AVANTE CARE AND SUPPORT LIMITED

England & Wales · Charity number 1002727

Details

Other names	AVANTE PARTNERSHIP LIMITED, KENT COMMUNITY HOUSING TRUST, KCHT
Status	Registered
Legal form	Charitable company
Company number	02565021
Registered	1991-05-01
Register	View on the Charity Commission register

Contact

Address	De Gelsey House 1 Jubilee Way Faversham Kent ME13 8GD
Phone	01795597400
Email	info@avantecare.org.uk
Website	www.avantecare.org.uk

Activities

Objects: THE RELIEF OF PERSONS RESIDENT IN ENGLAND WHO (I) ARE OF NECESSITOUS CIRCUMSTANCES; OR (11) SUFFER OR ARE RECOVERING OR CONVALESCING FROM SOME PHYSICAL OR MENTAL ILLNESS OR DISABILITY; OR (111) ARE ELDERLY PEOPLE; OR (IV) ARE YOUNGER PEOPLE, ADOLESCENTS OR CHILDREN BY :-1. THE PROVISION AND MAINTENANCE OF HOUSING ACCOMMODATION UPON TERMS APPROPRIATE TO THEIR MEANS; OR CARE AND SUPPORT TO MEET THE NEEDS OF PERSONS WHOSE RELIEF THE COMPANY IS ESTABLISHED, INCLUDING BUT NOT LIMITED TO THOSE FOR WHOM ACCOMMODATION IS PROVIDED OR 2. SUCH OTHER MEANS AS MAY FROM TIME TO TIME BE DETERMINED.

Activities: Residential, Respite, Nursing & Day Care for older people, specialising in dementia care.Domiciliary care for older people.

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Classification

- **How:** Makes Grants To Individuals, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty, Accommodation/housing, Other Charitable Purposes
- **Who:** Elderly/old People, People With Disabilities

Geography

- **Area of benefit:** ENGLAND
- Bexley
- Greenwich
- Kent
- Medway

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£43,957,103	£43,462,743	£79,734,006	1185
2024-03-31	£44,541,017	£37,038,565	£75,905,959	1156
2023-03-31	£32,636,038	£30,884,327	£59,243,756	1094
2022-03-31	£30,800,907	£29,047,508	£57,295,220	1175
2021-03-31	£28,671,397	£30,182,471	£54,351,853	1377

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Trustees

Name	Role	Appointed
Andrew Patrick Ireland	Chair	2018-08-01
Adeyemi Oyewumi		2025-02-25
Caroline Hallett		2025-02-25
Caroline Kaiser		2023-03-29
Louise Nylander		2025-02-25
Peter William Gingell		2020-09-22
Rasheed Ahmad		2023-03-29
Stephen Anson King		2020-09-22
Sureshraj Anandraj		2021-11-17
William Purvis		2023-03-29

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AVANTE CARE AND SUPPORT LIMITED

England & Wales - Charity number 1002727

Accounts

Annual Report and Financial Statements

for the year ended 31 March 2025

Avante Care and Support Limited

avante
care & support
'Everyone Matters'

Registered Office:
De Gelsey House
1 Jubilee Way
Faversham
Kent
ME13 8GD

Company No. 2565021 / Charity No. 1002727

Contents

for the year ended 31 March 2025

> Chair's introduction 1

> Report of the Board of Trustees: Reference and administration details 2

> Report of the Board of Trustees: Governance, structure and management 3

> Report of the Board of Trustees: Statement of Public Benefit, Objectives and Activities 5

> Report of the Board of Trustees: Strategic report 8

> Independent auditor's report 17

> Simplified operating statement 20

> Consolidated statement of financial activities (SOFA) 21

> Balance sheets 22

> Consolidated cash flow statement 23

> Notes to the accounts 24

Chair's Introduction

This is my third Chair's Introduction since taking over as Chair of Avante. It remains a great honour to carry out this role.

It has become a recurring theme in these reports to talk of an increasingly difficult financial environment. Sadly, this year will be no different. This affects the whole of social care and is by no means unique to Avante. Little has happened in the intervening year to alleviate this situation, if anything it has grown more acute, particularly in terms of local authority finances. From Avante's perspective, it primarily has relationships with four local authorities and there are differences in how each attempts to work with us so it is difficult to generalise too much. We continue to work with those Authorities to try and achieve as fair a price for providing care as possible.

As a registered charity, we do not have shareholders to pay dividends to and thus we reinvest any surplus made into improving and expanding our services for the benefit of those that we provide care and support to.

The issues of recruitment and retention continue to be an area of concern for the social care sector. The situation has been complicated by new legislation which has made the recruitment of staff from overseas more complicated. Whilst Avante is not immune from these problems, this has been a relatively successful year which has seen continued development in achieving a more stable staff team and further reductions in the use of agency staff. Each location of Avante's services has its own unique challenges in this field, be it the differences in employment in urban compared to rural areas and in the specifics of the local competition. Retention of staff is proving a growing challenge and Avante has seen the departure of a number of key members of the team over the last year. We have welcomed a number of new arrivals and hope that they will be with us for some time to come.

All of this has been in the context of Avante's plans for growth. I mentioned in my last report the fact that Avante had taken on Barnes Lodge in Tonbridge and home care services supporting some extra care sheltered housing schemes. We have followed this up with the acquisition of Absolute Home Care in West Malling who have very recently joined Avante. Work has also been progressing at pace on the construction of what will be two new care homes, one in Westgate on Sea and the other in West Malling. I expect in the next such introduction to be able to report the opening of one, possibly both of these homes.

There have been a number of operational challenges for Avante over the last year, but these have only made us more determined to provide care of the highest quality achievable. We continue to try and harness technological innovation as a means of enhancing the quality of care.

We continue to promote the Eden Alternative as our Philosophy of Care, providing highly personalised care and a life affirming experience for our service users. When I visit our services, I often see this so clearly being put into practice.

This past year has been eventful and challenging for Avante. It can expect the current year to be the same, but also one in which major developments come to fruition.



Andrew Ireland
Chair of the Board of Trustees

16 December 2025

Avante Care and Support Limited

Report of the Board of Trustees
for the year ended 31 March 2025

The Board presents the consolidated report and financial statements of Avante Care and Support for the year ended 31 March 2025. The accounts (financial statements) have been prepared in accordance with the Charities SORP 2019 (FRS102) applicable to charities preparing their accounts in accordance with FRS102, the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK Generally Accepted Accounting Practice. The report and statements also comply with the Companies Act 2006 as Avante Care and Support is a Company limited by guarantee. The Trustees' Report is also a Directors' Report for the purposes of Company Law. The Strategic Report is included at item 5 within this report.

1. Reference & Administration Details

Avante Care and Support Limited was formed in 1990 and is a registered charity and company limited by guarantee.

Board of Trustees[1]

Andrew Ireland	(Appointed Aug 2018)	Chair (Appointed Nov 2022)
Gillian Gibb	(Jun 2017–Apr 2025)	Chair of Care & Quality Committee (Aug 2018–April 2025) and Deputy Chair (Nov 2022–April 2025)
Peter Gingell	(Appointed Sep 2020)	Chair of Finance & Resources Committee (Nov 2022) and Deputy Chair (May 2025)
Stephen King	(Appointed Sep 2020)	
Sureshraj Anandraj	(Appointed Nov 2021)	
Caroline Kaiser	(Appointed Mar 2023)	Chair of Care & Quality Committee (May 2025-Oct 2025)
Rasheed Ahmad	(Appointed Mar 2023)	
Peter Bannister	(Mar 2023-Oct 2025)	
William Purvis	(Appointed Mar 2023)	
Caroline Hallett	(Appointed Feb 2025)	Safeguarding Lead (May 2025) & Chair of Care & Quality Committee (Oct 2025)
Louise Nylander	(Appointed Feb 2025)	
Adeyemi Oyewumi	(Appointed Feb 2025)	

Principal and Registered Office
Avante Care and Support Ltd.
De Gelsey House
1 Jubilee Way
Faversham
Kent ME13 8GD

Auditor	Crowe U.K. LLP, 55 Ludgate Hill, London EC4M 7JW
Bankers	HSBC Bank Ltd, 105 Mount Pleasant, Tunbridge Wells, Kent, TN1 1QP
Solicitors	Thomson Snell & Passmore, Heathervale House, 2-4 Vale Avenue, Tunbridge Wells, Kent TN1 1DJ
	Pinsent Masons, 30 Crown Place, London EC2A 4ES
	Boys & Maughan, India House, Hawley Street, Margate, Kent
Company Number	2565021
Charity Number	1002727

Appointment of Auditor

A resolution will be proposed at the Board of Trustees Meeting on 16 December 2025 that Crowe U.K. LLP be re-appointed Auditor of Avante Care & Support for the year ending 31 March 2026.

[1] Dates of Appointment are shown in brackets

2. Governance, Structure & Management

2.1 Governance

Avante Care and Support has no share capital and is a registered charity. The guarantee of each member is limited to £1. The governing document is the Articles of Association of the company, which was updated in June 2015 and members of the Board of Trustees are the members and non-executive Directors of the Company.

Avante Care and Support's Articles of Association provide for a minimum of 6 and a maximum of 18 Trustees. Trustees are appointed for a fixed term of three years, with each new appointment to be reviewed after the first year. Trustees shall cease to be Trustees at the end of the fixed term, but may be reappointed up to a maximum of 3 terms or 9 years.

The Board continually keeps under review its membership and the breadth of skills and expertise to ensure proper governance. When required, advertisements for new Trustees are placed with appropriate recruitment agencies. Prior to appointment, potential Trustees will be interviewed and meet with the Chairman and members of the Executive Management Team and Trustees. CVs are circulated to the Board of Trustees and any new appointment is agreed by the Board as a whole. The Board was strengthened by three new Trustees during the year with no resignations in the year.

When new Trustees are appointed, each Trustee is provided with a Trustee Handbook which contains information, including the organisation's Standing Orders, a number of principal policies and procedures and Charity Commission Guidance. New Trustees meet with the Chairman and individually with the Executive Management Team and are invited to visit the offices and services. Trustees' training needs are assessed and met through attendance at workshops and conferences, coaching with existing Trustees as well as through the provision of regular briefings and policy documents.

During the year the Board of Trustees met on 10 occasions, 5 of which were update meetings relating to a particular issue, and took part in one Away Day with senior managers which provided more time for members to have detailed discussions on strategy review and development and policy.

The Board has adopted the Charity Governance code and its seven principles are published with each Board Meeting agenda papers. Following an externally managed governance in 2021, all recommended actions were completed by September 2022. One of the seven principles is reviewed at each Board of Trustees meeting with any actions and areas for improvement reported back to the next meeting.

The Board is supported in its work by the:

- Finance & Resources Committee which met on 4 occasions
- Care & Quality Committee which met on 4 occasions
- Chairman's Group which did not need to meet during the year
- Remuneration Committee which met on 3 occasions during the year

The meetings are generally held on a quarterly basis, with Chairman's Group only meeting when required.

Trustee Attendance at meetings is monitored and the following tables show Trustees' attendance at the meetings held.

Trustee	Board	F&R	C&QC	Rem
Total Meetings for YE 31 March 25	5	4	4	3
Andrew Ireland	5/5	4/4	4/4	3/3
Peter Gingell	5/5	4/4	3/4	3/3
Stephen King	4/5	4/4		
Rasheed Ahmad	3/5	3/4		
Will Purvis	3/5	2/4		
Lou Nylander	1/1	N/A		
Adeyemi Oyewumi	1/1	N/A		
Gill Gibb	3/5		3/4	3/3
Sureshraj Anandraj	3/5		4/4	
Caroline Kaiser	5/5		2/4	
Peter Bannister	3/5		3/4	
Caroline Hallett	1/1		N/A	

The Remuneration Committee has the fully delegated power of the Board of Trustees to review and amend organisational remuneration policies and is responsible for setting, authorising and reviewing the remuneration of Executive Management Team members. All business of the Committee is minuted, and the minutes are presented to the next Board meeting for discussion and confirmation.

From time to time Executive Management Team salaries are reviewed by benchmarking by an external agency. This was last carried out in January 2025 by Gallagher Risk & Reward Ltd. and four of the team members' salaries were deemed to be competitive. Two salaries, however, were found to be uncompetitive and will require adjustment in 2025/26. When new team members are appointed, research is undertaken to establish market rates.

The activities of Avante Care and Support are controlled through the Board of Trustees, the Finance & Resources Committee, the Care & Quality Committee, the Remuneration Committee and the Chairman's Group. Each Committee has its own Terms of Reference and their reports and minutes of meetings are a standing agenda item for the full Board meetings.

2.1.1 Disclosure of Information to the Auditor

Insofar as each of the Trustees of the company at the date of approval of this report is aware, there is no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the 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 company's auditor is aware of that information.

2.2 Structure

Avante Care Services Ltd is a wholly owned subsidiary company of Avante Care and Support Ltd. The subsidiary contracts with Local Authorities and NHS bodies and the contracts are then subcontracted to the charity to deliver the services in the usual way. The Inter Company Agreement was reviewed and updated in 2023/24.

Avante Care Services is a company limited by shares, with Avante Care and Support being the only shareholder. The Managing Director and the Finance Director are the Directors of the subsidiary company.

Responsibility for the day-to-day management of Avante Care and Support Limited's business is delegated to the Managing Director and, through him, the Executive Management Team as detailed in Standing Orders. The Managing Director is the principal adviser to the Board of Trustees and together with the Executive Management Team reports to them on the organisation's performance against the Strategic and Operational plans approved by the Board each year.

2.3 Management & Staffing

2.3.1 Executive Management Team

The Executive Management Team is collectively responsible for delivering the organisation's Mission and performance in every area of activity.

The members of the Executive Management Team are as follows:-

- The Managing Director, Stuart Cross who is responsible to the Board, supported by the members of the Executive Team, for the strategy and leadership of the organisation. He is supported by the Operations Management Team for the delivery and quality of the services provided. He is also responsible for Avante's Marketing activities.

- The Finance Director, Deputy Managing Director and Company Secretary, Debbie Norman, is responsible for Financial Accounting, Planning and Control, Information Technology and providing support to and deputising for the Managing Director. She also leads on Governance and is the data Protection Officer for the organisation.

- The Director of People and Organisational Development, Veronica Anthony-David, is responsible for all staff-related matters including central recruitment services and organisational and workforce development.

- The Director of Quality, Nick Barker, is responsible for the provision of a range of support services to our operational business units as well as leading on quality standards, compliance and management information. He also manages the Learning and Development Team and leads on innovation.

- The Director of Care Operations, Sarah-Jane Clapson, was responsible during the year for the delivery and quality of all care services provided and was the Caldicott Guardian for the organisation. She left Avante at the end of August 2025. We have an interim solution in place for managing operations whilst we recruit a new Director of Care Operations.

- The Director of Property and Development, Chris Francis, is responsible for the maintenance and improvement of Avante's properties as well as leading on the development and acquisition of new property based services. He is also responsible for Health and Safety and leads on ESG.

Each member of the Executive Management Team is responsible for ensuring that they employ staff with the necessary skills and qualifications to carry out the required roles within the organisation and uphold the aims and values of Avante Care and Support.

2.3.2 Disabled Persons

Avante is committed to equality of employment and values diversity. Its policies ensure that it does not discriminate on the basis of factors such as disability in the selection and development of employees.

2.3.3 Volunteers

Avante and its residents and service users are usually fortunate to benefit from a small number of volunteers who support our services. Although small, the number of volunteers and the hours they give has increased compared to the last few years.

In total it is estimated that the economic value of the time given by volunteers in 2024/25 was in excess of £50k (2023/24 £18k). This was through approximately 10 (2023/24 4) regular volunteers giving approximately 4,047 (2023/24 1,584) hours of their time.

2.3.4 Statement of Public Benefit

Under the Charities Act 2011, charities are required to demonstrate that their aims are for the public benefit. The two key principles which must be met in this context are, first, that there must be an identifiable benefit or benefits; and, secondly, that the benefit must be to the public, or a section of the public. Charity Trustees must ensure that they carry out their charity's aims for the public benefit, must have regard to the Charity Commission's guidance and must report on public benefit in their Annual Report.

Avante's Board of Trustees regularly monitors and reviews the success of the organisation in meeting its mission, values and objectives which are supported by the business plan.

We believe that meaningful community engagement is an essential part of enriching the lives of our residents and creating strong, lasting connections beyond our doors. We are proud to work closely with local groups, organisations and individuals to encourage inclusion, and companionship for everyone we support. Having the Eden Alternative as the philosophy of care encourages this engagement and we welcome and encourage initiatives. Our homes have provided the following information about their community engagement:-

- sharing our spaces with organisations like the MS Society as well as children's nurseries, cadets and scouts etc.
- inviting the neighbourhood to special events giving them an opportunity to view the services that we provide.
- We engage with the local schools; school children visit the home for events such as Harvest Festival and during the Christmas period and interact with the residents. We also receive invites from schools to events like community teas and concerts.
- We engage with local Supermarkets who deliver fruits and gifts to our staff and residents.
- We engage with churches and other faith groups, the library and local businesses by inviting them to our social activities and events. Our residents attend local churches and parishioners of churches visit residents regularly.
- Our monthly newsletters are circulated to a wider community and we sign post them to our social media pages.
- Facebook posts are shared through local community groups and through staff sharing to reach their community if they live out of area
- We have enrolled as part of the Bexley Community Champions network which has over 500 community members and has also connected with Bexley Voluntary Services Council, through which it participates in Volunteer Recruitment fairs
- Through the BVSC we also have the opportunity to advertise on their website for volunteers for free, and so far the home has recruited two volunteer Counsellors one of whom has also doubled up as a translator to one of our Polish residents this has made a great impact in the residents wellbeing, expectations and happiness.
- The Volunteers from the BVSC have come to the home on a number of different occasions to engage with the residents in a number of different tasks, including gardening, engaging with a pat dog and reminiscing.
- Volunteers from the Goodgym come regularly to the home in way of giving back to the local community.
- Students come to engage with residents in Maths based quizzes and puzzles. Some students now come to volunteer in their own time. The Home Manager has been Appointed, by the Academy, as a Bexleyheath Academy Council Member representing the Community and attends in Academy Council meetings and has now been trained to participate in student disciplinary appeal panels.
- Activities to which the community are invited include art and craft afternoons during school holidays, nursery visits, social gatherings such as garden parties and fundraising events such as Wine & Wisdom evenings. Our residents also attend community events including Dementia café at the Oasis Academy, Tea Dances at Sheerness East and Swale Sings choir at the Avenue Theatre.
- Each month, we attend the Diamond Jubilee Club at a local church, where residents and team members have the opportunity to connect with others. These occasions provide not only enjoyment but also a sense of belonging within the wider community.
- Whenever there are local fêtes and community events, we host stalls selling clothing and jewellery in support of Eleanor Children's Charity. These events allow us to contribute to a worthy cause while strengthening relationships with those around us.
- Our close partnership with the adult assisted living facility next door is another key aspect of our community involvement. Their residents often join us in our Café/Bar for a drink and conversation, and they are warmly welcomed at many of our in-house events.

