,609 | 2,494 | 8,392 | 10,886 |
| Total expenditure | | 4,311 | 9,097 | 13,408 | 4,060 | 9,422 | 13,482 |
| Net (expenditure) / income | | (735) | (1,220) | (1,955) | (1,192) | 3,778 | 2,586 |
| Transfers | | 1,192 | (1,192) | 0 | 825 | (825) | 0 |
| Other recognised (losses) / gains | | (74) | (110) | (184) | 67 | 144 | 211 |
| Net movement in funds | | 383 | (2,522) | (2,139) | (300) | 3,097 | 2,797 |
| Reconciliation of funds: | | | | | | | |
| Total funds brought forward | 16 | 1,151 | 6,617 | 7,768 | 1,451 | 3,520 | 4,971 |
| Total funds carried forward | 16 | 1,534 | 4,095 | 5,629 | 1,151 | 6,617 | 7,768 |

The notes on pages 28 to 41 form part of these financial statements.

BALANCE SHEETS

as at 31 December 2023

Registered Company Number: 04193179

| | Notes | Group | | Charity | |
|---|-------|--------------|--------------|--------------|--------------|
| | | 2023 | 2022 | 2023 | 2022 |
| | | £000s | £000s | £000s | £000s |
| Fixed assets: | | | | | |
| Tangible fixed assets | 12 | 1,957 | 2,240 | 28 | 27 |
| Current assets: | | | | | |
| Donated properties under development* | | 1,386 | 1,297 | - | - |
| Stocks | | 147 | 169 | 8 | - |
| Debtors and prepayments | 13 | 666 | 910 | 530 | 672 |
| Short-term bank deposits and cash resources | 14 | 2,991 | 4,986 | 2,029 | 3,810 |
| | | 5,190 | 7,362 | 2,567 | 4,482 |
| Liabilities: | | | | | |
| Creditors: amounts falling due within one year | 15a | 416 | 608 | 364 | 383 |
| Net current assets | | 4,774 | 6,754 | 2,203 | 4,099 |
| Creditors: amounts falling due after more than one year | 15b | 1,102 | 1,226 | 1,082 | 1,190 |
| Net assets | | 5,629 | 7,768 | 1,149 | 2,936 |
| Funds: | | | | | |
| Restricted funds | 16/17 | 4,095 | 6,617 | 953 | 2,801 |
| Unrestricted funds | 16/17 | 1,534 | 1,151 | 196 | 135 |
| Total funds | | 5,629 | 7,768 | 1,149 | 2,936 |

*Donated properties under development are homes for children which are under construction. Once completed, running and management of the activity in the building is the responsibility of the local authority. At an appropriate point the charity and local authority will sign an agreement by which the property will be donated to the local authority for the continued provision of the services.

The notes on pages 28 to 41 form part of these financial statements.

The parent charity made a deficit in the year of (£1,787k) (2022: surplus of £2,255k).

The financial statements on pages 25 to 27 were approved and authorised for issue by the Board of Trustees on 23rd May 2024.

Signed on behalf of the Board of Trustees by:

R D Parmar

Ramesh Parmar
Trustee and Treasurer

Richard Greenhalgh

Richard Greenhalgh
Trustee and Chair

CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 31 December 2023

| | Notes | 2023 | 2022 |
|--|-------|----------------|--------------|
| | | £000s | £000s |
| Cash flows from operating activities: | | | |
| Net cash (used in) / provided by operating activities | 20 | (754) | 4,311 |
| Cash flows from investing activities: | | | |
| Interest received | | 39 | 22 |
| Proceeds from sale of property | | 241 | 111 |
| Proceeds from sale of other fixed assets | | 4 | 6 |
| Purchase of property | | (35) | - |
| Purchase of other fixed assets | | (136) | (131) |
| Purchase of assets under development | | (1,192) | (825) |
| Net cash (used in) investing activity | | (1,079) | (817) |
| Cash flows from financing activities: | | | |
| Cash outflows from loans | | (108) | (72) |
| Interest paid | | - | (17) |
| Net cash (used in) financing activity | | (108) | (89) |
| Change in cash and cash equivalents in the year | | (1,941) | 3,405 |
| Cash and cash equivalents at the start of the year | | 4,986 | 1,555 |
| Change in cash and cash equivalents due to exchange rate movements | | (54) | 26 |
| Cash and cash equivalents at the end of the year | | 2,991 | 4,986 |

The notes on pages 28 to 41 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2023

1. ACCOUNTING POLICIES

Legal Status of the Charity

Hope and Homes for Children is a company limited by guarantee and is registered in England and Wales with the Charity Commission (Reg No: 1089490) and with Companies House (Reg No: 04193179). The charitable company was incorporated in April 2001 and has no share capital. The members of the company are the Trustees named on page 3. In the event of the company being wound up, the liability in respect of the guarantee for each member is limited to £10. At the balance sheet date there were 13 members.