- To further broaden experiences, we regularly organise outings for our residents, such as trips to Costa Coffee. These outings provide a change of scenery, an opportunity to socialise in a different setting, and a chance to maintain independence while being supported by our team.
- In addition, we are fortunate to have Mabel, our Pet Therapy Dog, visit regularly. Her companionship and calming presence bring comfort and joy, supporting the emotional wellbeing of our residents.
- Looking ahead, we are excited to be partnering with Age UK, who will soon begin offering one-to-one sessions with residents who may not receive frequent visitors. This collaboration will provide extra companionship and support, ensuring that no resident feels isolated.
- Regarding community engagement, this is more challenging for home care. We do support service users in the community to attend groups and day centres, and we have also taken a service user swimming. We hosted a Coffee morning, open to both service users and the community.

We offer Dementia Friends training to all of our staff which not only improves their knowledge, but equips them to help people in the wider community when a need arises.

Avante's Vision is:-
Communities where everyone has a vibrant and fulfilling life

Avante's Mission is:-
To enable the journey through care by providing personalised home support and residential services

Avante's Mission is supported by our Values.

Avante's Values are:-

Supporting	**– providing supportive communities & services**
Personal	**– providing individual care and support**
Attentive	**– nurturing individual needs**
Relationship Centred	**– forming and maintaining important relationships**
Kind	**– selfless, supportive care**
Listening	**– everybody matters**
Enabling	**– everybody to reach their full potential**

The Trustees confirm, in the light of the guidance, that Avante's mission and values fully meet the public benefit test and that all the activities of the charity, detailed under section 4 of this report, are undertaken in pursuit of its mission.

3. Objectives

The objects for which the Company is established are the relief of persons permanently or temporarily resident, or for the time being resident in England, "who are of necessitous circumstances, or suffer or are recovering or convalescing from some physical or mental illness or disability, or are elderly people, or are younger people, adolescents or children".

4. Activities

Avante undertook its charitable activities through two main services; the residential care homes and care in people's own homes in the community.

4.1 Care Homes - Caring for and supporting older people, many of whom have dementia, through our registered care homes, providing residential care, nursing care, respite care and day care services.

We provided care and support during the year for an average of 681 older people (671 in 2023/24) in our 11 Care Homes (10 in 2022/23) for both Residential and Day Care, although Day Care Services were only delivered at Court Regis, Bridge Haven and Pilgrims View.

Over 90% of our residents have high dependency needs resulting from dementia and Alzheimer's and nursing care requirements. The average occupancy for the year ended 31 March 2025 was 88.1%. (89.7% during 2023/24). At March 2025 Occupancy was 86.0% (March 2024 90.2%).

The majority of our residents are funded by Social Services Departments which continue to face unprecedented financial pressures. This means that the average fee increase received during the year was generally less than the real increase in the costs of providing these services, which included the significant impact of the further increase in National Living Wage. This imbalance between fees and increased costs has continued to place pressure on Avante's finances. At the year-end 32.8% (34.7% during 2023/24) of our service users were self-funded and actual numbers were 216 (226 2023/24) compared to a budget of 275 (255 2023/24).

Avante remains a preferred provider for the care of older people with Kent County Council, Medway Council, the London Borough of Bexley and the Royal Borough of Greenwich. In addition, we are commissioned by a variety of other Local Authorities and NHS organisations to provide services to individual residents.

4.2 Home Care & Support - Supporting older people through a range of domiciliary and home care services as well as people with learning disabilities and other support needs in the community.

Our Home Care service supported 168 people (220 in 2023/24) in their own homes who are frail and vulnerable or may have dementia, a physical disability or may require care after a period in hospital. These services include personal care, support with medication, assistance with meals, getting up and going to bed, domestic support and shopping. The reduction in service users which has continued over the last two years, has been mainly due to the difficulties in recruiting staff as demand for services has remained high.

Avante is an accredited supplier of care services in the London Borough of Bexley and for Kent County Council. Our Home Care service also provides intermediate and continuing care to NHS patients. During the year, 55.2% (41.7% 2023/24) of the service was delivered to self-funded customers. The increase was due to a continued drive to prioritise Self-funded clients because of the uneconomic rates paid by Local Authorities.

4.3 Facts and Figures about our Services

As at 31/3/2025	Income £	No. of clients/service users/customers	Staff Employed
Care Homes	41,133,134	681	987
Home Care & Support	2,563,278	168	119

Note:
Income figures exclude rental, miscellaneous and bar & café income.
Staff Employed figures above are different from those contained in Note 15 of the accounts as the figures in the note are average monthly persons employed. The staff figures shown above are as at 31 March 2025 and exclude corporate support functions.

Comparatives as at 31/3/2024

As at 31/3/2024	Income £	No. of clients/service users/customers	Staff Employed
Care Homes	34,816,348	671	1017
Home Care & Support	2,459,255	220	135

5. Strategic Report

5.1 Achievements and Performance against Objectives set

In July 2024, the Board agreed the new 3 year strategy for 2024/27 with a supporting three year Business Plan

The Strategic Plan has three Strategic Goals, each underpinned by three key objectives aimed at enabling the goal to be achieved. These are as follows:

Goal 1. Developing a Conscious Culture

Avante will embrace a Conscious Culture in which everyone will work together knowing the culture and environment we want to foster. We will all work in a way that is in accordance with our Vision, our Sparkle values and our Strategic Goals.

This means:
Objective 1 – we will promote autonomy and localised decision-making
Objective 2 – we will champion equality, diversity, inclusion and wellbeing
Objective 3 – we will enhance the professional capabilities and skills of our workforce

Goal 2. Focussing on the Future

So we can build effectively on our stable foundations, we will be more deliberately orientated towards the future.

This means:
Objective 1 – we will grow our homes, services and Extra Care
Objective 2 – we will adopt and implement a comprehensive approach to ESG
Objective 3 – we will embrace innovation and new technology and be confident in the use of technology at all levels

Goal 3. Achieving Dynamic Delivery

The market for social care will become driven by choice and by need and we will adapt our care provision so we can meet these twin drivers.

This means:
Objective 1 – we will achieve Good and Outstanding CQC ratings
Objective 2 – we will invest to create high quality care environments
Objective 3 – we will introduce new ways of caring and new categories of care

Performance commentary

2024/25 was a very challenging year as we have shifted our emphasis more towards looking at the future and developing Avante as an organisation.

Many of our objectives have only been partially achieved. In some cases, this has been out of our hands. For example, our attempt to increase autonomy among Registered Managers was hindered by the government's increases in the National Living Wage and National Insurance contributions. So, despite having achieved good engagement with Managers and received some excellent Business Plan presentations, the financial picture for 2025-26 changed completely and we have had to put these ideas on hold. In addition, it was recognised during the year that Managers' need more support in understanding what autonomy means within their roles. This will be addressed with further guidance and support as we continue to encourage autonomy.

A number of objectives were, in hindsight, too ambitious. For example, we have made good progress on our ESG agenda, establishing metrics and raising the profile across Avante, but have found the more nuanced aspects around capturing social value more difficult. Similarly, we have not made the progress we wanted in creating dementia friendly colour palettes and wayfinding improvements for residents with sensory impairments.

More positively, we have made good progress on the building work at Wain House, our new home in Westgate on Sea. In addition, the Lucks Hill care home project was agreed and is now being built and we agreed to purchase Absolute Home Care, a small home care business, the second acquisition in our home care service in the last two years.

Unfortunately, there were no full CQC inspections in the year, though Bridge Haven was inspected twice under the Safe and Well Led KLOEs, achieving Good in both each time.

In the care homes, only one of nine KPI was achieved. The finance KPIs were not achieved largely as a result of the loss of income at Amherst Court and the underperformance at Barnes Lodge and Chaucer House; in addition, we had very high agency bills at Amherst Court as we had to recruit staff ahead of new admissions, and also at Barnes Lodge and Chaucer House. In these cases, there is now a more robust approach towards booking agency and this has already had an impact in April 2025.

In Home Care, six of eight KPIs were achieved. While the service performed well in financial terms, it was on the back of a reduction in hours overall. We are recruiting hard to ensure we have sufficient staff to meet the demands for care and will continue to hand back underfunded local authority packages if necessary.

5.2 Financial Review

For 2024/25 there was a budgeted surplus of £1,756,773. The actual surplus achieved was £350,360 or £494,360 after unbudgeted pension movements (2023/24 £7,502,452) i.e. £1,406,414 worse than budget. This large surplus in 2023/24 was mainly due to a charitable donation of £6,800,000.

The reduced operating surplus was mainly due to reduced levels of occupancy and self funders in care homes and high staffing costs including high agency usage. The vacancies were particularly high in part due to the impact of Medway Foundation Trust withdrawing from Amherst Court and in part through not meeting occupancy expectations at Barnes Lodge and Chaucer House. The high staffing costs improved significantly post Christmas with changes in the approval methods for agency use.

The "Simplified Operating Statement" shows the underlying performance of the two services.

Of the total resources expended, 73% (2023/24 71%) of expenditure was on staff costs including training and recruitment, but excluding redundancy and notice costs. The percentage of total costs spent on staff costs has increased by 2% mainly due to the higher agency use.

Trustees aim to keep overhead costs as low as reasonably possible to ensure that maximum resources can be expended on service provision without compromising on central resources required to manage and develop the organisation. An analysis during 2023 showed that Avante's overheads were in line with those of colleague NCF organisations delivering similar services.

Under FRS102 there is a requirement to recognise defined benefit pension scheme surpluses or deficits in the balance sheet. At Match 2025 Avante had two defined benefit schemes with two having ended on 31 March 2024 and, according to the actuarial valuations as at 31 March 2025, Avante had defined benefit pension scheme liabilities of £852k (2024 net liability £1.072 million). The 2025 figure includes surplus on the Kent County Council Scheme of £1.628m restricted to nil due to the Pension Asset Ceiling Valuation. There were revenue account adjustments of £144,000. (See note 16 for further information and a breakdown between the schemes).

Avante is committed to continually enhancing and developing its services and good progress was made during the year with the Annual Maintenance Programme with £982k in total spent on revenue funded Major Repairs and Decorating, £923k on capitalised Furniture and Equipment and £488k on Property Improvements – a total investment of £2.3m.

The amount spent on the build of the new 70 bed care home in Westgate on Sea, Wain House, was £5.42m during the year compared to the planned amount of £3.56m. This was due to the build being ahead of schedule with practical completion expected in October 2025 rather January 2026. The plan is now to open the home in January 2026

Interest costs were low during the year at £154k (2024 £416k) due to high cash balances meaning that it was unnecessary to draw down the full HSBC £8m Term Loan following repayment of the £ 5.64m Barclays Loan. Only £1m was drawn in the year resulting in the lower interest cost.

It should be noted that a certain level of surpluses are required in order to meet the organisation's bank loan covenants and to make the capital repayments on the loans. Avante fully met its loan covenant requirements at 31 March 2025.

5.2.1 Investment Policy

During the year funds have been invested with HSBC in a high interest account and on the money market. Funds held as working capital were invested overnight with HSBC's interest earning accounts to ensure that maximum benefit is achieved by earning interest on balances held.

5.2.2 Fundraising

The majority of Avante's income is through contracts for services provided and the charity does not, therefore, carry out any significant fundraising activities. Avante is fully aware of the requirements of the current fundraising regulations and confirm that there has been no fundraising function in the year and that no requests for donations are made either directly or through third-party fundraising agents or organisations. No fundraising related complaints have been received in the years ended March 2024 and 2025. Costs relating to advertising, marketing and events are included within support costs.

5.2.3 Reserves Policy

The cash reserves policy is considered each year, bearing in mind that as a charitable organisation, our primary stakeholders are our beneficiaries and our financial objectives are to maximise the value to those beneficiaries. Due to the uncertain financial climate and the related changes in access to funding and income stability, a full review of the policy is carried out each year whilst updating the strategic business plan and financial forecasts. The financial forecasts include a detailed cash flow forecast which enables Management to check that sufficient cash reserves will be in place to meet known costs, working capital requirements, to allow for contingencies and to meet the bank loan covenant requirements. The review includes assessing the current policy and performance, analysing funds held, sources of income and a review of risk areas, committed expenditure and effects on beneficiaries.

Avante needs to ensure that it has adequate reserves in order that it can continue to care for and support service users in unforeseen circumstances should funding from any source temporarily cease. Free reserves are also necessary to meet working capital requirements as well as to allow for the development of new initiatives (where we would incur expenditure in advance of anticipated income).

Since 2018, having considered income variability and risks relating to income as well as financial obligations and their flexibility, it has been agreed that the policy should be to hold reserves of £1.8 million (circa one month's expenditure). This figure was felt to be a reasonable buffer and it was agreed that setting a higher level of minimum reserves (e.g. 2-3 months) would reduce the opportunity to use the monies available to develop the organisation. Following the annual review, it was agreed that having achieved and exceeded the one month target, Avante should continue to aim to hold reserves of £1.8 million. The level of reserves held served the organisation well during the pandemic and it was agreed that this should be sufficient going forwards.

It is acknowledged that reserves will fluctuate based on performance, extraordinary events such as asset disposals, new service developments and if reserves are called upon. There may be occasions, due to exceptional circumstances, when Trustees may agree to override the required level for a temporary period. In the year ended March 2025 cash balances were used to fund the development of Wain House rather than draw on the loan and incur interest costs.

Avante has a ten year financial forecast which is regularly updated. The forecast shows that, despite lower occupancy experience in the last three years, the target level of reserves is still exceeded and are forecast to continue to increase. The forecast is considered to be prudent and Management are confident that Avante maintains sufficient cash and reserves to continue operating and still be able to deal with any unforeseen issues.

The Charities SORP definition of reserves excludes amounts which could only be realised on disposal of assets used by the Charity to carry out its activities.

Using this definition, at the end of the year the charity holds reserves of £2.6 million of unrestricted funds (2023/24 £13.2 million), which is £800k more than the agreed policy level as detailed above. Detailed, current, cash flow forecasts are in place and these show that Avante can fully meet its cash requirements in the medium term future.

5.2.4 Land and Buildings

The land and buildings are held at valuations; the latest valuation was carried out as at March 2024 and resulted in a valuation gain of £9.803 million including a loss on the Head Office building of £225k.

A prior year adjustment has been carried out following an error in the posting of a depreciation journal at 31 March 2024. The correction resulted in an increase of £3.2m in the Freehold Property Assets.

Trustees are required to consider at least annually when preparing the charity's financial statements whether there is an indication that the carrying value of any of the charity's assets have been impaired. They will therefore need to consider whether any reduction in use of the charity's assets is temporary or longer-term and, if longer-term, whether an impairment provision should be made to reduce the carrying value of the relevant assets in the financial statements.

Having revalued Avante's nine freehold Care Homes at February 2024, management have reviewed performance and any freehold capitalisation during the year and do not consider that any of the values held require an impairment adjustment.

5.2.5 Stakeholder Engagement

The Board of Trustees must act in accordance with a set of general duties. These duties are detailed in section 172(1) of the U.K. Companies Act 2006, which is summarised as follows:

'A Director of a Company must act in the way he/she considers, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

1. *The likely consequences of any decision in the long term*
2. *The interests of the Company's employees*
3. *The need to foster the Company's business relationships with suppliers, customers and others*
4. *The impact of the Company's operations on the community and the environment*
5. *The desirability of the Company maintaining a reputation for high standards of business conduct, and*
6. *The need to act fairly as between members of the Company.'*

We believe that to have the greatest impact for our residents and service users, now and in the future, we must take account of what is important to our stakeholders. This is best achieved through proactive engagement. In accordance with the Charities SORP (FRS 102) we have outlined examples how we engage with employees and taken care of their interests, as well as how we have engaged with the beneficiaries. By understanding our stakeholders, we can factor into Trustee and Management discussions the potential impact of our decisions on each stakeholder group and consider their needs and concerns, in accordance with s172 of the Companies Act 2006.

The Trustees of Avante consider that they have fulfilled their duties and have acted in a way in which is most likely to promote the success of the charity for the benefit of its stakeholders as a whole in the following ways:

Employees & Volunteers:

Avante's Executive Management Team have fostered and sustained staff engagement through a variety of activities and measures and these are set out below.

Information is regularly and systematically cascaded through management meetings with the purpose of updating colleagues in relation to progress towards the achievement of strategic business objectives. Newsletters, staff notices and email communications with staff also cascade relevant information to all and at each workplace, Registered Managers meet with their teams each day to discuss the day to day work and achievement against key performance indicators.

During the year the Director of People and Organisational Development continued to hold quarterly Avante Leadership Networks days where Managers come together and focus on specific subjects to develop their communication, awareness and leadership skills.

To support good engagement and performance, Avante has comprehensive mechanisms that mirror ACAS guidance for fairly and transparently resolving employee disputes and performance concerns that Avante may have with employees.

Avante recognises good performance and long service through performance related pay and the award of vouchers that employees may choose to spend as they wish. Letters of thanks are also sent to explain why the award is made. At Christmas 2024 every member of staff received a Christmas card expressing Avante's thanks for their contribution during the year and vouchers providing a modest financial award.

It has become custom to hold an awards ceremony each year and staff are invited to nominate colleagues for awards, encompassing all staff roles, and nominations were considered and judged. A representative group of staff are invited to the ceremony to applaud colleagues and pay tribute to those who were judged to have demonstrated outstanding excellence within their field of work. The awards ceremony also recognises the valued contribution of our volunteers who generously give their time and service for the benefit of Avante's beneficiaries. The Sparkle Awards went ahead in 2024 and plans for the 2025 ceremony are underway.

Residents and Service Users:

Residents and service users are consulted on changes within the service and regular surveys are carried out. As with staff surveys, the results are analysed and action plans are created to address any issues or suggestions for improvement.

Suppliers and funders:

We engage with our suppliers and funders, make them aware of our values and keep them up to date with Avante's plans for the future. We share our newsletters on line with all stakeholders.

Community and Environment:

We encourage our services to engage with communities in which they operate which leads to some very beneficial links and joint activities which benefit both our service users and the community.

In terms of the environment, Avante have an environmental policy and continuously review how we can have a positive effect on the environment and mitigate any negative effect through waste and emissions, building design etc. For example, our newest care home, Malling Grange, which is due to open in Summer 2026 will have air source heat pumps and solar panels.

5.2.6 Streamlined Energy & Carbon Reporting (SECR)

From financial years beginning on or after 1 April 2019, large UK companies are required to report publicly on their UK energy use and carbon emissions within their Directors' Report. This requirement has been implemented by the Department for Business, Energy and Industrial Strategy (BEIS).

Streamlined Energy & Carbon Reporting will impact any companies, LLPs and groups that exceed at least two of the following three thresholds in the preceding financial year:

- £36m annual turnover
- £18m balance sheet total
- 250 employees

SECR aims to bring the benefits of carbon and energy reporting to more businesses. The reporting framework is intended to encourage the implementation of energy efficiency measures, with both economic and environmental benefits, supporting companies in cutting costs and improving productivity at the same time as reducing carbon emissions.

Avante is committed to reducing energy use and carbon emissions and as such has so far introduced modest measures such as replacing lighting with low energy bulbs, updating boilers to more efficient models, use of grey water at its Head Office and conscientious use of gas and electricity throughout its care homes and offices.

For the future, Avante aims to include energy efficient measures in its new developments and will make use of the most energy efficient methods of heating and lighting including solar panels and ground heat sources where possible. These are included in the plans for the new home, Malling Grange, being developed at Lucks Hill. In 2025/26 Avante plans to investigate the use of solar panels to generate electricity at its Head Office building.

The figures below show that energy use has decreased in the year.

Year-Ended March 2025

	2025	2024	2023
UK energy use			
kWh	9,127,451	11,658,205	8,426,548
Associated greenhouse gas emissions			
Tonnes CO2 equivalent	1,738	2,269	1,698
Intensity ratio			
Emissions per £1 of turnover	25.14	64.26	49.53

UK energy use covers the operation of 11 care homes and 2 home care services.

Associated Greenhouse gases have been calculated using data from supplier invoices and conversion factors published on gov.uk.

5.2.7 Going Concern

Accounting standards require the Trustees to consider the appropriateness of the going concern basis when preparing the financial statements. An entity is a going concern unless the Trustees intend that the charity will cease its activities, or has no realistic alternative but to do so.

In assessing whether the going concern assumption is appropriate, the Trustees are required to take into account all available information about the future, which is at least, but is not limited to, twelve months from the date when the financial statements are authorised for issue.

The environment in which Avante ordinarily operates is a challenging one, but the unexpected donation and pension scheme asset refund have significantly boosted reserves and enabled debt finance to be reduced in the short term.

Avante's Executive Team and Trustees believe that, having laid good foundations by implementing the strategy and three year business plan to 2024, the achievements against our business plan have focussed on improving quality, continuing to strengthen our financial position and made steps to secure appropriate opportunities for growth and diversification.

Avante has a ten year financial forecast which is updated monthly with a comprehensive update at the end of each quarter. The forecast is based on up to date actual and market data and assumes a steady improvement in occupancy with a gradual return to Avante's normal occupancy rate of 92%. On this basis, Avante maintains sufficient cash and reserves levels to continue to operate for the foreseeable future and reserves continue to grow.

In April 2024 Avante repaid its loan of circa £5.64m to Barclays Bank and have an £8m term loan facility in place with HSBC of which £2.175m has been drawn at September 2025. We also have a development loan in place to support the build of the new home at Westgate on Sea, but we do not plan to use this. We have good dialogue with HSBC, keeping them informed of forecasts and any potential issues. All of the HSBC covenant tests were met at March 2025. Going forwards, there are periods in the next 3 years where covenants may not all be met, however, having discussed this with HSBC they confirm they will review our covenants for periods where new homes are building up so that this will not present an issue.

The loan is secured against the charity's fixed assets which have a greater value than the loan financing; the loan to value ratio at 31 March 2025 was 1.4% (2024 11.0%) and at August 2025 was 1.3%. The facility, which will be fully drawn by April 2026, ensures that Avante's existing loan funding is secure in the medium term.

As part of its Going Concern review Management and Trustees have considered any uncertainties such as levels of occupancy and security of contracts and have concluded that, due to Avante's good track record of improving performance, its good relations with commissioners of services and the forecast levels of EBITDA and cash, these are not material.

Should the results not turn out as forecast there are measures which can be taken to deal with any issues that arise including engaging the support of HSBC Bank, sell loss making services and, if necessary, consider posts that could be made redundant without impacting service delivery.

Management confirms that the organisation has adequate resources to continue its operations for the foreseeable future and believe that the strategies detailed below in its new 3-year strategy will continue to improve performance and help to ensure that we remain a financially strong organisation. Management and Trustees conclude, therefore, that it is appropriate to prepare the accounts on a going concern basis.

5.3 Plans for future periods

In July 2024, the Board agreed a new strategy, supported by a 3-year Business Plan, which builds on our current performance and growth over recent years.

As noted under 5.1, due to difficult operational and financial issues, many of our objectives in Year 1 of the plan have only been partially achieved. Whilst we are content that the agreed direction of travel is the right one, it is agreed that we will need to revisit the annual plans and potentially extend the business plan by a further year to 2028.

An example of this is that, during the year, in promoting autonomy and localised decision making, we realised that managers were not sufficiently prepared for this and that a more gradual process, with more support, will be needed in order to achieve this.

Work to refine the business plan will take place in the second half of 2025/26 financial year.

5.4 Principal Risks & Uncertainties

Avante has a comprehensive Risk Management Policy which was introduced following work carried out by a Trustee-led working party, and which is regularly reviewed. As part of the last review the register was separated into Strategic and Operational level risks in order to allow the Board of Trustees to focus on the strategic risks. An Organisational Risk Committee, made up from Avante's Executive Management Team, meets at least three times a year to review the Corporate Risk Register and reports to the Board of Trustees at every meeting.

In order to mitigate risks, Avante has measures and controls in place and these are reviewed by the Organisational Risk Committee and the actions on the Operational risks are also reviewed at the sub-committees of the Board. At each meeting, the Organisational Risk Committee also considers whether any additional risks need to be added to the register.

During August 2024 the Executive Management Team and Board of Trustees took part in an Away Day focussed on Governance and Risk facilitated by the audit partner from Crowe UK. Trustees and management reviewed the existing risk register format and scoring and also discussed measuring Risk Appetite. This will result in recommendations to improve the clarity of the register and the processes to ensure risks are presented in a format which will improve clarity and enable enhanced discussion to ensure our top strategic risks are recorded and measured and that appropriate mitigation measures are in place.

As at August 2025, the top Strategic and Operational risks identified, as well as the actions taken or to be taken are, in no particular order, as follows:-

Identified Risk	Management/Actions
Strategic - Damage to reputation: • Social media 'attack' • Adverse reporting on the organisation • Untoward death or abuse • Service closure / transfer • Increased scrutiny by CQC • Increased scrutiny by Public Health • Increased scrutiny by Police • Increased scrutiny by Safeguarding • Staff Behaviour • Inappropriate use of Social Media	a) Quality Audit and inspection programme and procedures b) Agreed HR policies and training c) Good Communications and Marketing Policy d) Infection Control Measures e) Social Media Policy & training with continual monitoring of external media communication. f) All incidents are reported via the incident reporting system and incident severity rating and escalated to EMT, Board and regulatory bodies as required. g) Early engagement with insurers - management liability includes cover h) Monitoring of service reviews in place i) Media training has been completed j) Social media sites monitored k) PR company engaged and ready to respond to any adverse media.
Strategic - Loss of income: • LA retendering of commissioned services at uneconomic rates or reduction in contracted services • Unable to provide LA reconfigured services • LA / CQC sanctions re Safeguarding /Compliance causing embargos • Closure of homes or reduction of beds/ loss of services • Reduction in private income • More competition in the market • Failure to adapt to changing market requirements • Local Government financial position	a) Targeted Marketing of services - to self funders b) Seeking growth opportunities and diversification c) EMT monitoring of performance via KPIs d) Quality control inspections including external / Mock Inspections e) Proactive management – NA tool in place ensure that changes in needs are being recorded correctly within assessments to achieve higher fees. f) Networking and relationships with Commissioners g) Service development plan for each home h) Care and home care strategy and workforce development strategy in place. i) continue to improve financial performance through increasing occupancy and the number of self-funding residents – budget management – new targets set each year k) Quality Strategy in place l) Minimise costs where appropriate m) Family Liaison Manager x 2 managing enquiries to improve occupancy and increase packages n) Flexible recruitment service is able to deliver additional resources to services in need. o) Property strategy in place - Plan for all 11 homes p) Website updated to give customer confidence q) Continue to drive private fee payers. r) Regular forecast updates Actions: Looking at different service offerings at NB and other homes with vacancies
Strategic - Changing World: • Keeping up with competitors in terms of technology. • Recruitment & Retention of Staff • Global Instability • Government impact on economy • AI – Impact on Avante • Impact of transatlantic trade deals • Impact of Government welfare changes	a) Forecast in place to enable scenario planning and stress testing to be completed. b) New Strategy and 3 year business plan in place from Apr 24. Monitored monthly by EMT c) Engaging with extra care suppliers d) Keeping in touch with networks to spot opportunities Actions: Acoustic monitoring proposal New people strategy re new government and EVP approach .

Operational - Effects of Noncompliance (Organisational) Breaches of: • GDPR • Environmental Health • HSE • Employment Law • Fire Regulations • Poor Governance • Cyber Security • CQC Compliance • Fraud • ESG • Nursing Care – poor delivery	a) Internal Audit processes b) Annual Financial Audit c) QCS quality system in place d) Legal Advice e) Fire safety inspections f) Centralised database of relevant certification – M&C Schedule g) Planned programme of property maintenance h) ICT policy and security measures in place i) Fit and Proper Persons policy and procedures for Trustees and Trustee recruitment j) The Board of Trustees have reviewed and adopted the Governance Code k) Board have delegated to F&R the review of GDPR l) Cyber Security – Regular review of measures in place m) Audit programme both at service level and through QIP by Quality Team n) Staff trained in medication procedures o) Internal and external mock inspections p) Severity rating tool - gives oversight and allows response to significant incidents. q) Governance Review underway r) RSMs continue to monitor CQC websites monthly. s) Ongoing fire safety training in place t) Applicant management system implemented u) ESG Statement now in place. v) Medication practices reviewed at service visits x) Monthly review of CIP y) CQC new statements - Briefing at Away Day done and actions confirmed. z) ESG - Governance pillars reviewed at each Board. aa) Nursing Strategy in place bb) ESH training in place cc) New service visit form in use Actions: ESG – ESOS progress report required Dec 2025

As an organisation which provides care and support to vulnerable people, Avante has policies in place to ensure the protection of vulnerable adults against abuse. The policies are included in Avante's written Health and Safety policy and Quality Manuals which comply with the guidelines in the Home Office Code of Practice "Safe from Harm".

Being a provider of care home services and care in the community, Avante is subject to regulation and inspection by the Care Quality Commission, and has detailed policies, procedures and internal audit functions including mock inspections to ensure the required standards are met.

Avante uses an Enhanced Disclosure & Barring Service check for staff, with the inclusion of a Barred List check for those working in a Regulated Activity as one part of a range of safeguarding tools for assessing the suitability of preferred candidates and volunteers and the continued employment of those in specific roles which require re-checking. Other tools include thoroughly confirming identity, qualifications, taking up and verifying references and examining dates of employment histories on application forms.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Avante Care & Support Limited for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

This Annual Report and Strategic Report were approved by the Board of Trustees on 16 December 2025 and signed on its behalf by:



Andrew Ireland
Chair of the Board of Trustees

Independent Auditor's Report to the Members of Avante Care and Support Limited

Opinion

We have audited the financial statements of Avante Care and Support Limited the "charitable company") and its subsidiaries (the "group") for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets, Consolidated Cash Flow Statement 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 March 2025 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 15, 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, including financial reporting legislation and the Charity SORP (FRS 102), and tax regulations. 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. 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 also considered the opportunities and incentives that may exist within group for fraud. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, legal counsel and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing regulatory correspondence with the Charity Commission, Care Quality 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.

N. Hashemi

Naziar Hashemi

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

London 19 December 2025

Simplified Operating Statement

for the year ended 31 March 2025

	Note	2025 £	*2024 £*
Charitable activities			
Income from Care Home services	2	41,133,134	*34,939,481*
Expenditure on Care Home services	3	(40,872,793)	*(34,431,635)*
Surplus on Care Home services		**260,341**	***507,846***
Income from Home Care & Support services	2	2,563,278	*2,459,755*
Expenditure on Home Care & Support services	3	(2,589,950)	*(2,606,930)*
Deficit on Home Care & Support services		**(26,672)**	***(147,175)***
Surplus/(Deficit) from charitable activities		**233,669**	***360,671***
Voluntary and other activities			
Income from donations, legacies and grants		21,720	*6,830,398*
Other trading income		31,381	*27,566*
Investment Income		200,502	*229,180*
Miscellaneous income		7,777	*49,146*
Profit on sale of fixed assets		(689)	*5,491*
Income from voluntary and other activities		**260,691**	***7,141,781***
Surplus from voluntary and other activities		**260,691**	***7,141,781***
Net income before other recognised gains/losses		**494,360**	***7,502,452***

This Simplified Operating Statement should be read in conjunction with Note 6.

Consolidated Statement of Financial Activities (SOFA)

for the year ended 31 March 2025

		Unrestricted funds	Restricted funds	Total 2025	*Unrestricted funds*	*Restricted funds*	Restated *Total 2024*
Income from:		**£**	**£**	**£**	*£*	*£*	*£*
Donations, legacies and grants	2	-	21,720	21,720	*6,800,000*	*30,398*	*6,830,398*
Charitable activities	2	43,696,412	-	43,696,412	*37,399,236*	-	*37,399,236*
Other trading income		31,381	-	31,381	*27,566*	-	*27,566*
Investment Income		200,502	-	200,502	*229,180*	-	*229,180*
Other income		7,777	-	7,777	*49,146*	-	*49,146*
Proceeds on sale of fixed assets		(689)	-	(689)	*5,491*	-	*5,491*
Total income		**43,935,383**	**21,720**	**43,957,103**	***44,510,619***	***30,398***	***44,541,017***
Expenditure on:							
Charitable activities							
- Care Home services		40,851,104	21,689	40,872,793	*34,402,124*	*29,511*	*34,431,635*
- Home Care & Support services		2,589,610	340	2,589,950	*2,606,436*	*494*	*2,606,930*
Total expenditure	3	**43,440,714**	**22,029**	**43,462,743**	***37,008,560***	***30,005***	***37,038,565***
Net income/(expenditure)		**494,669**	**(309)**	**494,360**	***7,502,059***	***393***	***7,502,452***
Other recognised gains/losses							
Property revaluation		-	-	-	*9,803,080*	-	*9,803,080*
Actual gain on pension asset/liability	16	76,000	-	76,000	*2,614,359*	-	*2,614,359*
Net movement in funds		**570,669**	**(309)**	**570,360**	***19,919,498***	***393***	***19,919,891***
Balance b/fwd at 01 April 2024		**79,097,883**	**65,764**	**79,163,647**	***59,178,385***	***65,371***	***59,243,756***
Balance c/fwd at 31 March 2025		**79,668,552**	**65,455**	**79,734,007**	***79,097,883***	***65,764***	***79,163,647***

All amounts relate to continuing activities.

All recognised and unrecognised gains and losses are included in the Statement of Financial Activities.

This statement is an Income & Expenditure Statement for the purposes of the Companies Act.