Registered and principal office

The registered and principal office of Hope and Homes for Children is The Guild, Wilton, SP2 0RS.

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) (Charities SORP 2019) and the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS102), together with the reporting requirements of the Companies Act 2006 and the Charities Act 2011.

The financial statements have been prepared under the historical cost convention.

Hope and Homes for Children meets the definition of a Public Benefit Entity under FRS 102.

Basis of consolidation

The financial statements consolidate the results of the charity and its subsidiary undertakings (Hope and Homes for Children – Romania; Hope and Homes for Children – Ukraine; One Child One Family HHC – South Africa; Hope and Homes for Children Kenya; and Hope and Homes for Children (Asia)) on a line-by-line basis. Hope and Homes for Children – Romania is registered with the Judiciary of Baia Mare in Romania (certified: 23 September 2001). Hope and Homes for Children Ukraine is registered as a charitable organisation (number 39224734). One Child One Family HHC South Africa is registered a non-profit company (NPC) with the Companies and Intellectual Property Commission in South Africa (registered 1 November 2017). Hope and Homes for Children (Kenya) is registered with the Non-Governmental Organizations Board (number OP.218/051/23-108/13162). Hope and Homes for Children Asia Limited is registered with the Companies Registry in Hong Kong (number 3304708). The Boards of the subsidiaries have a majority of directors who are senior managers of the charity, and the organisations are managed on a unified basis.

Much of the operational activity of the charity is carried out through branches located in the countries of operation. In line with the requirements of SORP 2019, their results are included within those of the charity on a line-by-line basis.

The charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements. The parent charity has also taken advantage of the exemptions in FRS102 from the requirement to present a charity only Cash Flow Statement.

Going Concern

Hope and Homes for Children's income is secured largely from voluntary income sources together with ongoing support from a number of international donors. Having navigated a challenging period in 2018-19, we reduced and restructured our debt and closed operations in Latin America, Sudan, Bosnia and Transnistria. These decisions enabled us to reduce our annual deficit and strengthen our balance sheet. Our highly successful Ukraine appeal generated significant incremental income in 2022.

The Trustees have considered several factors in concluding that it remains appropriate to adopt the going concern basis in the preparation of these financial statements. These include:

- By the end of 2020, we had significantly strengthened our balance sheet, reducing our debt to £1.4m and restructured this amount so that it is repayable between 2021 and 2030.
- The fundraising environment remains highly competitive, and we have reshaped our investment in marketing, communications and fundraising so that we can invest to expand our funnel of engagement, drawing in support from substantially more people. We have laid the foundations for more sustainable income generation in the coming years, including our new brand proposition 'Back to Family', our Home Advantage campaign and investment in the acquisition of new donors. We have developed a strong and simple proposition, backed by stories and messages which inspire action, and which will enable us to acquire new support which we can convert into income.
- We continue to operate timely cash management and working capital controls to manage the potential risks around the timing and value of income and ensure restricted and unrestricted assets and reserves are appropriately managed.
- Stress-testing of our forecast model through to the end of 2025 indicates a sufficient degree of contingency and adaptability to changing circumstances.

Considering all of the above, the Trustees believe that Hope and Homes for Children has adequate resources to continue operating successfully for the foreseeable future and so should continue to adopt the going concern basis in preparing the annual report and the financial statements.

Income

Income is recognised in the SOFA when the charity becomes entitled to the income, it is probable that the income will be received, and the amount can be measured reliably.

Grants receivable that do not relate to the performance of a service or the production of charitable goods are classified as voluntary income and those that are performance-related are classified as income from charitable activities. Grants are credited to income in the SOFA, with unspent balances being carried forward to subsequent years within the relevant fund.

Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Legacy income is included when there is sufficient evidence of entitlement, probable receipt and where the amount is measurable. Pecuniary and residuary legacies notified before the year end, are accrued where it can be demonstrated that the charity had entitlement at the year end, the amounts can be quantified with reasonable certainty and where receipt is probable.

Expenditure

All expenditure is accounted for on an accruals basis. Expenditure on raising funds represents expenditure incurred in attracting funding and the costs of disseminating information about charitable activity. Expenditure on charitable activities includes the direct costs of operating overseas programmes and grants made to third parties. It also includes support costs incurred at the UK office directly in support of the overseas activities.

Allocation of support costs

The majority of costs are directly attributable to specific activities. Certain shared costs, including governance costs, are apportioned to activities based on the proportion of staff time allocated to the activity.

Pension scheme

The costs of providing defined contribution pensions are charged to the SOFA as they fall due. The difference between contributions payable in the period and those actually paid are shown as accruals in the balance sheet. The costs of the pension scheme are allocated between restricted and unrestricted funds in proportion to the time allocated for work done by members of staff.

Operating leases

Instalments paid under operating lease contracts are charged to the SOFA as incurred.

Exchange rate gains and losses

The results and financial position of subsidiaries (none of which has the currency of a hyper-inflationary economy) that conduct business in a foreign currency are translated into sterling at the rate of exchange ruling at the date of the transaction. The affairs of the subsidiaries are so closely interlinked with those of the parent charity that it is considered that the incoming resources and application of resources may be regarded as being more dependent on sterling than on its own reporting currency. At the balance sheet date, cash and bank balances, amounts receivable and payable and fixed assets are translated by using the rate of exchange ruling at that date. Exchange movements are recorded in the SOFA.

Presentation currency

The functional currency of Hope and Homes for Children and its subsidiaries is considered to be pounds sterling because that is the currency of the primary economic environment in which the charity operates. The consolidated financial statements are also presented in pounds sterling.

Tangible fixed assets and depreciation

Tangible fixed assets above an appropriate local minimum threshold are capitalised at cost and written off by equal annual instalments over their expected useful lives as follows:

| | |
|--------------------------------------|----------------|
| Land | n/a |
| Property for functional use | 20 to 40 years |
| Homes and services for beneficiaries | 10 to 20 years |
| Improvements to property | 10 years |
| Motor vehicles | 4 to 7 years |
| Office and computer equipment | 3 to 7 years |

Ownership of homes and services for beneficiaries rests with the charity, while the running and management of the activity in the building is the responsibility of the local authority. At an appropriate point the charity and local authority will sign an agreement by which the property will be donated to the local authority for the continued provision of the services.

Vehicles and equipment used in overseas branches are not capitalised but charged in full to the SOFA when purchased.

Assets under development

Assets under development are valued at cost less impairment. When complete, those assets where ownership rests with the charity are transferred to fixed assets and those where ownership is retained by a project stakeholder are expensed to the SOFA.

Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessees. All other leases are classified as operating leases. Assets held under finance leases are recognised as assets at the lower of the fair value of the assets at the date of inception and the present value of the minimum lease payments. The related liability is included in the balance sheet as a finance lease obligation. Lease payments are treated as consisting of capital and interest elements. The interest is charged to net income/(expenditure) for the year so as to produce a constant periodic rate of interest on the remaining balance of the liability.

Stock

Stock is stated at the lower of cost and net realisable value.

Debtors

Other debtors are recognised in the financial statements at the settlement amount. Prepayments are valued at the amount prepaid at the balance sheet date.

Short-term bank deposits and cash

Short-term bank deposits and cash includes cash in hand, deposits held with banks and other highly liquid short-term deposits.

Creditors

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

Fund accounting

Restricted funds are funds that can only be used in accordance with specific restrictions imposed by donors or that have been raised by the charity for particular purposes. The costs of administering the restricted funds are charged against the specific fund. The detail of each restricted fund is set out in note 16.

Designated funds are funds that have been set aside by the Trustees out of unrestricted general funds for specific purposes. The aim and use of each designated fund are set out in note 16.

General funds are unrestricted funds that can be used at the discretion of the Trustees to further the charitable objectives.

Financial instruments

Hope and Homes for Children 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 amortised cost.

Significant estimates and judgements

In the application of the charity's accounting policies, which are described in note 1, Trustees are required to make judgements, estimates, assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects current and future periods.

The annual depreciation charge for the tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on economic utilisation and the physical condition of the assets.

Taxation

Hope and Homes for Children is a registered charity and as such is entitled to tax exemption on all its income and gains, properly applied for its charitable purposes.

VAT

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

Gifts in kind

In line with the requirements of SORP 2019, the value of services provided by volunteers is not incorporated in these financial statements.

2. DONATIONS AND LEGACIES

| | Unrestricted | Restricted | 2023 Total | Unrestricted | Restricted | 2022 Total |
|-----------------------------------|--------------|--------------|---------------|--------------|---------------|---------------|
| | £000s | £000s | £000s | £000s | £000s | £000s |
| Individuals | 1,829 | 622 | 2,451 | 1,074 | 2,254 | 3,328 |
| Corporate donors | 315 | 2,702 | 3,017 | 266 | 4,366 | 4,632 |
| Charitable trusts and foundations | 193 | 3,735 | 3,928 | 161 | 4,076 | 4,237 |
| Community groups | 4 | 191 | 195 | - | 331 | 331 |
| Fundraising activities and events | 442 | 55 | 497 | 1,011 | 342 | 1,353 |
| Legacies | 391 | - | 391 | 316 | 20 | 336 |
| Total | 3,174 | 7,305 | 10,479 | 2,828 | 11,389 | 14,217 |

3. LEGACY PIPELINE

Legacy notifications worth £369k to the charity did not meet the recognition criteria and hence have not been accounted for within these financial statements (2022: £168k).