The notes on pages 23 to 47 form part of these financial statements

Balance Sheets

for the year ended 31 March 2025

		2025		Restated 2024	
		Consolidated	Charity Only	*Consolidated*	*Charity Only*
Fixed assets	**Note**	**£**	**£**	**£**	**£**
Tangible fixed assets	6	78,954,873	78,954,873	*73,482,467*	*73,482,467*
Investment		-	1	-	*1*
		78,954,873	**78,954,874**	***73,482,467***	***73,482,468***
Current assets					
Debtors	7	4,520,884	2,908,795	*7,085,641*	*5,111,852*
Amounts owed by group undertakings	17	-	1,678,665	-	*2,307,200*
Short term deposits	1.11	2,288,952	2,288,952	*5,310,949*	*5,310,949*
Cash at bank and in hand	1.11	3,326,898	3,260,321	*7,410,517*	*7,077,105*
		10,136,734	**10,136,733**	***19,807,107***	***19,807,106***
Creditors: amounts falling due within one year					
Creditors falling due within one year	8	7,505,601	7,505,601	*6,411,630*	*6,411,630*
Capital repayments due within one year					
on long term loans	10	50,000	50,000	*699,189*	*699,189*
Creditors: amounts falling due within one year		**7,555,601**	**7,555,601**	***7,110,819***	***7,110,819***
Net current assets		**2,581,133**	**2,581,132**	***12,696,288***	***12,696,287***
Total assets less current liabilities		**81,536,006**	**81,536,006**	***86,178,755***	***86,178,755***
Creditors: amounts falling due after one year					
Bank loan accounts	10	(950,000)	(950,000)	*(5,943,108)*	*(5,943,108)*
Net assets excluding pension liability		**80,586,006**	**80,586,006**	***80,235,647***	***80,235,647***
Pension liability	16	(852,000)	(852,000)	*(1,072,000)*	*(1,072,000)*
Net assets		**79,734,006**	**79,734,006**	***79,163,647***	***79,163,647***
Represented by:					
Unrestricted funds excluding pension liability		56,508,326	56,508,326	*56,157,658*	*56,157,658*
Pension asset/(liability)		(852,000)	(852,000)	*(1,072,000)*	*(1,072,000)*
Revaluation reserve		24,012,225	24,012,225	*24,012,225*	*24,012,225*
Total unrestricted funds		**79,668,551**	**79,668,551**	***79,097,883***	***79,097,883***
Restricted funds		65,455	65,455	*65,764*	*65,764*
Balance carried forward at 31.03.2025		**79,734,006**	**79,734,006**	***79,163,647***	***79,163,647***

Approved and authorised by the Board of Trustees on 16 December 2025 and signed on its behalf by:
Andrew Ireland, Chair:

AP Ireland

Consolidated Cash Flow Statement

for the year ended 31 March 2025

		2025	*Total 2024*
Cash flows from operating activities	**Notes**	**£**	**£**
Net income/(expenditure)		494,360	*7,502,452*
Pension contribution less current service and finance cost	16	(144,000)	*2,554,638*
Interest paid	4	154,116	*416,103*
Revaluation of Property		-	*9,803,079*
Depreciation charge	6	1,591,471	*1,328,050*
Loss/(Profit) on sale of fixed assets		-	*(5,491)*
Increase/(Decrease) in debtors		2,564,757	*(3,758,017)*
Increase/(Decrease) in creditors		1,096,558	*1,505,348*
Net cash generated from operating activities		**5,757,262**	***19,346,162***
Cash flows from investing activities			
Payments to acquire tangible fixed assets	6	(7,103,136)	*(1,731,139)*
Receipts on disposal of tangible fixed assets		-	*5,491*
Revaluation (gain)/loss on Property		36,671.00	*(9,803,080)*
Net cash generated from investing activities		**(7,066,465)**	***(11,528,728)***
Cash flows from financing activities			
Loans repaid		(5,642,298)	*(699,189)*
Interest paid on long-term loans	4	(154,116)	*(416,103)*
Net cash used by financing activities		**(5,796,414)**	***(1,115,292)***
Net Increase/(decrease) in cash		(1,463,319)	*7,401,331*
Cash and cash equivalents at beginning of year		6,079,167	*(1,322,164)*
Cash and cash equivalents at the end of the year		4,615,848	*6,079,167*

Analysis of net debt	**At 31.03.2024**	**Cash flow**	**At 31.03.2025**
Short-term deposits	5,310,949	(3,021,997)	2,288,952
Cash at bank and in hand	7,410,517	(4,083,619)	3,326,898
Net cash	12,721,466	(7,105,616)	5,615,850
Changes in debt; bank loan	(6,642,299)	5,642,298	(1,000,001)
Changes in net debt	**6,079,167**	**(1,463,318)**	**4,615,849**

Notes to the Accounts

for the year ended 31 March 2025

1 Accounting policies

The Charity was incorporated on 4 December 1990 and is domiciled and registered in the UK as a private company limited by guarantee (registered no. 2565021). The address of the registered office is:

De Gelsey House
1 Jubilee Way
Faversham
Kent
ME13 8GD

1.1 Basis of preparation of accounts

The financial statements have been prepared on a going concern basis under the historical cost convention, as modified by the revaluation of fixed assets, and in accordance with applicable accounting standards, the Charities SORP (FRS 102) applicable to charities preparing their accounts in accordance with FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK Generally Accepted Practice, as it applies from 1 January 2019. The functional currency being £ sterling.

Avante Care & Support meets the definition of a public benefit entity under FRS 102.

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

The financial statements of Avante Care & Support and its subsidiary company Avante Care Services are consolidated, on a line-by-line basis, to produce the Group financial statements. The consolidated entity is referred to as 'the Group'. No separate Statement of Financial Activities has been presented for Avante Care & Support as permitted by Section 408 of the Companies Act 2006. The charity has taken advantage of the exemptions in FRS 102 from the requirements to present a charity-only Cash Flow Statement and certain disclosures about the charity's financial instruments. The result for the year for the parent undertaking alone was net income of £494,360 (2024: £7,502,452) before recognised loss on Pension liability of £76,000 to give net movement in funds of £570,360 (2024: £19,919,891).

1.2 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity.

Restricted funds are funds which must be used in accordance with the specific instructions imposed by the donor or funding body or which have been raised by the Charity for particular purposes.

Designated Funds: The Trustees, at their discretion, may set aside funds to cover specific future costs. Such funds are shown as designated funds within unrestricted funds. Where the Trustees decide such funds are no longer required for the purposes intended, they may be released by transfer to the general unrestricted funds.

1.3 Income

All income is included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. No amounts are included in the financial statements for services donated by volunteers.

All income is accounted for on an accruals basis and therefore includes income paid in arrears, but excludes income received in advance, which is shown as deferred income within creditors due within one year.

For legacies, entitlement is taken on a case by case basis as the earlier of the date on which the charity is aware that probate has been granted and either: the estate has been finalised, final estate accounts have been received and notification has been made by the executor(s) to the charity that a distribution will be made; or when a notification has been made by the executor(s) to the charity of an intention to make a distribution prior to the end of the financial year and subsequently that distribution is received from the estate after the year end. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

1.4 Expenditure

Expenditure is included in the SOFA on an accruals basis, inclusive of any VAT which cannot be recovered. All direct expenditure is directly incurred in respect of the relevant activity. Costs attributable to staff working on more than one project or activity are allocated on the basis of time spent. Where costs cannot be directly attributable to particular activities, they have been allocated on the basis consistent with the use of resources.

Governance costs, separately identified, relate to the general running of the charity as opposed to costs of fundraising or charitable activity. Included within this category are costs associated with the strategic, as opposed to day to day, management of the charity's activities. Service Directors' costs are allocated to their respective services. All other Governance costs are allocated across both services based on turnover.

Redundancy and settlement payments are recognised at the leaving date of the member of staff and measured at the best estimate of expenditure required to settle the obligation at the reporting date.

1.5 Operating leases

Rentals and any associated incentives, under operating leases are charged to the SOFA on a straight line basis over the lease term.

1.6 Fixed assets

Items of equipment costing less than £300 are not treated as fixed assets, but are fully written off in the year of purchase.

Depreciation is provided from the date of purchase on a straight line basis on cost as follows:-

- Leasehold improvements	Remaining period of lease
- Computer equipment	25% per annum
- Fixtures and fittings	20% per annum
- Motor vehicles	20% per annum

The freehold properties have been revalued on an existing use basis. Depreciation has been provided for at the rate of 2% per annum on the buildings element contained within the revalued amount. The portfolio of freehold properties is revalued every 5 years and have been revalued as at 21 February 2024 by Colliers International by Nicolaus White MRICS & Adam Lenton MRICS.

Impairment reviews of property, plant and equipment are undertaken if there are indications that the carrying values may not be recoverable or that the recoverable amounts may be less than the asset's carrying value.

Obsolescence reviews of computer equipment and fixtures and fittings are undertaken for assets fully depreciated for more than a financial year beyond full write down, and are treated as disposals in all but exceptional circumstances.

1.7 Current liabilities

Liabilities are recognised when the charity has an obligation to make payment to a third party. Capital repayments due on long-term loans, relating to instalments due in the next twelve months, are treated as current liabilities.

1.8 Tax status

Avante Care & Support is a registered charity and is exempt from taxation on its income and gains to the extent that they are applied in pursuance of the charitable purposes.

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

1.9 Going concern

The Charity has adequate resources to continue in operational existence for the foreseeable future. There are considerable cash reserves and, whilst the Charity has loan financing, this is secured against the fixed assets of the charity which have a greater value than the loan.
New funding arrangements were agreed with HSBC Bank Plc and the Barclays loan was repaid in April 2024.
All covenant tests were met in the year. Forecasts carried out as part of the year ended 31st March 2025 showed that all covenant tests will be met going forwards. This combined with the cash flow forecast showing adequate reserves have lead Management and Trustees to conclude that it is appropriate to prepare the accounts on a going concern basis.

1.10 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, Trustees are required to make judgements, estimates and 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 on-going basis. Revision 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 the current and future periods.

The defined benefit pension schemes are revalued every three years and are also subject to annual valuations under FRS102. Management and Trustees review the valuations and assumptions each year in order to ensure they are felt to be reasonable. The figures involved are significant and can change year on year due to investment performance and changes in actuarial assumptions.
Two schemes, Royal Borough of Greenwich and London Borough of Bexley were exited during the year and therefore the cessation valuation is shown.
In the view of the Trustees, with exception of the pensions estimates referred to above, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the Balance Sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

1.11 Financial instruments

The Charity 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 the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits (funds held in instant access deposit accounts) and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's short and long term creditors excluding deferred income. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

Derivative financial instruments relate to interest rate swaps and are recognised at fair value and historically have been revalued annually at the reporting date using a valuation technique provided by the bank, with any gains or losses being reported in profit or loss. The interest rate SWAPs were terminated in March 2024 and are therefore shown at a nil value.

	2025	***2024***
Financial assets held at amortised cost	**£**	**£**
Debtors	4,520,884	*7,085,641*
Short-term deposits	2,288,952	*5,310,949*
Cash at bank and in hand	3,326,898	*7,410,517*
Less prepayments	(954,916)	*(775,192)*
	9,181,818	***19,031,915***

	2025	*2024*
Financial liabilities held at amortised cost	**£**	**£**
Current creditors and accruals	6,419,840	*5,556,067*
Less deferred income	(381,571)	*(352,824)*
Bank loans	1,000,000	*6,642,297*
	7,038,269	***11,845,540***

1.12 Government Grants

Government grants are included in accordance with the performance model applicable under the Charities SORP 2019.

1.13 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing bid price. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

1.14 Current Assets

Debtors are recognised at the settlement amounts due to the charitable company after any discount offered.

Prepayments are valued at the amount prepaid net of any discounts due.

Accrued income and tax recoverable is held at the best estimate of the amounts receivable as the balance sheet date.

1.15 Pension Scheme Accounting

The charitable company contributes towards defined contribution pension plans alongside defined benefit schemes and multi-employer schemes.

The costs of the defined contribution schemes are included within staff costs and charged to appropriate funds of the charity. The charitable company has no liability beyond making contributions and paying across deductions from employees.

The multi-employer scheme and defined benefit schemes are described in more detail in note 16 to the accounts.

2 Income

	2025	*2024*
Charitable activities	**£**	**£**
Care Homes	41,133,134	*34,939,481*
Home Care & Support	2,563,278	*2,459,755*
	43,696,412	***37,399,236***

	2025	*2024*
Donations, legacies and grants	**£**	**£**
Charitable Donation	21,720	*6,830,398*
	21,720	**6,830,398**

3 Expenditure

3.1 Analysis of total expenditure

	Staff costs	Other direct costs	Support costs	Governance	Total 2025
Charitable activities	**£**	**£**	**£**	**£**	**£**
Care Homes	26,623,216	9,605,164	4,035,639	608,774	40,872,793
Home Care & Support	1,929,711	331,363	290,939	37,937	2,589,950
	28,552,927	**9,936,527**	**4,326,578**	**646,711**	**43,462,743**

	Staff costs	*Other direct costs*	*Support costs*	*Governance*	*Total 2024*
Charitable activities	**£**	**£**	**£**	**£**	**£**
Care Homes	*23,994,686*	*8,570,810*	*1,559,417*	*306,723*	*34,431,636*
Home Care & Support	*2,081,595*	*352,277*	*151,465*	*21,593*	*2,606,930*
	26,076,281	***8,923,087***	***1,710,882***	***328,316***	***37,038,566***

Included within total expenditure is £22,029 (2023 £30,005) of restricted expenditure and £43,440,714 (2023: £37,008,560) of unrestricted expenditure.

3.2 Analysis of support costs

	Care Homes	Home Care & Support	Total 2025	*Care Homes*	*Home Care & Support*	*Total 2024*
	£	**£**	**£**	**£**	**£**	**£**
Staff costs	2,327,551	167,799	2,495,350	*(148,491)*	*(14,423)*	*(162,914)*
Premises	129,359	9,326	138,685	*161,148*	*15,652*	*176,800*
Operating costs	1,565,670	112,873	1,678,543	*1,533,999*	*148,997*	*1,682,996*
Depreciation	13,059	941	14,000	*12,761*	*1,239*	*14,000*
	4,035,639	**290,939**	**4,326,578**	***1,559,417***	***151,465***	***1,710,882***

Notes to the Accounts

for the year ended 31 March 2025

3.3 Analysis of governance costs

	Care Homes	Home Care & Support	Total 2025	*Care Homes*	*Home Care & Support*	*Total 2024*
	£	£	£	£	£	£
Support costs	293,804	18,309	312,113	*13,263*	*934*	*14,197*
Audit	42,727	2,663	45,390	*35,519*	*2,501*	*38,020*
Valuations	15,455	963	16,418	*19,457*	*1,370*	*20,827*
Trustee expenses	16,900	1,053	17,953	*3,300*	*232*	*3,532*
Other	(55,376)	(3,451)	(58,827)	*(36,383)*	*(2,561)*	*(38,944)*
Strategy	295,265	18,400	313,665	*271,567*	*19,118*	*290,685*
	608,775	**37,937**	**646,712**	***306,723***	***21,594***	***328,317***

3.4 Auditor remuneration

		2025	*2024*
Total remuneration payable to the charity's auditor in the period:		£	£
Statutory audit:	Charity	35,000	*32,670*
	Subsidiary	7,000	*5,350*
		42,000	***38,020***
Non-audit services:		8,171	*59,180*

3.5 Net Income

		2025	*2024*
Net income is stated after charging:		£	£
Operating lease payments		1,774,860	*1,027,640*
Profit on sale of fixed assets		-	*(5,491)*
Depreciation		1,591,471	*1,328,051*
Auditors remuneration	Audit	42,000	*38,020*
VAT Advice	Additional work by previous auditors	8,171	*59,180*
		3,416,502	**2,447,400**

4 Interest payable

	2025	*2024*
	£	£
On bank loans and overdrafts	154,116	*416,103*
	154,116	***416,103***

5 Operating leases

These are the commitments for operating leases during the coming year in respect of leases terminating:

		2025	*2024*
		£	£
Under 1 year:	Land and buildings	1,775,907	*1,699,475*
	Others (motor vehicles, photocopiers, franking machines)	32,432	*46,170*
Within 2 to 5 years:	Land and buildings	7,292,149	*6,927,654*
	Others (motor vehicles, photocopiers, franking machines)	99,171	*87,970*
Over 5 years:	Land and buildings	44,296,347	*44,137,810*
	Others (motor vehicles, photocopiers, franking machines)	-	-
		53,496,006	***52,899,079***

During the year costs of £1,774,860 were incurred against the operating leases listed above (2024: £684,372).

6 Fixed assets

Consolidated and Charity

6.1 Analysis of movement of fixed assets

	Freehold Property	Leasehold Improv'ts	Computer Equipment	Fixtures & Fittings	Motor Vehicles	Work in Progress	Total
Cost/valuation	£	£	£	£	£	£	£
At 01.04.2024 Restated	70,256,726	652,042	880,415	3,173,082	185,184	632,312	75,779,761
Additions	434,330	90,340	86,483	922,784	148,547	5,420,652	7,103,136
Disposals	-	-	(667,667)	(411,449)	(38,032)	-	(1,117,148)
At 31.03.2025	70,691,056	742,382	299,231	3,684,417	295,699	6,052,964	81,765,749
Depreciation							
At 01.04.2024 Restated	116,045	37,424	723,103	1,308,988	150,993	-	2,336,553
Charge for year	834,772	20,068	76,532	636,989	23,110	-	1,591,471
Disposals	-	-	(667,667)	(411,449)	(38,032)	-	(1,117,148)
Revaluations/Impairments	-	-	-	-	-	-	-
At 31.03.2025	950,817	57,492	131,968	1,534,528	136,071	-	2,810,876
Net book value							
As at 31.03.2025	69,740,239	684,890	167,263	2,149,889	159,628	6,052,964	78,954,873
As at 01.04.2024 Restated	*70,140,681*	*614,618*	*157,312*	*1,864,094*	*34,191*	*632,312*	*73,443,208*

The portfolio of properties was subject to a 5-yearly revaluation as at 21.02.2024. This was carried out by independent valuers, Colliers International by Nicolaus White MRICS & Adam Lenton MRICS. Colliers valued the properties at their market value on the assumption they are fully operational and equipped to achieve their trading potential and are free from encumbrance.

The Work in Progress Additions figure of £5,420,652 relates to ongoing project works at Westgate-on-Sea.