4. CHARITABLE ACTIVITIES

| | Unrestricted | Restricted | 2023 Total | Unrestricted | Restricted | 2022 Total |
|--|--------------|------------|---------------|--------------|--------------|---------------|
| | £000s | £000s | £000s | £000s | £000s | £000s |
| UNICEF (Ukraine) | - | - | - | - | 827 | 827 |
| Save the Children (Ukraine) | - | 462 | 462 | - | 525 | 525 |
| EU POCU (Romania) | - | 106 | 106 | - | 449 | 449 |
| Federal Ministry of Labor and Social Policy (Bosnia) | - | - | - | - | 5 | 5 |
| Total | - | 568 | 568 | - | 1,806 | 1,806 |

5. ANALYSIS OF EXPENDITURE

| | Staff Costs | Other direct costs | Grants payable | Allocated support Costs | 2023 | 2022 |
|--|----------------|-----------------------|-------------------|-------------------------------|---------------|--------|
| | £000s | £000s | £000s | £000s | £000s | £000s |
| Costs of raising funds | 1,941 | 654 | - | 204 | 2,799 | 2,596 |
| Charitable expenditure | | | | | | |
| Global advocacy initiatives | 279 | 174 | - | 36 | 489 | 366 |
| East and Southern Africa | | | | | | |
| <i>Rwanda and regional activities</i> | 507 | 261 | - | 60 | 828 | 802 |
| <i>South Africa</i> | 265 | 232 | 51 | 43 | 591 | 596 |
| <i>Uganda</i> | - | 2 | - | - | 2 | 54 |
| <i>Kenya</i> | 9 | 10 | - | 1 | 20 | 13 |
| Central and Southern Europe | | | | | | |
| <i>Bosnia and Herzegovina</i> | - | - | - | - | - | 9 |
| <i>Bulgaria</i> | 323 | 189 | - | 40 | 552 | 494 |
| <i>Moldova and Transnistria</i> | 29 | 13 | 675 | 56 | 773 | 847 |
| <i>Romania and regional activities</i> | 971 | 3,051 | - | 316 | 4,338 | 5,548 |
| Eastern Europe and Central Asia | | | | | | |
| <i>Ukraine and regional activities</i> | 441 | 1,793 | - | 176 | 2,410 | 1,676 |
| South and South East Asia | | | | | | |
| <i>India</i> | 89 | 29 | 83 | 16 | 217 | 184 |
| <i>Nepal</i> | 79 | 18 | 264 | 28 | 389 | 297 |
| Total charitable expenditure | 2,992 | 5,772 | 1,073 | 772 | 10,609 | 10,886 |
| Total | 4,933 | 6,426 | 1,073 | 976 | 13,408 | 13,482 |

Staff costs totalling £596k (2022: £526k) are included in allocated support costs.

6. ANALYSIS OF SUPPORT COSTS

| | 2023 | 2022 |
|------------------------|------------|-------|
| | £000s | £000s |
| Directorate | 195 | 180 |
| Governance | 93 | 69 |
| Facilities management | 178 | 135 |
| Financial management | 287 | 143 |
| Information technology | 85 | 111 |
| Human resources | 138 | 129 |
| Total | 976 | 767 |

7. GRANTS PAYABLE

Grants payable all relate to grants made to fund projects to implement organisational charitable objectives. They are made to Hope and Homes for Children's partners as follows:

| | 2023 | 2022 |
|---|--------------|--------------|
| | £000s | £000s |
| Child's i Foundation, Uganda | - | 50 |
| Copil Comunitate Familie, Moldova | 676 | 744 |
| Child In Need Institute, India | 83 | 100 |
| Forget Me Not, Australia | 263 | 208 |
| First Community Resource Centre, South Africa | 51 | 76 |
| Total | 1,073 | 1,178 |

8. NET INCOME

Net income is stated after charging:

| | 2023 | 2022 |
|--|-------|-------|
| | £000s | £000s |
| Depreciation of fixed assets | 264 | 324 |
| Donation of Small Group Homes to local authorities | 1,040 | 1,247 |
| Movement on exchange rate | 14 | (81) |
| Interest payable | - | 17 |
| Property rental | 95 | 85 |
| Auditor's remuneration – statutory audit | 39 | 36 |
| Auditor's remuneration – other services | 2 | - |

9. TRUSTEES' REMUNERATION AND RELATED PARTY TRANSACTIONS

The trustees were not remunerated during the current or preceding financial years. Reimbursements totalling £1k were made to trustees for expenses (2022: £0k). Aggregate donations received from trustees during the year were £2k (2022: £4k). No other benefits were awarded to Trustees during the financial year.

There were no related party transactions.

Aggregate transactions with the subsidiary undertakings were:

| | 2023 | 2022 |
|-------------------------------------|-------|-------|
| | £000s | £000s |
| Funds remitted to: | | |
| Hope and Homes for Children Romania | 1,186 | 1,501 |
| Hope and Homes for Children Ukraine | 1,344 | 397 |
| One Child One Family, HHCSA | 529 | 506 |

10. STAFF COSTS AND NUMBERS

| | 2023 | 2022 |
|--|-------|-------|
| | £000s | £000s |
| The costs of employing the UK contracted staff were: | | |
| Salaries | 2,215 | 1,996 |
| National insurance | 237 | 228 |
| Pension scheme | 95 | 92 |
| | 2,547 | 2,316 |
| The costs of employing overseas staff on local contracts were: | | |
| Salaries and local taxes | 2,981 | 2,790 |
| | 5,528 | 5,106 |

The average number of contracted staff during the year was:

| | 2023 | 2022 |
|-----------|------|------|
| | No. | No. |
| In the UK | 53 | 49 |
| Overseas | 145 | 148 |
| | 198 | 197 |

The total employee remuneration of the Senior Management Team (Key Management Personnel) was £522k (2022: £544k).

For staff paid £60,000 or greater per annum, the number of employees with emoluments in the following ranges were:

| | 2023 | 2022 |
|-------------------|------|------|
| | No | No |
| £60,000-£69,999 | 6 | 4 |
| £70,000-£79,999 | 1 | - |
| £80,000-£89,999 | 2 | - |
| £90,000-£99,999 | 1 | 3 |
| £100,000-£109,999 | - | 1 |
| £110,000-£119,999 | - | 1 |
| £120,000-£129,999 | 1 | - |

Hope and Homes for Children paid pension contributions for higher paid employees amounting to £22k (2022: £22k).

Termination payments were made or accrued as compensation for loss of employment totalling £61k (2022: £18k) in accordance with organisational policy and the legal requirements of the countries in which the individuals work.

11. PENSION SCHEME

For employees based in the UK, the charity contributes up to 6% of members' salaries towards a defined contribution pension scheme, which is administered on its behalf by Aviva. At the year-end there were outstanding contributions of £13k (2022: £nil).

For employees based in Belgium, the charity contributes 4% of members' salaries towards a defined contribution pension scheme, which is administered on its behalf by Allianz. At the year-end there were outstanding contributions of £0k (2022: £1k).

12. TANGIBLE FIXED ASSETS

| GROUP | Land & Buildings | Improvements to leasehold Property | Motor vehicles | Office Equipment & Furniture | IT Equipment | Total |
|---|------------------|------------------------------------|----------------|------------------------------|--------------|--------------|
| | £000s | £000s | £000s | £000s | £000s | £000s |
| Cost at 1 January 2023 | 4,455 | 215 | 239 | 69 | 194 | 5,172 |
| Additions | 35 | - | 93 | 11 | 34 | 173 |
| Disposals | (195) | (215) | (13) | (33) | (12) | (468) |
| Foreign exchange movement | (123) | - | (12) | (2) | (7) | (144) |
| Cost at 31 December 2023 | 4,172 | - | 307 | 45 | 209 | 4,733 |
| Depreciation at 1 January 2023 | 2,374 | 215 | 148 | 58 | 137 | 2,932 |
| Charge for the year | 191 | - | 28 | 7 | 38 | 264 |
| Disposals | (73) | (215) | (13) | (32) | (10) | (343) |
| Foreign exchange movement | (66) | - | (5) | (1) | (5) | (77) |
| Depreciation at 31 December 2023 | 2,426 | - | 158 | 32 | 160 | 2,776 |
| Net book value | | | | | | |
| At 31 December 2023 | 1,746 | - | 149 | 13 | 49 | 1,957 |
| At 31 December 2022 | 2,081 | - | 91 | 11 | 57 | 2,240 |

| CHARITY | Land and Buildings | Improvements to leasehold Property | Motor vehicles | Office Equipment and Furniture | IT Equipment | Total |
|---|--------------------|------------------------------------|----------------|--------------------------------|--------------|------------|
| | £000s | £000s | £000s | £000s | £000s | £000s |
| Cost at 1 January 2023 | - | 215 | - | 32 | 88 | 335 |
| Additions | - | - | - | - | 17 | 17 |
| Disposals | - | (215) | - | (32) | - | (247) |
| Cost at 31 December 2023 | - | - | - | - | 105 | 105 |
| Depreciation at 1 January 2023 | - | 215 | - | 32 | 61 | 308 |
| Charge for the year | - | - | - | - | 16 | 16 |
| Disposals | - | (215) | - | (32) | - | (247) |
| Depreciation at 31 December 2023 | - | - | - | - | 77 | 77 |
| Net book value | | | | | | |
| At 31 December 2023 | - | - | - | - | 28 | 28 |
| At 31 December 2022 | - | - | - | - | 27 | 27 |

The freehold property represents a portfolio of buildings acquired or built as part of deinstitutionalisation projects in Romania and Albania. The portfolio comprises 50 properties (2022: 52 properties) which are used as small group homes, day centres, emergency reception centres and as a training centre.