6.2 Disposal of fixed assets

Disposals of computer equipment and fixtures & fittings partly represent the removal from the register of old, obsolete and fully depreciated assets (see note 1.6).
Disposals of Motor Vehicles represent the sale of a van as replaced by a new one and the sale of a minibus due to be scrapped.

6.3 Comparable historic cost

If the freehold and long leasehold properties had not been included at valuation they would have been included under the historical cost convention as follows:

	2025	*2024*
	£	£
Cost	57,831,287	*51,976,304*
Accumulated depreciation	(13,446,710)	*(12,562,700)*
Net book value	**44,384,577**	***39,413,604***

6.4 Capital commitments

Capital expenditure contracted for, unpaid at the year end and not provided for in the financial statements as at 31st March 2025 was £4,769,200 (2024: £Nil)

7 Current debtors

	2025		2024	
	Consolidated	Charity Only	*Consolidated*	*Charity Only*
	£	£	£	£
Trade debtors	2,947,055	1,836,752	*2,355,841*	*1,107,631*
Other debtors	-	-	*11,175*	*11,175*
Pension scheme settlement	-	-	*3,077,050*	*3,077,050*
Prepayments	954,916	954,916	*775,192*	*775,192*
Accrued income	618,913	117,127	*866,383*	*140,804*
	4,520,884	**2,908,795**	***7,085,641***	***5,111,852***

8 Current creditors and accruals

	2025		2024	
	Consolidated	Charity Only	*Consolidated*	*Charity Only*
	£	£	£	£
Trade creditors	750,306	750,306	*847,699*	*847,699*
Other taxes and social security	1,085,761	1,085,761	*855,563*	*855,563*
Other creditors	1,814,933	1,814,933	*1,593,811*	*1,593,811*
Pension Liability	-	-	*229,000*	*229,000*
Accruals	3,473,030	3,473,030	*2,532,733*	*2,532,733*
Deferred income (note 9)	381,571	381,571	*352,824*	*352,824*
	7,505,601	**7,505,601**	***6,411,630***	***6,411,630***

9 Deferred income accruals

Consolidated and Charity	Care fees	Cash in advance	Others	Total 2025
	£	£	£	£
Brought forward at 01.04.2024	180,279	172,544	-	352,823
Released in current year	(180,279)	(172,544)	-	(352,823)
Arising at 31.03.2025	335,321	46,250	-	381,571
Consolidated as at 31.03.2025	**335,321**	**46,250**	**-**	**381,571**
Charity only as at 31.03.2025	286,449	39,768	-	326,217

	Care fees	*Cash in advance*	*Others*	*Total 2024*
	£	*£*	*£*	*£*
Brought forward at 01.04.2023	*244,144*	*108,087*	-	*352,231*
Released in current year	*(244,144)*	*(108,087)*	-	*(352,231)*
Arising at 31.03.2024	*180,279*	*172,544*	-	*352,823*
Consolidated as at 31.03.2024	***180,279***	***172,544***	**-**	***352,823***
Charity only as at 31.03.2024	*106,632*	*22,533*	-	*129,165*

All deferred income at 31.03.2025 is in respect of fees or grants invoiced on or prior to 31.03.2025 but relating to periods after 31.03.2025, or payments in advance pending invoicing or contract reconciliation.

10 Creditors: Amounts falling due after more than one year

	2025	*2024*
	£	*£*
Bank loans	950,000	*5,943,108*
	950,000	***5,943,108***

	Contractual obligation at 31.03.2025	*at 31.03.2024*
The total bank loans are repayable as follows:	£	*£*
Within one year	50,000	*699,189*
Between one and two years	400,000	*699,189*
Between two and five years	550,000	*2,097,568*
After five years	-	*3,146,351*
	1,000,000	***6,642,297***

All loans and overdrafts are secured by a fixed and floating charge over the freehold property of the charity, the net book value of the properties charged being £69,740,239 (2024: £70,140,681).

On 9th April 2024 Avante refinanced and repaid its outstanding loans to Barclays Bank. New facilities were agreed with HSBC Bank; a term loan of £8m and a Development Loan of £4m for the Westgate on Sea Care Home.

11 Residents' bank accounts

The Charity administers holding bank accounts on behalf of residents for the receipt and payment of the residents' Personal Allowances. These accounts have not been reflected in these financial statements as an asset or liability. The value held at 31.03.2025 was £22,050 (2024: £16,388).

12 Contingent liabilities

There are no known contingent liabilities arising from contract disputes (2024: £nil).

13 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total 2025 £
Tangible fixed assets	78,954,873	-	78,954,873
Net current assets (excluding bank loans and swaps liability)	2,565,678	65,455	2,631,133
Bank loans	(1,000,000)	-	(1,000,000)
Pension liabilities	(852,000)	-	(852,000)
	79,668,551	**65,455**	**79,734,006**

	Unrestricted funds £	*Restricted funds £*	*Total 2024 £*
Tangible fixed assets	*73,482,467*	-	*73,482,467*
Net current assets (excluding bank loans and swaps liability)	*13,329,713*	*65,764*	*13,395,477*
Bank loans	*(6,642,297)*	-	*(6,642,297)*
Pension liabilities	*(1,072,000)*	-	*(1,072,000)*
	79,097,883	***65,764***	***79,163,647***

14 Funds analysis

	Unrestricted funds * £	Revaluation/ Capital reserve £	Restricted funds £	2025 Total £
Brought forward at 01.04.2024	55,085,660	24,012,223	65,764	79,163,647
Net income/(Expenditure)	494,669	-	(309)	494,360
Revaluation gain/(loss) on Property	-	-	-	-
Actuarial gain on pension liability	76,000	-	-	76,000
Carried forward at 31.03.2025	**55,656,329**	**24,012,223**	**65,455**	**79,734,007**

	*Unrestricted funds **	*Revaluation/ Capital reserve*	*Restricted funds*	*2024*
	£	*£*	*£*	*£*
Brought forward at 01.04.2023	*44,039,712*	*15,138,672*	*65,371*	*59,243,755*
Net income/(Expenditure)	*7,502,060*	-	*393*	*7,502,453*
Revaluation gain/(loss) on Property	*3,257,690*	*6,545,391*		*9,803,081*
Actuarial gain on pension liability	*2,614,358*	-	-	*2,614,358*
Movement between reserves	*(2,328,160)*	*2,328,160*		-
Carried forward at 31.03.2024	***55,085,660***	***24,012,223***	***65,764***	***79,163,647***

The revaluation reserve is the revaluation surplus on the freehold property. The freehold properties were revalued by Colliers, surveyors and valuers, on an existing use basis in February 2024. Previous valuations were carried out in March 2019, June 2014, March 2010, March 2005, March 2000 and June 1997.

Avante's policy is to revalue freehold property every 5 years and the next valuation will therefore be carried out as at 31 March 2029.

The movement on restricted funds represents the net transactions for the year through amenity fund cash and bank accounts for the eleven homes. The amenity funds, which are generated from fundraising activities for and by the individual homes, are treated as restricted funds for use by the individual homes concerned.

* Unrestricted funds are shown above after deduction of the FRS 102 pension deficits.

15 Trustee and employee information

15.1 Trustee information

No remuneration was paid to the Trustees during the year to 31st March 2025, (2024: £nil). Travel and training expenses of £562 in total were paid to 10 trustees during the year (2024: £3,532, to 10 trustees).
Payments totalling £17,392 were made in the year in respect of trustee recruitment. (2024: £Nil)
A payment of £19,022 was made in the year in respect of management liability insurance covering trustees and management (2024: £16,633).

15.2 Employee information

	2025	***2024***
	£	**£**
Employee costs during the year were:		
Salaries and wages	25,158,101	*21,722,241*
Agency costs	3,232,853	*1,873,615*
Staff recruitment and training	380,896	*405,486*
Employer's social security costs	2,059,547	*1,697,075*
Employer's pension costs	878,492	*635,254*
	31,709,889	***26,333,671***
Analysed as:		
Charitable activities	28,588,762	*26,191,703*
Support costs	2,495,350	*(162,914)*
Governance costs	625,777	*304,882*
	31,709,889	***26,333,671***
Included in employee costs above are redundancy payments of:	28,787	*17,334*

Senior management

The number of employees whose emoluments for the year fell within each of £10,000 from £60,000 upwards was as follows:

	Number of employees	
Emoluments:	**2025**	***2024***
£60,000 to £70,000	7	*6*
£70,000 to £80,000	3	*2*
£80,000 to £90,000	1	*1*
£90,000 to £100,000	0	*1*
£100,000 to £110,000	1	*-*
£110,000 to £120,000	1	*2*
£120,000 to £130,000	2	*-*
£130,000 to £140,000	0	*-*
£140,000 to £150,000	1	*2*
£150,000 to £160,000	1	*-*

Number of employees

The average number of persons employed during the year was:

	2025	***2024***
Care & Support	1,000	*962*
Home Care & Support	123	*136*
Corporate	62	*58*
	1,185	*1,156*

The average number of full time equivalent persons employed during the year was:

	2025	***2024***
Care & Support	810	*751*
Home Care & Support	64	*71*
Corporate	53	*56*
	927	*878*

Remuneration of key management personnel

The key management personnel of the Charity comprise the Managing Director, Finance Director, Director of People & Organisational Development Director of Quality, Director of Care Operations and Property & Development Director. The total employee benefits of the key management personnel of the Charity (including National Insurance) were £1,006,323 (2024: £958,199) of which £140,749 related to employer's pension costs (2024: £92,625).

16 Pension commitments and FRS 102 disclosures

Avante Care & Support participates in the pension schemes which are named below in the contributions table. The costs are charged to the Statement of Financial Activities as and when they are paid on a monthly basis. The pension cost charge for the period is detailed below. FRS 102 is fully effective and the following disclosures are required:

Pension liability

The liabilities of the SHPS defined benefit pension scheme is shown on the balance sheet under long-term liabilities. The liabilities for Avante's share of the scheme deficit with the local authority pension scheme and the net present value of future deficit contributions on the SHPS scheme are as follows:

	2024	Other Movements	Actuarial (gain)/loss	2025
	£	£	£	£
Kent County Council (KCC LGPS)	-	136,000	(136,000)	-
Social Housing Pension Scheme (SHPS)	1,072,000	(280,000)	60,000	852,000
	1,072,000	**(144,000)**	**(76,000)**	**852,000**

	Rate of Contribution		2025 cost	E'ees in scheme at 31.03.25
	Employer's	Employee's	£	
SHPS CARE/60th (commenced 01.07.2020)	22.8%	10.2%	121,458	3
SHPS CARE/80th	17.2%	7.7%	348,501	9
Peoples Pension	3.0%	4.0%	415,753	904
SHPS defined contribution scheme	up to 8.00%	Variable	66,387	15
KCC pensions (LGPS)	46.5%	5.8%, 6.5, 6.8 %	40,167	2
			992,266	**933**

Analysis of scheme costs by scheme type

- Defined Contribution	482,140
- Defined Benefit	510,126
	992,266

16.1 Defined contribution schemes

Avante Care & Support participates in two defined contribution schemes provided by The Pensions Trust and Peoples Pension which is used for auto enrolment.

16.2 Defined benefit schemes

Avante Care & Support participates in two defined benefit pension schemes, all of which are detailed below:

Local Government Pension Schemes

The following defined benefit scheme, is a Local Government Pension Schemes which is a multi-employer scheme.

KENT COUNTY COUNCIL

The KCC LGPS is a funded defined benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2025 was £46,000 (2024: £42,000), of which employer's contributions totalled £40,000 (2024: £37,000) and employees' contributions totalled £6,000 (2024: £5,000). The agreed contribution rates for future years are 46.5% for employers and 5.8%, 6.5, 6.8 % for employees.

The last formal valuation of the scheme was performed at 31 March 2022 by a professionally qualified actuary. The valuation revealed a surplus of £1.33m giving a funding level of 116.7% (compared to £450k at 105.4% as at 31 March 2019).

To assess the value of the Employer's liabilities at 31 March 2025, the value of the Employer's liabilities calculated for the funding valuation at 31 March 2023 has been rolled forward, using financial assumptions that comply with FRS102.
Avante's estimated net asset is £1628,000 as per the FRS102 valuation as at 31 March 2025 (2024: asset £1091,000).
The defined benefit pension scheme is in surplus at the year-end. However, in accordance with FRS 102, the surplus has not been recognised as an asset in the balance sheet as Avante does not have an unconditional right to a refund or a reduction in future contributions.

The major assumptions used were:

	31.03.2025	31.03.2024	31.03.2023
Financial assumptions	**% pa**	**% pa**	**% pa**
Pension increases (CPI)	2.95	2.95	2.90
Salary increases	3.95	3.95	3.90
Discount rate	5.65	4.85	4.80

Mortality

Life expectancy is based on the S3PA tables with a multiplier of 110% for males and 115% for females. These base tables are then projected using the CMI 2020 Model, allowing for a long-term rate of improvement of 1.25% pa, smoothing parameter of 7.5, an initial addition parameter of 0.5% pa and a 2020 weighting of 25%. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	31.03.2025	*31.03.2024*
Retiring today		
Males	20.7	20.8
Females	23.3	23.3
Retiring in 20 years		
Males	22.0	22.0
Females	24.7	24.7

Notes to the Accounts

for the year ended 31 March 2025

Balance sheet disclosures

Fair value of employer assets	**31.03.2025 £'000s**	***31.03.2024 £'000s***
Equities	4,979	*5,207*
Gilts	518	*656*
Bonds	1,300	*1,289*
Property	716	*803*
Cash	346	*143*
Target return portfolio	447	*452*
Infrastructure	438	*401*
	8,744	*8,951*

Balance sheet	**£'000s**	***£'000s***
Fair value of employer assets	8,744	8,951
Present value of funded liabilities	(7,116)	(7,910)
Restriction of Asset to Pension Asset Ceiling	(1,628)	(1,041)
	-	-

Revenue account costs

	Year to:	**31.03.2025**	***31.03.2024***
Revenue account recognition		**£'000s**	***£'000s***
Current service cost		18	36
Net interest on the defined liability (asset)		(1)	(49)
Administration expenses		8	8
		25	*(5)*

	Year to:	**31.03.2025**	***31.03.2024***
Reconciliation of defined benefit obligation		**£'000s**	***£'000s***
Opening defined benefit obligation		7,910	*8,122*
Current service cost		18	*36*
Interest cost		371	*377*
Contributions by members		6	*5*
Experience loss/(gain) on defined benefit obligation		(23)	*26*
Past service costs, including curtailments		-	-
Changes in financial assumptions		(611)	*(4)*
Change in demographic assumption		(22)	*(122)*
Estimated benefits paid		(533)	*(530)*
Closing defined benefit obligation		7,116	*7,910*

	Year to:	31.03.2025	*31.03.2024*
Reconciliation of opening & closing balances of the fair value of Fund assets		**£'000s**	***£'000s***
Opening fair value of Fund assets		8,951	*9,113*
Interest on assets		422	426
Return on assets less interest		(134)	(92)
Other actuarial gains/(losses)		-	-
Contributions by Scheme participants and other employers		6	5
Contributions by employer including unfunded		40	37
Estimated benefits paid plus unfunded net of transfers in		(533)	(530)
Administration expenses		(8)	(8)
Closing fair value of Fund assets		8,744	*8,951*

	31.03.2025	31.03.2024	31.03.2023	31.03.2022	31.03.2021
Amounts for current & previous periods	**£'000s**	**£'000s**	**£'000s**	**£'000s**	**£'000s**
Defined benefit obligation	(7,116)	(7,698)	(7,910)	(10,859)	(11,373)
Scheme assets	8,744	8,789	8,951	9,478	9,635
Surplus/(deficit)	1,628	1,091	1,041	(1,381)	(1,738)

	Year to:	31.03.2026
Projected expense		**£'000s**
Service cost		15
Net interest on the defined liability (asset)		(10)
Administration expenses		8
		13
Employer contributions		40

Sensitivity analysis

The following tables set out the impact of a small change in the rates on the defined benefit obligation and projected service cost:

	Year to:	31.03.2025	
		£'000s	
Adjustment to discount rate	+0.1%	0.0%	(0.1%)
Present value total obligation	7,045	7,116	7,188
Projected service cost	15	15	16
Adjustment to long term salary increase	+0.1%	0.0%	(0.1%)
Present value total obligation	7,118	7,116	7,114
Projected service cost	15	15	15
Adjustment to pension increases and deferred revaluation	+0.1%	0.0%	(0.1%)
Present value total obligation	7,188	7,116	7,045
Projected service cost	16	15	15
Adjustment to life expectancy assumptions	+1 Year	None	-1 Year
Present value total obligation	7,470	7,116	6,780
Projected service cost	16	15	15

	31.03.2025	*31.03.2024*
Remeasurement of the net assets / (defined liability)	**£'000s**	***£'000s***
Return on Fund assets in excess of interest	(134)	(92)
Other actuarial gains/(losses) on assets	-	-
Change in financial assumptions	611	4
Experience gain/(loss) on defined benefit obligation	23	(26)
Change in demographic assumptions	22	122
Changes in effect of asset ceiling	(386)	(1,041)
Remeasurement of the (defined liability)/net assets	**136**	***(1,033)***

THE PENSIONS TRUST - SOCIAL HOUSING PENSION SCHEME

The company participates in the scheme, a multi-employer scheme which provides benefits to some 500 non-associated employers. The scheme is a defined benefit scheme in the UK.

The scheme is subject to the funding legislation outlined in the Pension Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupation pension schemes in the UK.

The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2022. This valuation revealed a deficit of £1,560m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

As at 31 March 2025 total scheme liabilities were £5,388,000, scheme assets were £4,536,000 giving a deficit of £(852,000) (2024: £(1,072,000))

The total contribution made for the year ended 31 March 2025 was £468,000 (2024: £474,000), of which employer's contributions totalled £468,000 (2024: £474,000) and employees contributions totalled £0 (2024: £0). The agreed contribution rates for future years are 6.0% - 9.5% for employers and 5.0% for employees.

	Year to:	31.03.2025	*31.03.2024*
Fair value of plan assets, present values of DB obligation, and DB asset (liability)		**£'000s**	***£'000s***
Fair value of plan assets		4,536	4,495
Present value of defined benefit obligation		5,388	5,567
Deficit in plan		(852)	(1,072)
Defined benefit liability to be recognised		(852)	(1,072)

	Year to:	31.03.2025
Reconciliation of opening and closing balances of the defined benefit obligation		**£'000s**
Defined benefit obligation at start of period		5,567
Current service cost		137
Expenses		7
Interest expense		267
Contributions by plan participants		-
Actuarial losses (gains) due to scheme experience		216
Actuarial losses (gains) due to changes in demographic assumptions		-
Actuarial losses (gains) due to changes in financial assumptions		(521)
Benefits paid and expenses		(285)
Defined benefit obligation at end of period		**5,388**

	Year to:	31.03.2025
Reconciliation of opening and closing balances of the fair value of plan assets		**£'000s**
Fair value of plan assets at start of period		4,495
Interest income		223
Experience on plan assets (excluding amounts included in interest income) - gain (loss)		(365)
Contributions by the employer		468
Contributions by plan participants		-
Benefits paid and expenses		(285)
Fair value of plan assets at end of period		**4,536**

The actual return on the plan assets (including any changes in share of assets) over the period ended 31 March 2025 was £630,000.

	Year to:	31.03.2025
Defined benefit costs recognised in Statement of Comprehensive Income (SOCI)		**£'000s**
Current service cost		137
Expenses		7
Net interest expense		44
Defined benefit costs recognised in Statement of Comprehensive Income (SoCI)		**188**

	Year to:	31.03.2025
Defined benefit costs recognised in Other Comprehensive Income (OCI)		**£'000s**
Experience on plan assets (excluding amounts included in net interest cost) - gain (loss)		(365)
Experience gains and losses arising on the plan liabilities - gain (loss)		(216)
Effects of changes in the demographic assumptions underlying the present value of the DB obligation - gain (loss)		-
Effects of changes in the financial assumptions underlying the present value of the DB obligation - gain (loss)		521
Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - gain (loss)		(60)
Total amount recognised in Other Comprehensive Income - gain (loss)		**(60)**

Notes to the Accounts

for the year ended 31 March 2025

	Year to:	31.03.2025	*31.03.2024*
Assets		**£'000s**	***£'000s***
Global Equity		508	448
Absolute Return		-	176
Distressed Opportunities		-	158
Credit Relative Value		-	147
Alternative Risk Premia		-	143
Liquid Alternatives		841	-
Emerging Markets Debt		-	58
Risk Sharing		-	263
Insurance-Linked Securities		14	23
Property		227	180
Infrastructure		1	454
Private Equity		4	4
Real Assets		543	-
Private Debt		-	177
Opportunistic Illiquid Credit		-	176
Private Credit		555	-
Credit		173	-
Investment Grade Credit		140	-
High Yield		-	1
Opportunistic Credit		-	-
Cash		62	89
Corporate Bond Fund		-	-
Liquid Credit		-	-
Long Lease Property		1	29
Secured Income		76	134
Liability Driven Investment		1,374	1,829
Currency Hedging		7	(2)
Net Current Assets		10	8
Total assets		**4,536**	***4,495***

None of the fair values of the assets shown above include any direct investments in the employer's own financial instruments or any Property occupied by, or other assets used by, the employer.

	Year to:	31.03.2025	*31.03.2024*
Key Assumptions		**% pa**	**% pa**
Discount Rate		5.73	4.87
Inflation (RPI)		3.13	3.19
Inflation (CPI)		2.76	2.76
Salary Growth		3.76	3.76
Allowance for commutation of pension for cash at retirement		75% of max allowance	75% of max allowance

	Year to:	31.03.2025
Mortality assumptions adopted at 31.03.25 imply the following life expectancies at age 65		**Expectancy**
Male retiring in 2025		20.5
Female retiring in 2025		23.0
Male retiring in 2045		21.7
Female retiring in 2045		24.5

17 Related parties

There have been no related party transactions that require disclosure other than transactions with the wholly owned subsidiary company, Avante Care Services Ltd (a limited company that carries out trading activities on behalf of the charity registered in England & Wales no. 09402720).
Transactions as below:

	Avante Care Services Ltd	
	2025	***2024***
	£	**£**
Balance at 01.04.2024	2,307,199	*2,362,099*
Recharges to Subsidiary	20,888,970	*16,845,211*
Management charge to Subsidiary	208,890	*168,452*
Repayments from Subsidiary	(22,163,554)	*(17,421,095)*
Gift Aid due to parent	437,160	*352,533*
Balance at 31.03.2025	1,678,665	*2,307,200*

Summary of Balance Sheet	Avante Care Services Ltd	
	2025	***2024***
	£	**£**
Current assets	1,678,664	2,307,200
Current liabilities	(1,678,665)	(2,307,200)
Net current assets/(liabilities)	(1)	-
Capital and reserves	(1)	-

Summary of Income and Retained Earnings	Avante Care Services Ltd	
	2025	***2024***
	£	**£**
Turnover	21,535,020	*17,366,196*
Cost of sales	(20,888,970)	*(16,845,211)*
Management fee	(208,890)	*(168,452)*
Gift Aid donation	(437,160)	*(352,533)*
Retained earnings at end of period	**-**	**-**

18 PRIOR PERIOD ADJUSTMENT

During the current financial year, management identified an error in the financial statements for the year ended 31 March 2024. The error related to do with the bought forward depreciation not being reversed upon revaluation.. This misstatement resulted in an understatement of tangible fixed assets and an understatement of revaluation gain in the prior year and general reserves.
The comparative figures have been restated to correct this error. The impact of the restatement is as follows:

Impact on Statement of Financial Position as at 31 March 2024:

Item	As Previously Reported	Adjustment	Restated
Tangible Fixed assets	70,224,778	3,257,688	73,482,466
General Funds	75,840,195	3,257,688	79,097,883

Impact on Statement of Profit or Loss for the year ended 31 March 2024:

Item	As Previously Reported	Adjustment	Restated
Revaluation Gain	6,545,392	3,257,688	9,803,080
Net movement on funds	16,662,203	3,257,688	19,919,891

AVANTE CARE AND SUPPORT LIMITED

England & Wales - Charity number 1002727

Accounts

Annual Report and Financial Statements

for the year ended 31 March 2024

Avante Care and Support Limited

avante
care & support
'Everyone Matters'

Registered Office:
De Gelsey House
1 Jubilee Way
Faversham
Kent
ME13 8GD

Company No. 2565021 / Charity No. 1002727

Contents

for the year ended 31 March 2024

> Chair's introduction 1

> Report of the Board of Trustees: Reference and administration details 2

> Report of the Board of Trustees: Governance, structure and management 3

> Report of the Board of Trustees: Statement of Public Benefit, Objectives and Activities 4

> Report of the Board of Trustees: Strategic report 7

> Independent auditor's report 15

> Simplified operating statement 19

> Consolidated statement of financial activities (SOFA) 20

> Balance sheets 21

> Consolidated cash flow statement 22

> Notes to the accounts 23

Chair's Introduction

This is my second Chair's Introduction since taking over as Chair of Avante. It remains a great honour to carry out this role. 2023 - 2024 has been another challenging year for Avante as it has continued the recovery from the pandemic and the major incident of the previous year.

This has been undertaken in the context of an increasingly difficult financial environment. This has affected the whole of social care and is by no means unique to Avante. I referred in my introduction to last year's report to the question of local authority finances reaching more critical levels. Little has happened in the intervening year to alleviate this situation, if anything it has grown more acute. From Avante's perspective, it, primarily, has relationships with four local authorities and there are differences in how each attempts to work with us so it is difficult to generalise too much. As I also said in my introduction to last year's report this remains unhelpful for the care sector's and Avante's need to achieve a fair price for care. Unfortunately, there seems little cause for optimism that the situation will improve quickly.

I also referred in last year's introduction to the issues of recruitment and retention. This continues to be an area of concern for the social care sector. The situation has been complicated by new legislation which has made the recruitment of staff from overseas more complicated. Whilst Avante is not immune from these problems, this has been a relatively successful year which has seen continued development in achieving a more stable staff team and further reductions in the use of agency staff. Each location of Avante's services has its own unique challenges in this field, be it the differences in employment in urban compared to rural areas and in the specifics of the local competition. The Executive Management Team and local managers have been highly creative and imaginative in finding ways to address this problem which places Avante in a relatively healthy position, but it requires constant work and attention to keep ahead of the trends.

All of this has been in the context of Avante's plans for growth and taking opportunities. It was a great pleasure and honour to welcome Barnes Lodge in Tonbridge into the Avante family, having concluded the transfer from its previous operators who were also a charity. Barnes Lodge is a splendid home offering great commitment to its residents. I, and other trustees, have visited on a number of occasions and have been very impressed and pleased with what we have seen and experienced. As part of the same arrangement Avante has taken over the Extra Care service providing Home Care services to residents of extra care sheltered housing.

This has been in keeping with a major initiative within the organisation on Home Care, to re-state it at the centre of Avante's services. This has been very successful and the team have demonstrated enormous commitment and determination to take the service forward.

This has been a relatively quiet year in terms of full CQC inspections as they get back up to speed, but there have been successes along the way. This has not meant any lessening of the drive towards improved quality across the board with our own audits and specific support activity from the Quality Team. We have welcomed Nick Barker as the new Director of Quality. Nick has already made a great impact on the work of Avante.

Alongside all of this has been the continued implementation of a new electronic care planning system across all homes. This has been a major undertaking which went extremely well. More importantly it appears to have been almost universally welcomed by the staff who use it freeing up more time to spend with residents. In addition, the roll out of the new medicines management system is under way.

We continue to promote the Eden Alternative as our Philosophy of Care, providing highly personalised care and a life affirming experience for our service users. When I visit our services, I often see this so clearly being put into practice.

Avante continues to look forward with advanced plans regarding the construction of new homes and other new opportunities.

This past year has been eventful in many ways and at times has put the organisation under great strain. It has, however, come through strongly and we look forward to an exciting year ahead.

Andrew Ireland

Andrew Ireland (Wed, 29th Jan 2025 21:16:03 GMT)

Andrew Ireland

Avante Care and Support Limited

Report of the Board of Trustees
for the year ended 31 March 2024

The Board presents the consolidated report and financial statements of Avante Care and Support for the year ended 31 March 2024. The accounts (financial statements) have been prepared in accordance with the Charities SORP 2019 (FRS102) applicable to charities preparing their accounts in accordance with FRS102 the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK Generally Accepted Accounting Practice. The report and statements also comply with the Companies Act 2006 as Avante Care and Support is a Company limited by guarantee. The Trustees' Report is also a Directors' Report for the purposes of Company Law. The Strategic Report is included at item 5 within this report.

1. Reference & Administration Details

Avante Care and Support Limited was formed in 1990 and is a registered charity and company limited by guarantee.

Board of Trustees[1]

Andrew Ireland	(Appointed Aug 2018)	Chair (Appointed Nov 2022)
Gillian Gibb	(Appointed Jun 2017)	Chair of Care & Quality Committee (Aug 2018) and Deputy Chair (Nov 2022)
Peter Gingell	(Appointed Sep 2020)	Chair of Finance & Resources Committee (Nov 2022)
Stephen King	(Appointed Sep 2020)	
Michael Wilshaw	(Sep 2020 to Sep 2023)	
Joanna Audley	(Mar 2021 to Jun 2023)	
Sureshraj Anandraj	(Appointed Nov 2021)	
Caroline Kaiser	(Appointed Mar 2023)	
Rasheed Ahmad	(Appointed Mar 2023)	
Peter Bannister	(Appointed Mar 2023)	
William Purvis	(Appointed Mar 2023)	

Principal and Registered Office
Avante Care and Support Ltd.
De Gelsey House
1 Jubilee Way
Faversham
Kent ME13 8GD

Auditor	Price Bailey LLP, 3rd Floor, 24 Old Bond St, Mayfair, London W1S 4AP
Bankers	Barclays Bank Plc, Churchill Place, London HSBC Bank Ltd, 105 Mount Pleasant, Tunbridge Wells, Kent, TN1 1QP
Solicitors	Thomson Snell & Passmore, Heathervale House, 2-4 Vale Avenue, Tunbridge Wells, Kent TN1 1DJ Boys & Maughan, India House, Hawley Street, Margate, Kent Pinsent Masons, 30 Crown Place, London EC2A 4ES
Company Number	2565021
Charity Number	1002727

Appointment of Auditor

The Trustees agreed that they would reconsider auditor appointment of Avante Care & Support for the year ending 31 March 2025.

[1] Dates of Appointment are shown in brackets

2. Governance, Structure & Management

2.1 Governance

Avante Care and Support has no share capital and is a registered charity. The guarantee of each member is limited to £1. The governing document is the Articles of Association of the company, which was updated in June 2015 and members of the Board of Trustees are the members and non-executive Directors of the Company.

Avante Care and Support's Articles of Association provide for a minimum of 6 and a maximum of 18 Trustees. Trustees are appointed for a fixed term of three years, with each new appointment to be reviewed after the first year. Trustees shall cease to be Trustees at the end of the fixed term, but may be reappointed up to a maximum of 3 terms or 9 years.

The Board continually keeps under review its membership and the breadth of skills and expertise to ensure proper governance. When required, advertisements for new Trustees are placed with appropriate recruitment agencies. Prior to appointment, potential Trustees will be interviewed and meet with the Chairman and members of the Executive Management Team and Trustees. CVs are circulated to the Board of Trustees and any new appointment is agreed by the Board as a whole. The Board was strengthened by four new Trustees during the year and three Trustees resigned in the year.

When new Trustees are appointed, each Trustee is provided with a Trustee Handbook which contains information, including the organisation's Standing Orders, a number of principal policies and procedures and Charity Commission Guidance. New Trustees meet with the Chairman and individually with the Executive Management Team and are invited to visit the offices and services. Trustees' training needs are assessed and met through attendance at workshops and conferences, coaching with existing Trustees as well as through the provision of regular briefings and policy documents.

During the year the Board of Trustees met on 8 occasions and took part in one Away Day with senior managers which provided more time for members to have detailed discussions on strategy review and development and policy.

The Board has adopted the Charity Governance code and its seven principles are published with each Board Meeting agenda papers. Following an externally managed governance in 2021, all recommended actions were completed by September 2022. A further review will be carried out in 2025 following the release of the updated code.

The Board is supported in its work by the:

- Finance & Resources Committee which met on 4 occasions
- Care & Quality Committee which met on 4 occasions
- Chairman's Group which did not need to meet during the year
- Remuneration Committee which met on 2 occasions during the year

The meetings are generally held on a quarterly basis, with Chairman's Group only meeting when required.

The Remuneration Committee has the fully delegated power of the Board of Trustees to review and amend organisational remuneration policies and is responsible for setting, authorising and reviewing the remuneration of Executive Management Team members. All business of the Committee is minuted, and the minutes are presented to the next Board meeting for discussion and confirmation.

From time to time Executive Management Team salaries are reviewed by benchmarking by an external agency such as Hays. This was carried out in December 2020 and all salary levels were found to be appropriate with no adjustments required. When new team members are appointed, research is undertaken to establish market rates.

It is through the Board of Trustees, the Finance & Resources Committee, the Care & Quality Committee, the Remuneration Committee and the Chairman's Group that the activities of Avante Care and Support are controlled. Each Committee has its own Terms of Reference and their reports and minutes of meetings are a standing agenda item for the full Board meetings.

2.1.1 Disclosure of Information to the Auditor

Insofar as each of the Trustees of the company at the date of approval of this report is aware, there is no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the 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 company's auditor is aware of that information.

2.2 Structure

With effect from January 2016 Avante Care and Support novated most of its Local Authority contracts to its wholly owned subsidiary company, Avante Care Services Limited. The contracts were then subcontracted to the charity to deliver the services in the usual way. This was put in place to ensure that Avante is set up in the most effective way for tax efficiency.

Avante Care Services is a company limited by shares, with Avante Care and Support being the only shareholder. The Managing Director and the Finance Director are the Directors of the subsidiary company. During the year the Inter Company Agreement was reviewed and updated.

Responsibility for the day-to-day management of Avante Care & Support Limited's business is delegated to the Managing Director and, through him, the Executive Management Team as detailed in Standing Orders. The Managing Director is the principal adviser to the Board of Trustees and together with the Executive Management Team reports to them on the organisation's performance against the Strategic and Operational plans approved by the Board each year.

2.3 Management & Staffing

2.3.1 Executive Management Team

The Executive Management Team is collectively responsible for delivering the organisation's Mission and performance in every area of activity.

The members of the Executive Management Team are as follows:-

- The Managing Director, Stuart Cross who is responsible to the Board, supported by the members of the Executive Team, for the strategy and leadership of the organisation. He is supported by the Operations Management Team for the delivery and quality of the services provided. He is also responsible for Avante's Marketing activities.

- The Finance Director, Deputy Managing Director and Company Secretary, Debbie Norman, is responsible for Financial Accounting, Planning and Control, Information Technology and providing support to and deputising for the Managing Director. She also leads on Governance and is the data Protection Officer for the organisation.

- The Director of People and Organisational Development, Veronica Anthony-David, is responsible for all staff-related matters including central recruitment services and organisational and workforce development.

- The Director of Quality, Nick Barker, was appointed in November 2023 following the retirement of Jacqui Morris in August 2023. He is responsible for the provision of a range of support services to our operational business units as well as leading on quality standards, compliance and management information. He also manages the Learning and Development Team and leads on innovation.