Motor vehicles include six cars acquired under finance leases with a carrying value of £51k (2022: five cars with a carrying value of £60k).

13. DEBTORS AND PREPAYMENTS

| | Group 2023 | Group 2022 | Charity 2023 | Charity 2022 |
|----------------------------------|---------------|---------------|-----------------|-----------------|
| | £000s | £000s | £000s | £000s |
| Other debtors and accrued income | 495 | 871 | 418 | 638 |
| Tax recoverable | 71 | 11 | 71 | 11 |
| Prepayments | 100 | 28 | 41 | 23 |
| | 666 | 910 | 530 | 672 |

14. CASH AND CASH EQUIVALENTS

| | Group 2023 | Group 2022 | Charity 2023 | Charity 2022 |
|----------------|---------------|---------------|-----------------|-----------------|
| | £000s | £000s | £000s | £000s |
| Cash in hand: | | | | |
| Held in the UK | 1,989 | 3,768 | 1,989 | 3,768 |
| Held overseas | 1,002 | 1,218 | 40 | 42 |
| | 2,991 | 4,986 | 2,029 | 3,810 |

15. a) CREDITORS: Amounts falling due within one year

| | Group 2023 | Group 2022 | Charity 2023 | Charity 2022 |
|----------------------------------|---------------|---------------|-----------------|-----------------|
| | £000s | £000s | £000s | £000s |
| Trade Creditors | 62 | 158 | 43 | 120 |
| Other Creditors | 18 | 92 | 14 | 2 |
| Taxation & social security costs | 70 | 156 | 64 | 83 |
| Accruals | 63 | 70 | 63 | 70 |
| Provisions | 72 | 4 | 72 | - |
| Finance Lease | 23 | 20 | - | - |
| Loan | 108 | 108 | 108 | 108 |
| | 416 | 608 | 364 | 383 |

15. b) CREDITORS: Amounts falling due after more than one year

| | Group 2023 | Group 2022 | Charity 2023 | Charity 2022 |
|---------------|---------------|---------------|-----------------|-----------------|
| | £000s | £000s | £000s | £000s |
| Loan | 1,082 | 1,190 | 1,082 | 1,190 |
| Finance Lease | 20 | 36 | - | - |
| | 1,102 | 1,226 | 1,082 | 1,190 |

Of the loan balance, there are loan repayments of £758k payable in 1-5 years (2022: £685k), with the remaining balance due in 6-10 years, payable in instalments. All of the finance leases are payable in less than 5 years.

16. GROUP FUNDS

Current year

| | Balance at 1 Jan 2023 | Income | Expenditure | Transfers | Other recognised gains/losses | Balance at 31 Dec 2023 |
|------------------------------|--------------------------|---------------|-----------------|----------------|-------------------------------------|---------------------------|
| | £000s | £000s | £000s | £000s | £000s | £000s |
| Restricted funds | | | | | | |
| Overseas property fund | 2,059 | - | (310) | 35 | (55) | 1,729 |
| Rwanda | 122 | 753 | (522) | - | - | 353 |
| South Africa | 101 | 208 | (303) | - | (6) | - |
| Bulgaria | - | 438 | (430) | - | - | 8 |
| Moldova | - | 148 | (148) | - | - | - |
| Romania | 1,070 | 3,548 | (2,327) | (1,227) | 8 | 1,072 |
| Ukraine & Regional Response* | 2,875 | 2,290 | (4,278) | - | (57) | 830 |
| India | 21 | 139 | (189) | 45 | - | 16 |
| Nepal | 324 | 108 | (395) | - | - | 37 |
| Global Advocacy | 45 | 245 | (195) | (45) | - | 50 |
| <i>Sub-total</i> | 6,617 | 7,877 | (9,097) | (1,192) | (110) | 4,095 |
| Unrestricted funds | | | | | | |
| Designated funds | | | | | | |
| <i>Fixed assets fund</i> | 181 | - | (78) | 138 | (12) | 229 |
| General fund | 970 | 3,576 | (4,233) | 1,054 | (62) | 1,305 |
| <i>Sub-total</i> | 1,151 | 3,576 | (4,311) | 1,192 | (74) | 1,534 |
| Total funds | 7,768 | 11,453 | (13,408) | - | (184) | 5,629 |

Previous Year

| | Balance at 1 Jan 2022 | Income | Expenditure | Transfers | Other recognised gains/losses | Balance at 31 Dec 2022 |
|------------------------------|--------------------------|---------------|-----------------|--------------|-------------------------------------|---------------------------|
| | £000s | £000s | £000s | £000s | £000s | £000s |
| Restricted funds | | | | | | |
| Overseas property fund | 2,183 | - | (322) | 80 | 118 | 2,059 |
| Rwanda | 238 | 557 | (673) | - | - | 122 |
| South Africa | 98 | 351 | (346) | - | (2) | 101 |
| Bosnia and Herzegovina | - | 5 | (5) | - | - | - |
| Bulgaria | 143 | 255 | (398) | - | - | - |
| Moldova | - | 131 | (131) | - | - | - |
| Romania | 673 | 4,027 | (2,777) | (904) | 51 | 1,070 |
| Ukraine & Regional Response* | - | 7,225 | (4,326) | - | (24) | 2,875 |
| India | - | 171 | (150) | - | - | 21 |
| Nepal | 110 | 434 | (220) | - | - | 324 |
| Global Advocacy | 75 | 45 | (75) | - | - | 45 |
| <i>Sub-total</i> | 3,520 | 13,201 | (9,423) | (824) | 143 | 6,617 |
| Unrestricted funds | | | | | | |
| Designated funds | | | | | | |
| <i>Fixed assets fund</i> | 108 | - | (54) | 131 | (4) | 181 |
| General fund | 1,343 | 2,867 | (4,005) | 693 | 72 | 970 |
| <i>Sub-total</i> | 1,451 | 2,867 | (4,059) | 824 | 68 | 1,151 |
| Total funds | 4,971 | 16,068 | (13,482) | - | 211 | 7,768 |

*Ukraine and Regional Response funds include those raised as part of our Ukraine crisis appeal to fund our work in Ukraine, Moldova and Romania to support vulnerable children and families during and in the aftermath of the crisis.

Restricted funds

All restricted funds are for work on specific projects or for work in particular countries. Where funds are received for these purposes, they are shown as restricted income on the Statement of Financial Activities. Expenditure for the purposes

specified is applied against the income and any amounts unexpended at the balance sheet date are shown within restricted funds along with the net book value of fixed assets acquired with restricted funds and any cash or debtors relating to restricted funds.

The Overseas Property Fund represents the net book value of fixed assets acquired with restricted funds where the donor agreements require that the assets remain restricted. Expenditure in this fund of £310k represents the impact of depreciation charges and asset disposals. Transfers from the general fund of £35k represent the impact of the acquisition of restricted fixed assets. Other recognised losses of £55k in this fund represent the impact of exchange rate movements.

Designated funds

The fixed asset fund represents the net book value of unrestricted fixed assets. Expenditure in this fund of £78k represents the impact of depreciation charges and asset disposals. Transfers from the general fund of £138k represent the acquisition of unrestricted fixed assets. Other recognised losses of £12k in this fund represent the impact of exchange rate movements.

Unrestricted funds

The general fund represents free funds of the charity which are not designated and can be used at the discretion of the trustees to further the charitable objects. Expenditure on assets under development has been transferred to the general fund from the Romania restricted fund, together with the impact of exchange rate movements on the carrying value of these assets.

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

| GROUP | Unrestricted funds | Restricted funds | TOTAL 2023 | Unrestricted funds | Restricted funds | TOTAL 2022 |
|-----------------------|--------------------|------------------|------------|--------------------|------------------|------------|
| | £000s | £000s | £000s | £000s | £000s | £000s |
| Tangible fixed assets | 229 | 1,728 | 1,957 | 181 | 2,059 | 2,240 |
| Current assets | 2,756 | 2,434 | 5,190 | 2,483 | 4,880 | 7,363 |
| Current liabilities | (369) | (47) | (416) | (322) | (286) | (608) |
| Long term liabilities | (1,082) | (20) | (1,102) | (1,191) | (36) | (1,227) |
| | 1,534 | 4,095 | 5,629 | 1,151 | 6,617 | 7,768 |

| CHARITY | Unrestricted funds | Restricted funds | TOTAL 2023 | Unrestricted funds | Restricted funds | TOTAL 2022 |
|-----------------------|--------------------|------------------|------------|--------------------|------------------|------------|
| | £000s | £000s | £000s | £000s | £000s | £000s |
| Tangible fixed assets | 28 | - | 28 | 27 | - | 27 |
| Current assets | 1,613 | 953 | 2,566 | 1,620 | 2,862 | 4,482 |
| Current liabilities | (363) | - | (363) | (322) | (61) | (383) |
| Long term liabilities | (1,082) | - | (1,082) | (1,190) | - | (1,190) |
| | 196 | 953 | 1,149 | 135 | 2,801 | 2,936 |

18. LEASE COMMITMENTS

The total commitments under non-cancellable operating leases on buildings are as follows:

| | Group 2023 | Group 2022 | Charity 2023 | Charity 2022 |
|-----------------|------------|------------|--------------|--------------|
| | £000 | £000 | £000 | £000 |
| Expiry date: | | | | |
| Within one year | 22 | 33 | 8 | 18 |