- The Director of Care Operations, Sarah-Jane Clapson, is responsible for the delivery and quality of all care services provided and is the Caldicott Guardian for the organisation.

- The Director of Property and Development, Chris Francis, is responsible for the maintenance and improvement of Avante's properties as well as leading on the development and acquisition of new property based services. He is also responsible for Health and Safety and leads on ESG.

Each member of the Executive Management Team is responsible for ensuring that they employ staff with the necessary skills and qualifications to carry out the required roles within the organisation and uphold the aims and values of Avante Care and Support.

2.3.2 Disabled Persons

Avante Care and Support is committed to equality of employment and values diversity. Its policies ensure that it does not discriminate on the basis of factors such as disability in the selection and development of employees.

2.3.3 Volunteers

Avante and its residents and service users are usually fortunate to benefit from a small number of volunteers who support our services.

In total it is estimated that the economic value of the time given by volunteers in 2023/24 was in excess of £18k (2022/23 £15k). This was through approximately 4 (2022/23 6) regular volunteers giving approximately 1,584 (2022/23 1,450) hours of their time.

2.3.4 Statement of Public Benefit

Under the Charities Act 2011, charities are required to demonstrate that their aims are for the public benefit. The two key principles which must be met in this context are, first, that there must be an identifiable benefit or benefits; and, secondly, that the benefit must be to the public, or a section of the public. Charity Trustees must ensure that they carry out their charity's aims for the public benefit, must have regard to the Charity Commission's guidance and must report on public benefit in their Annual Report.

Avante's Board of Trustees regularly monitors and reviews the success of the organisation in meeting its mission, values and objectives which are supported by the business plan.

We look for innovative ways to enhance our services and to engage with the community. Having the Eden Alternative as the philosophy of care encourages this engagement and we welcome and encourage initiatives such as:-

- sharing our spaces with organisations like the MS Society.
- inviting the neighbourhood to special events giving them an opportunity to view the services that we provide.
- We engage with the local schools; school children visit the home for events such as Harvest Festival and during the Christmas period and interact with the residents. We also receive invites from schools to events like community teas.
- Homes hold regular Church services which gives our residents a chance to worship and join in with singing hymns and they can have a blessing by the vicar if they wish too.
- We have had local community singers visit us.
- We also engage with local Supermarkets who deliver fruits and gifts to our staff and residents.

We offer Dementia Friends training to all of our staff which not only improves their knowledge, but equips them to help people in the wider community when a need arises.

Avante's Vision is:-
Communities where everyone has a vibrant and fulfilling life

Avante's Mission is:-
To enable the journey through care by providing personalised home support and residential services

Avante's Mission is supported by our Values.

Avante's Values are:-

Supporting	**– providing supportive communities & services**
Personal	**– providing individual care and support**
Attentive	**– nurturing individual needs**
Relationship Centred	**– forming and maintaining important relationships**
Kind	**– selfless, supportive care**
Listening	**– everybody matters**
Enabling	**– everybody to reach their full potential**

The Trustees confirm, in the light of the guidance, that Avante's mission and values fully meet the public benefit test and that all the activities of the charity, detailed under section 4 of this report, are undertaken in pursuit of its mission.

3. Objectives

The objects for which the Company is established are the relief of persons permanently or temporarily resident, or for the time being resident in England, "who are of necessitous circumstances, or suffer or are recovering or convalescing from some physical or mental illness or disability, or are elderly people, or are younger people, adolescents or children".

4. Activities

Avante undertook its charitable activities through two main services; the residential care homes and care in people's own homes in the community.

4.1 Care Homes - Caring for and supporting older people, many of whom have dementia, through our registered care homes, providing residential care, nursing care, respite care and day care services.

We provided care and support during the year for an average of 671 older people (628 in 2022/23) in our 11 Care Homes (10 in 2022/23) for both Residential and Day Care, although Day Care Services were only delivered at Court Regis.

In December 2023 we took over the long term lease of a 101 bed care home from a charity that was in the process of winding up. This increased our capacity and occupancy although the home had only 37 residents on transfer. By 31 March 2024 occupancy had increased to 43. These figures are included in the information above.

Over 90% of our residents have high dependency needs resulting from dementia and Alzheimer's and nursing care requirements. The average for the year ended 31 March 2024 was 89.7%. (88.4% during 2022/23). At March 2024 Occupancy was 90.2% (March 2023 90.0%)

The majority of our residents are funded by Social Services Departments which continue to face unprecedented financial pressures. This means that the average fee increase received during the year was generally less than the real increase in the costs of providing these services, which included the significant impact of the further increase in National Living Wage. This imbalance between fees and increased costs has continued to place pressure on Avante Care

and Support's finances. At the year-end 34.7%% (34.0% during 2022/23) of our service users were self-funded and actual numbers were 226 (209 2022/23) compared to a budget of 255 (196 2022/23).

Avante Care and Support remains a preferred provider for the care of older people with Kent County Council, Medway Council, the London Borough of Bexley and the Royal Borough of Greenwich. In addition, we are commissioned by a variety of other Local Authorities and NHS organisations to provide services to individual residents.

4.2 Home Care & Support - Supporting older people through a range of domiciliary and home care services as well as people with learning disabilities and other support needs in the community.

Our Home Care service supported 220 people (291 in 2022/23) in their own homes who are frail and vulnerable or may have dementia, a physical disability or may require care after a period in hospital. These services include personal care, support with medication, assistance with meals, getting up and going to bed, domestic support and shopping. The reduction in service users which has continued since the previous year, has been mainly due to the difficulties in recruiting staff as demand for services has remained high.

Avante Care & Support is an accredited supplier of care services in the London Borough of Bexley and for Kent County Council. Our Home Care service also provides intermediate and continuing care to NHS patients. During the year, 41.7% (31.7% 2022/23) of the service was delivered to self-funded customers. The increase was due to a continued drive to prioritise Self-funded clients because of the uneconomic rates paid by Local Authorities.

In December 2023 we took over Extra Care Service delivering support to four Extra Care Schemes from the same charity mentioned in section 4.1 above. This increased our service users and hours delivered and are included in the figures above.

Extra Care were delivering 328 hrs per week on average in December 2023 which decreased to 315 on average per week by March 2024 and there were 74 service users as at March 2024. They made up 6.09% of all hours.

4.3 Facts and Figures about our Services

As at 31/3/2024	Income £	No. of clients/service users/customers	Staff Employed
Care Homes	34,816,348	671	1017
Home Care & Support	2,459,255	220	135

Note:
Income figures exclude rental, miscellaneous and bar & café income.
Staff Employed figures above are different from those contained in Note 15 of the accounts as the figures in the note are average monthly persons employed. The staff figures shown above are as at 31 March 2024 and exclude corporate support functions.

Comparatives as at 31/3/2023

As at 31/3/2023	Income £	No. of clients/service users/customers	Staff Employed
Care Homes	29,974,114	628	927
Home Care & Support	2,577,493	291	127

5. Strategic Report

5.1 Achievements and Performance against Objectives set

In March 2021, the Board agreed the new 3 year strategy for 2021/24 with a supporting 3 year Business Plan which was approved in June 2021.

The goals for the Strategic Plan 2021-24 are:

1. Care quality improvement
2. Improving our financial performance
3. Service development
4. Workforce Development

Each Strategic Goal is underpinned by three key objectives aimed at enabling each goal to be achieved.

Performance commentary

Highlights for the year included the acquisition of Barnes Lodge and Caring Companions, dealing with the fire in March 2023 at Parkview and its consequences, achieving Good CQC rating at Northbourne Court and rolling out our electronic care planning software. Recruitment was also strong with a particular focus on overseas recruitment.

From a financial perspective, our performance was strong despite the impact of the fire at Parkview. Home Care remains a challenge though we saw improvements towards the end of the year as we increased the number of self-funding service users. In addition, we negotiated the refinancing of our lending with HSBC alongside obtaining the development loan for Westgate on Sea, although the refinancing did not complete until early in April 2024.

It was disappointing that the project at Lucks Hill did not come to fruition during the year due to circumstances outside our control, however after the financial year-end this project has moved into the contracted stage awaiting physical building of a new care home which we will operate under a long term lease. The Property Team worked hard to deliver the planned maintenance programme and the remedial fire safety works programme.

In the care homes, five out of nine KPIs were achieved. This would have been six but for the impact of the fire at Parkview on occupancy. It is disappointing that we have not been able to achieve the numbers of self-funding residents as we had budgeted and this will be a priority in 2024-25. In Home Care, four of eight KPIs were achieved which is a marked improvement on 2022-23 (two out of nine).

5.2 Financial Review

For 2023/24 there was a budgeted surplus of £1,896,555. The actual surplus achieved was £7,502,452 (2022/23 £1,751,711) i.e. £5,605,987 better than budget. This large variance is mainly due to the charitable donation of £6,800,000.

Without this extraordinary income the operating surplus would have been below budget at £985,920 due to several factors including reduced levels of occupancy and self funders in care homes and legal and consultancy costs incurred on the transfer of services from Rapport, the proposed development at Lucks Hill and the costs of refinancing. There were also high staffing costs at some homes although this improved significantly over the year with improvement in recruitment as well as sourcing staff from overseas. There were also some uninsured losses from the Fire at Parkview and a loss in the first four months of operating at Barnes Lodge which was anticipated due to the low occupancy.

The “Simplified Operating Statement” shows the underlying performance of the two services.

Of the total resources expended, 71% (2022/23 78%) of expenditure was on staff costs including training and recruitment, but excluding redundancy and notice costs. The percentage of total costs spent on staff costs has reduced significantly due to the lower agency use but also due to additional costs during the year including the fire safety works programme and legal and consultancy costs.

Trustees aim to keep overhead costs as low as reasonably possible to ensure that maximum resources can be expended on service provision without compromising on central resources required to manage and develop the organisation. An analysis during the previous year showed that Avante’s overheads were in line with those of colleague NCF organisations delivering similar services.

Under FRS102 there is a requirement to recognise defined benefit pension scheme surpluses or deficits in the balance sheet. Avante had four defined benefit schemes but two of these ended on 31 March 2024 and, according to the actuarial valuations as at 31 March 2024, Avante had defined benefit pension scheme liabilities of £1.072 million (2023 net liability £1.123 million). The 2024 figure includes surplus on the Kent County Council Scheme of £1.041m restricted to nil due to the Pension Asset Ceiling Valuation. There were revenue account adjustments of £2.564 million. (See note 16 for further information and a breakdown between the schemes).

A refund of the pension fund cessation surplus from Bexley LGPS of £3,077,050 was received post year and this is offset by a cessation deficit payment of £229,000 to Greenwich LGPS on the closure of both schemes.

Avante Care and Support is committed to continually enhancing and developing its services and good progress was made during the year with the Annual Maintenance Programme with £1.059m in total (£784k excluding Barnes Lodge spend of £275k) spent on revenue funded Major Repairs and Decorating, £800k on capitalised Furniture and Equipment and £791k on Property Improvements – a total investment of over £2.65m. Included in the above figures £736k was spent on Fire Safety works: £643k on revenue works, mostly compartmentalisation, and £93k on capital works such as new Fire Doors.

It should be noted that a certain level of surpluses are required in order to meet the organisation's bank loan covenants and to make the capital repayments on the loans. Avante Care and Support fully met its loan covenant requirements at 31 March 2024.

5.2.1 Investment Policy

Until part way through the year, operating requirements meant that Avante did not have funds available to invest on a long term basis. Since receiving the charitable donation from Rapport in December funds have been invested with Barclays in a high interest account and on the money market. Funds held as working capital were invested overnight with Barclay's interest earning accounts to ensure that maximum benefit is achieved by earning interest on balances held.

5.2.2 Fundraising

The majority of Avante's income is through contracts for services provided and the charity does not, therefore, carry out any significant fundraising activities. Avante Care and Support is fully aware of the requirements of the current fundraising regulations and confirm that there has been no fundraising function in the year and that no requests for donations are made either directly or through third-party fundraising agents or organisations. No complaints have been received in the years ended March 2023 and 2024. Costs relating to advertising, marketing and events are included within support costs.

5.2.3 Reserves Policy

The cash reserves policy is considered each year, bearing in mind that as a charitable organisation, our primary stakeholders are our beneficiaries and our financial objectives are to maximise the value to those beneficiaries. Due to the uncertain financial climate and the related changes in access to funding and income stability, a full review of the policy is carried out each year whilst updating the strategic business plan and financial forecasts. The financial forecasts include a detailed cash flow forecast which enables Management to check that sufficient cash reserves will be in place to meet known costs, working capital requirements, to allow for contingencies and to meet the bank loan covenant requirements. The review includes assessing the current policy and performance, analysing funds held, sources of income and a review of risk areas, committed expenditure and effects on beneficiaries.

Avante needs to ensure that it has adequate reserves in order that it can continue to care for and support service users in unforeseen circumstances should funding from any source temporarily cease. Free reserves are also necessary to meet working capital requirements as well as to allow for the development of new initiatives (where we would incur expenditure in advance of anticipated income).

Following a review in March 2018, having considered income variability and risks relating to income as well as financial obligations and their flexibility, it was agreed that the policy should be to work towards holding reserves of £1.8 million (circa one month's expenditure) over the next five years. This figure was felt to be a reasonable buffer and it was agreed that setting a higher level of minimum reserves (e.g. 2-3 months) would reduce the opportunity to use the monies available to develop the organisation. Following the annual review, it was agreed that having achieved and exceeded the one month target, Avante should continue to aim to hold reserves of £1.8 million. The level of reserves held served the organisation well during the pandemic and it was agreed that this should be sufficient going forwards.

It is acknowledged that reserves will fluctuate based on performance, extraordinary events such as asset disposals, new service developments and if reserves are called upon. There may be occasions, due to exceptional circumstances, when Trustees may agree to override the required level for a temporary period.

Avante has a ten year financial forecast which is regularly updated. The forecast shows that, despite lower occupancy experience in the last three years, the target level of reserves is still exceeded and are forecast to continue to increase. The forecast is considered to be prudent and Management are confident that Avante maintains sufficient cash and reserves to continue operating and still be able to deal with any unforeseen issues.

The Charity SORP definition of reserves excludes amounts which could only be realised on disposal of assets used by the Charity to carry out its activities.

Using this definition, at the end of the year the charity holds reserves of £13.2 million of unrestricted funds (2022/23 £4.281 million), which is £11.4million more than the agreed policy level as detailed above. Detailed, current, cash flow forecasts are in place and these show that Avante can fully meet its cash requirements in the medium term future.

5.2.4 Land and Buildings

The land and buildings are held at valuations; the latest valuation was carried out as at March 2024 and resulted in a valuation gain of £6.545 million including a loss on the Head Office building of £225k.

The Charity SORP recognises that charities, as is the case for Avante, often hold tangible fixed assets primarily to provide services to their beneficiaries rather than for generating cash flows and that it would, therefore, be inappropriate to measure value in use by reference to the charity's cash flow. In such circumstances, it is often more appropriate to regard value in use as the present value of the asset's service potential.

SORP para 12.16 specifically recognises that *"The demand or need for the services provided by a charity using an asset may fluctuate over time and a temporary reduction in demand is not necessarily an indication of its impairment. Similarly, an asset's service potential may not always be fully utilised and surplus capacity at certain periods will not always indicate impairment."*

Many charities and service providers may still be going through a period of disruption with changes to their operating methods and practices and as part of this charities may be holding assets which become less used, in Avante's case this means lower occupancy of its care homes, although this improved significantly during the year.

Trustees are required to consider at least annually when preparing the charity's financial statements whether there is an indication that the carrying value of any of the charity's assets have been impaired. They will therefore need to consider whether any reduction in use of the charity's assets is temporary or longer-term and, if longer-term, whether an impairment provision should be made to reduce the carrying value of the relevant assets in the financial statements.

Having revalued Avante's nine freehold Care Homes at February 2024, management do not believe that it is necessary to carry out an Impairment Review.

5.2.5 Stakeholder Engagement

The Board of Trustees must act in accordance with a set of general duties. These duties are detailed in section 172(1) of the U.K. Companies Act 2006, which is summarised as follows:

'A Director of a Company must act in the way he/she considers, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

1. *The likely consequences of any decision in the long term*
2. *The interests of the Company's employees*
3. *The need to foster the Company's business relationships with suppliers, customers and others*
4. *The impact of the Company's operations on the community and the environment*
5. *The desirability of the Company maintaining a reputation for high standards of business conduct, and*
6. *The need to act fairly as between members of the Company.'*

We believe that to have the greatest impact for our residents and service users, now and in the future, we must take account of what is important to our stakeholders. This is best achieved through proactive engagement. In accordance with the charities SORP (FRS 102) we have outlined examples how we engage with employees and taken care of their interests, as well as how we have engaged with the beneficiaries. By understanding our stakeholders, we can factor into Trustee and Management discussions the potential impact of our decisions on each stakeholder group and consider their needs and concerns, in accordance with s172 of the Companies Act 2006.

The Trustees of Avante Care and Support Ltd. consider that they have fulfilled their duties and have acted in a way in which is most likely to promote the success of the charity for the benefit of its stakeholders as a whole in the following ways:

Employees & Volunteers:

Avante's Directors have fostered and sustained staff engagement through a variety of activities and measures and these are set out below.

Information is regularly and systematically cascaded through management meetings with the purpose of updating colleagues in relation to progress towards the achievement of strategic business objectives. Newsletters, staff notices and email communications with staff also cascade relevant information to all and at each workplace, Registered Managers meet with their teams each day to discuss the day to day work and achievement against key performance indicators.

During the year the Director of People and Organisational Development continued to hold quarterly Avante Leadership Networks days where Managers come together and focus on specific subject to develop their communication, awareness and leadership skills.

To support good engagement and performance, Avante has comprehensive mechanisms that mirror ACAS guidance for fairly and transparently resolving employee disputes and performance concerns that Avante may have with employees.