19. FINANCIAL INSTRUMENTS

Financial assets that are debt instruments measured at amortised cost:

| | Group 2023 | Group 2022 | Charity 2023 | Charity 2022 |
|---|-----------------------|---------------|-------------------------|-----------------|
| | £000s | £000s | £000s | £000s |
| Other debtors | 495 | 871 | 418 | 638 |
| Short term bank deposits and cash resources | 2,991 | 4,986 | 2,029 | 3,810 |

Financial liabilities measured at amortised cost:

| | Group 2023 | Group 2022 | Charity 2023 | Charity 2022 |
|------------------|-----------------------|---------------|-------------------------|-----------------|
| | £000s | £000s | £000s | £000s |
| Trade creditors | 62 | 158 | 42 | 121 |
| Other creditors | 18 | 92 | 13 | 2 |
| Interest payable | - | - | - | - |
| Accruals | 64 | 70 | 64 | 70 |
| Finance leases | 42 | 56 | - | - |
| Loans | 1,191 | 1,299 | 1,191 | 1,299 |

20. NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT

| | 2023 | 2022 |
|---|----------------|-------|
| | £000s | £000s |
| Reconciliation of net income to net cash flow from operating activities | | |
| Net (expenditure) / income | (1,955) | 2,586 |
| Depreciation charge | 264 | 324 |
| (Profit)/Loss on disposal of fixed assets | (2) | (4) |
| Donation of Small Group Homes to Local Authorities | 1,040 | 1,247 |
| (Profit)/Loss on disposal of overseas properties | (120) | (61) |
| Interest receivable | (39) | (22) |
| Interest payable | - | 17 |
| Decrease/(Increase) in stock | 22 | (117) |
| Decrease/(Increase) in debtors | 244 | 66 |
| (Decrease) / Increase in creditors | (208) | 275 |
| Net cash supplied by/(used in) operating activities | (754) | 4,311 |

21. ANALYSIS OF CHANGES IN NET DEBT

| | At 1 Jan 2023 | Cash Flows | Other movement | Foreign Exchange movement | At 31 Dec 2023 |
|--|--------------------------|-------------------|---------------------------|--|---------------------------|
| | £000s | £000s | £000s | £000s | £000s |
| Cash | 4,986 | (1,941) | 0 | (54) | 2,991 |
| Loans falling due within one year | (108) | 108 | (108) | 0 | (108) |
| Loans falling due after more than one year | (1,190) | 0 | 108 | 0 | (1,082) |
| Finance Lease | (56) | 20 | (6) | 0 | (42) |
| Total Net Debt | 3,632 | (1,813) | (6) | (54) | 1,759 |

22. SUBSIDIARY UNDERTAKINGS

Hope and Homes for Children – Romania, Hope and Homes for Children – Ukraine, One Child One Family HHCSA, Hope and Homes for Children (Kenya), and Hope and Homes for Children Asia are wholly owned subsidiary undertakings of Hope and Homes for Children. They are registered in Romania (No: 1/23.01.200113661594), Ukraine (No. 39224734), South Africa (No: 2017/489514/08), Kenya (No. OP.218/051/23-108/13162) and Hong Kong (No. 3304708) and do not have share capital. A majority of their governing board members are senior officers of Hope and Homes for Children and each share the same activities as Hope and Homes for Children. Hope and Homes for Children (Kenya) and Hope and Homes for Children Asia no transactions in 2023.

| Summary of the results of Hope and Homes for Children – Romania: | 2023 | 2022 |
|--|---------|---------|
| | £000s | £000s |
| Assets | 4,043 | 4,285 |
| Liabilities | (60) | (248) |
| Funds | 3,983 | 4,037 |
| Income | 4,295 | 5,079 |
| Expenditure | (4,349) | (5,225) |
| (Deficit) | (54) | (146) |
| Summary of the results of One Child One Family HHCSA: | 2023 | 2022 |
| | £000s | £000s |
| Assets | 46 | 50 |
| Liabilities | (5) | (12) |
| Funds | 41 | 38 |
| Income | 530 | 558 |
| Expenditure | (527) | (558) |
| Surplus/(Deficit) | 3 | 0 |
| Summary of the results of Hope and Homes for Children – Ukraine: | 2023 | 2022 |
| | £000s | £000s |
| Assets | 463 | 757 |
| Liabilities | (6) | 0 |
| Funds | 457 | 757 |
| Income | 1,806 | 1,757 |
| Expenditure | (2,106) | (1,069) |
| Surplus | (300) | 688 |

23. CAPITAL COMMITMENTS

| | Group | Group | Charity | Charity |
|--------------------------------------|-------|-------|---------|---------|
| | 2023 | 2022 | 2023 | 2022 |
| | £000 | £000 | £000 | £000 |
| Homes and services for beneficiaries | 20 | 213 | - | - |