Avante recognises good performance and long service through performance related pay and the award of vouchers that employees may choose to spend as they wish. Letters of thanks are also sent to explain why the award is made. At Christmas 2023 every member of staff received a Christmas card expressing Avante's thanks for their contribution during the year and vouchers providing a modest financial award.

It has become custom to hold an awards ceremony each year and staff are invited to nominate colleagues for awards, encompassing all staff roles, and nominations were considered and judged. A representative group of staff are invited to the ceremony to applaud colleagues and pay tribute to those who were judged to have demonstrated outstanding excellence within their field of work. The awards ceremony also recognises the valued contribution of our volunteers who generously give their time and service for the benefit of Avante's beneficiaries. The Sparkle Awards went ahead in 2022 and 2023 and plans for the 2024 ceremony are underway.

Residents and Service Users:

Residents and service users are consulted on changes within the service and regular surveys are carried out. As with staff surveys, the results are analysed and action plans are created to address any issues or suggestions for improvement.

Suppliers and funders:

We engage with our suppliers and funders, make them aware of our values and keep them up to date with Avante's plans for the future. We share our newsletters on line with all stakeholders.

Community and Environment:

We encourage our services to engage with communities in which they operate which leads to some very beneficial links and joint activities which benefit both our service users and the community e.g. our care homes often link up with schools or cub and scout groups and enjoy activities such as carol services or camping out in the garden.

In terms of the environment, Avante have an environmental policy and continuously review how we can have a positive effect on the environment and mitigate any negative effect through waste and emissions, building design etc.

5.2.6 Streamlined Energy & Carbon Reporting (SECR)

From financial years beginning on or after 1 April 2019, large UK companies are required to report publicly on their UK energy use and carbon emissions within their Directors' Report. This requirement has been implemented by the Department for Business, Energy and Industrial Strategy (BEIS).

Streamlined Energy & Carbon Reporting will impact any companies, LLPs and groups that exceed at least two of the following three thresholds in the preceding financial year:

- £36m annual turnover
- £18m balance sheet total
- 250 employees

SECR aims to bring the benefits of carbon and energy reporting to more businesses. The reporting framework is intended to encourage the implementation of energy efficiency measures, with both economic and environmental benefits, supporting companies in cutting costs and improving productivity at the same time as reducing carbon emissions.

Avante is committed to reducing energy use and carbon emissions and as such has so far introduced modest measures such as replacing lighting with low energy bulbs, updating boilers to more efficient models, use of grey water at its Head Office and conscientious use of gas and electricity throughout its care homes and offices.

For the future, Avante aims to include energy efficient measures in its new developments and will make use of the most energy efficient methods of heating and lighting including solar panels and ground heat sources where possible.

Year-Ended March 2024

	2024	**2023**	***2022***
UK energy use			
kWh	11,658,205	8,426,548	8,907,503
Associated greenhouse gas emissions			
Tonnes CO2 equivalent	2,269	1,601	1,787

Intensity ratio			
Emissions per £1000 of turnover	64.26	49.53	57.82

UK energy use covers the operation of 11 care homes and home care services.
Associated Greenhouse gases have been calculated using data from supplier invoices and conversion factors published on gov.uk.

5.2.7 Going Concern

Accounting standards require the Trustees to consider the appropriateness of the going concern basis when preparing the financial statements. An entity is a going concern unless the Trustees intend that the charity will cease its activities, or has no realistic alternative but to do so.

In assessing whether the going concern assumption is appropriate, the Trustees are required to take into account all available information about the future, which is at least, but is not limited to, twelve months from the date when the financial statements are authorised for issue.

The environment in which Avante ordinarily operates is a challenging one, but the unexpected donation and pension scheme asset refund have significantly boosted reserves and enabled debt finance to be reduced in the short term.

Avante's Executive Team and Trustees believe that having laid good foundations by implementing the strategy and 3 year business plan to 2024. The achievements against our business plan have focussed on improving quality, continuing to strengthen our financial position and made steps to secure appropriate opportunities for growth and diversification.

Avante has a ten year financial forecast which is updated quarterly. The forecast is based on up to date actual and market data and assumes a steady improvement in occupancy with a gradual return to Avante's normal occupancy rate of 92% as well as an improvement in staff recruitment and retention. On this basis, Avante maintains sufficient cash and reserves levels to continue to operate for the foreseeable future and reserves continue to grow.

In April 2024 Avante repaid its loan of circa £7m to Barclays Bank and have an £8m term loan facility in place with HSBC of which £1m has been drawn at August 2024. We also have a development loan in place to support the build of the new home at Westgate on Sea. We have good dialogue with HSBC, keeping them informed of forecasts and any potential issues. All of the Barclays covenant tests were met at March 2024 and the HSBC covenants are forecast to be met going forwards.

The loan is secured against the charity's fixed assets which have a greater value than the loan financing; the loan to value ratio at 31 March 2024 was 11.0% (2023 12.1%) and at July 2024 was 1.6%. This facility ensures that Avante's existing loan funding is secure in the medium term.

As part of its Going Concern review Management and Trustees have considered any uncertainties such as levels of occupancy and security of contracts and have concluded that, due to Avante's good track record of improving performance, its good relations with commissioners of services and the forecast levels of EBITDA and cash, these are not material.

Should the results not turn out as forecast there are measures which can be taken to deal with any issues that arise including engaging the support of HSBC Bank, sell loss making services and, if necessary, consider posts that could be made redundant without impacting service delivery.

Management confirms that the organisation has adequate resources to continue its operations for the foreseeable future and believe that the strategies detailed below in its new 3 year strategy will continue to improve performance and help to ensure that we remain a financially strong organisation. Management and Trustees conclude, therefore, that it is appropriate to prepare the accounts on a going concern basis.

5.3 Plans for future periods

In July 2024, the Board agreed a new strategy, supported by a 3 year Business Plan, which builds on our current performance and growth over recent years.

The Strategic Goals adopted and followed since 2017 have provided Avante with a strong base and we are known as a forward thinking, dynamic care provider. However, adopting the same approach will enable us only to grow and develop in a linear, incremental way.

Consequently, we want to build on the past and achieve a more dynamic and transformational future. With that in mind, we have set three exciting goals for 2024-27. These are:

- Developing a Conscious Culture
- Focussing on the Future
- Achieving Dynamic Delivery

Goal 1. Developing a Conscious Culture

Avante will embrace a Conscious Culture in which everyone will work together knowing the culture and environment we want to foster. We will all work in a way that is in accordance with our Vision, our Sparkle values and our Strategic Goals.
This means:
Objective 1 – we will promote autonomy and localised decision-making
Objective 2 – we will champion equality, diversity, inclusion and wellbeing
Objective 3 – we will enhance the professional capabilities and skills of our workforce

Goal 2. Focussing on the Future

So we can build effectively on our stable foundations, we will be more deliberately orientated towards the future.
This means:
Objective 1 – we will grow our homes, services and Extra Care
Objective 2 – we will adopt and implement a comprehensive approach to ESG
Objective 3 – we will embrace innovation and new technology and be confident in the use of technology at all levels

Goal 3. Achieving Dynamic Delivery

The market for social care will become driven by choice and by need and we will adapt our care provision so we can meet these twin drivers.
This means:
Objective 1 – we will achieve Good and Outstanding CQC ratings
Objective 2 – we will invest to create high quality care environments
Objective 3 – we will introduce new ways of caring and new categories of care

5.4 Principal Risks & Uncertainties

Avante has a comprehensive Risk Management Policy which was introduced following work carried out by a Trustee-led working party, and which is regularly reviewed. As part of the last review the register was separated into Strategic and Operational level risks in order to allow the Board of Trustees to focus on the strategic risks. An Organisational Risk Committee, made up from Avante's Executive Management Team, meets at least three times a year to review the Corporate Risk Register and reports to the Board of Trustees at every meeting.

In order to mitigate risks, Avante Care and Support has measures and controls in place and these are reviewed at the Organisational Risk Committees and the actions on the Operational risks are also reviewed at the sub-committees of the Board. At each meeting, the Committee also considers whether any additional risks need to be added to the register.

The top Strategic and Operational risks identified, as well as the actions taken or to be taken are, in no particular order, as follows:-

Identified Risk	Management/Actions
Strategic - Damage to reputation: • Social media 'attack' • Adverse reporting on the organisation • Untoward death or abuse • Service closure / transfer • Increased CQC scrutiny • Increased Public Health scrutiny • Increased Police scrutiny • Increased Safeguarding scrutiny • Staff Behaviour • Inappropriate use of Social Media	a) Quality Audit and inspection programme and procedures b) Agreed HR policies and training c) Good Communications and marketing Policy d) Infection Control Measures e) Social Media Policy & training with continual monitoring of external media communication. f) All incidents are reported via the incident reporting system and incident severity rating and escalated to EMT, Board and regulatory bodies as required. g) Early engagement with insurers - management liability includes cover h) Monitoring of service reviews in place

Strategic - Loss of income: • LA retendering of commissioned services at uneconomic rates or reduction in contracted services • Unable to provide LA reconfigured services • LA / CQC sanctions re Safeguarding /Compliance causing embargos • Closure of homes or reduction of beds/ loss of services • Reduction in private income • More competition in the market • Failure to adapt to changing market requirements • Local Government financial position	a) Targeted Marketing of services - to self funders b) Seeking growth opportunities and diversification c) EMT monitoring of performance via KPIs d) Quality control inspections including external / Mock Inspections e) Proactive management – NA tool in place ensure that changes in needs are being recorded correctly within assessments to achieve higher fees. f) Networking and relationships with Commissioners g) Service development plan for each home h) Care and home care strategy and workforce development strategy in place. i) continue to improve financial performance through increasing occupancy and the number of self-funding residents – budget management – new targets set each year k) Quality Strategy in place l) Minimise costs where appropriate m) Family Liaison Manager x 2 managing enquiries to improve occupancy and increase packages n) Flexible recruitment service is able to deliver additional resources to services in need. o) Property strategy in place - Plan for all 11 homes Actions: Addressing services to replace contract for MAC Top Floor Looking at different service offerings at BNB Implement revised Needs Assessment Tool and room banding policy to achieve appropriate fees
Strategic - Changing World: • Keeping up with competitors in terms of technology. • Recruitment & Retention of Staff • Global Instability • Government impact on economy • AI – Impact on Avante	a) Forecast in place to enable scenario planning and stress testing to be completed. b) New Strategy and 3 year business plan in place from Apr 24. Monitored monthly by EMT c) Engaging with extra care suppliers d) Keeping in touch with networks to spot opportunities Actions: Acoustic monitoring proposal New people strategy re new government and EVP approach inc government budget proposals .
Operational - Effects of Noncompliance (Organisational) Breaches of: • GDPR • Environmental Health • HSE • Employment Law • Fire Regulations • Poor Governance • Cyber Security • CQC Compliance • Fraud • ESG • Nursing Care – poor delivery	a) Internal Audit processes b) Annual Financial Audit c) QCS quality system in place d) Legal Advice e) Fire safety inspections f) Centralised database of relevant certification – M&C Schedule g) Planned programme of property maintenance h) ICT policy and security measures in place i) Fit and Proper Persons policy and procedures for Trustees and Trustee recruitment j) The Board of Trustees have reviewed and adopted the Governance Code k) Board have delegated to F&R the review of GDPR l) Cyber Security – Regular review of measures in place m) Audit programme both at service level and through QIP by Quality Team n) Staff trained in medication procedures o) Internal and external mock inspections targeted in response to CQC monitoring emails p) Severity rating tool - gives oversight and allows response to significant incidents.

	q) Governance Review completed and actions implemented. Next review is 2025. r) RSMs continue to monitor CQC websites monthly. s) Ongoing fire safety training in place t) Applicant management system implemented u) ESG Statement now in place. v) Medication practices reviewed at service visits Actions: ESG - roll out Governance App Governance code - FD to review and section for each BOT Developing a nursing strategy to include recruitment, retention, training and monitoring.

As an organisation which provides care and support to vulnerable people, Avante Care and Support has policies in place to ensure the protection of vulnerable adults against abuse. The policies are included in Avante Care and Support's written Health and Safety policy and Quality Manuals which comply with the guidelines in the Home Office Code of Practice "Safe from Harm".

Being a provider of care home services and care in the community, Avante is subject to regulation and inspection by the Care Quality Commission, and has detailed policies, procedures and internal audit functions including mock inspections to ensure the required standards are met.

Avante Care and Support uses an Enhanced Disclosure & Barring Service check for staff, with the inclusion of a Barred List check for those working in a Regulated Activity as one part of a range of safeguarding tools for assessing the suitability of preferred candidates and volunteers and the continued employment of those in specific roles which require re-checking. Other tools include thoroughly confirming identity, qualifications, taking up and verifying references and examining dates of employment histories on application forms.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Avante Care & Support Limited for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

This Annual Report and Strategic Report were approved by the Board of Trustees on 24 September 2024 and signed on its behalf by:

Andrew Ireland

Andrew Ireland (Wed, 29th Jan 2025 21:16:03 GMT)

Andrew Ireland
Chair of the Board of Trustees

Opinion

We have audited the financial statements of Avante Care and Support Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2024 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2024, 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 and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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.

Other information continued

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

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

- adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or

- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of directors' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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.

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 design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Charitable Group and the sector in which it operates and considered the risk of the Charitable Group not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, tax legislation and distributable profits. In relation to the operations of the Charitable Group this included compliance with the Charities Act and SORP 2019, GDPR, employment law, safeguarding and health & safety including compliance with Care Quality Commission.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management and officers of the Charitable Group and a review of the risk management processes and procedures in place. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We reviewed systems and procedures to identify potential areas of management override risk.

We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates, including valuation of property and the defined benefit pension schemes.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 and its trustees 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 and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Suzanne Goldsmith FCA (Senior Statutory Auditor)

For and on behalf of
Price Bailey LLP
Chartered Accountants
Statutory Auditors

3rd Floor,
24 Old Bond St,
Mayfair,
London
W1S 4AP

Dated: 30 January 2025

Simplified Operating Statement

for the year ended 31 March 2024

		2024	*2023*
Charitable activities	**Note**	**£**	**£**
Income from Care Home services	2	34,939,481	*29,975,164*
Expenditure on Care Home services	3	(34,431,635)	*(27,900,911)*
Surplus on Care Home services		**507,846**	***2,074,253***
Income from Home Care & Support services	2	2,459,755	*2,577,493*
Expenditure on Home Care & Support services	3	(2,606,930)	*(2,983,416)*
Deficit on Home Care & Support services		**(147,175)**	***(405,923)***
Surplus/(Deficit) from charitable activities		**360,671**	***1,668,330***
Voluntary and other activities			
Income from donations, legacies and grants		6,830,398	*25,127*
Other trading income		27,566	*52,888*
Investment Income		229,180	-
Miscellaneous income		49,146	*5,366*
Profit on sale of fixed assets		5,491	-
Income from voluntary and other activities		**7,141,781**	***83,381***
Surplus from voluntary and other activities		**7,141,781**	***83,381***
Net income before other recognised gains/losses		**7,502,452**	***1,751,711***

This Simplified Operating Statement should be read in conjunction with Note 6.

Consolidated Statement of Financial Activities (SOFA)

for the year ended 31 March 2024

		Unrestricted funds	Restricted funds	Total 2024	*Unrestricted funds*	*Restricted funds*	*Total 2023*
Income from:		**£**	**£**	**£**	*£*	*£*	*£*
Donations, legacies and grants	2	6,800,000	30,398	6,830,398	-	*25,127*	*25,127*
Charitable activities	2	37,399,236	-	37,399,236	*32,552,657*	-	*32,552,657*
Other trading income		27,566	-	27,566	*52,888*	-	*52,888*
Investment Income		229,180	-	229,180	-	-	-
Other income		49,146	-	49,146	*5,366*	-	*5,366*
Proceeds on sale of fixed assets		5,491	-	5,491	-	-	-
Total income		**44,510,619**	**30,398**	**44,541,017**	***32,610,911***	***25,127***	***32,636,038***
Expenditure on:							
Charitable activities							
- Care Home services		34,402,124	29,511	34,431,635	*27,870,312*	*30,599*	*27,900,911*
- Home Care & Support services		2,606,436	494	2,606,930	*2,982,921*	*495*	*2,983,416*
Total expenditure	3	**37,008,560**	**30,005**	**37,038,565**	***30,853,233***	***31,094***	***30,884,327***
Net income/(expenditure)		**7,502,059**	**393**	**7,502,452**	***1,757,678***	***(5,967)***	***1,751,711***
Other recognised gains/losses							
Property revaluation		6,545,392	-	6,545,392	-	-	-
Act'l (loss)/gain on pension asset/liability	16	2,614,359	-	2,614,359	*1,587,825*	-	*1,587,825*
Net movement in funds		**16,661,810**	**393**	**16,662,203**	***3,345,503***	***(5,967)***	***3,339,536***
Balance b/fwd at 01 April 2023		**59,178,385**	**65,371**	**59,243,756**	***55,832,882***	***71,338***	***55,904,220***
Balance c/fwd at 31 March 2024		**75,840,195**	**65,764**	**75,905,959**	***59,178,385***	***65,371***	***59,243,756***

All amounts relate to continuing activities.

All recognised and unrecognised gains and losses are included in the Statement of Financial Activities.

This statement is an Income & Expenditure Statement for the purposes of the Companies Act.

The notes on pages 23 to 47 form part of these financial statements

Balance Sheets

for the year ended 31 March 2024

		2024		2023	
		Consolidated	Charity Only	*Consolidated*	*Charity Only*
Fixed assets	**Note**	**£**	**£**	**£**	**£**
Tangible fixed assets	6	70,224,778	70,224,778	*63,267,348*	*63,267,348*
Investment		-	1	-	*1*
		70,224,778	**70,224,779**	***63,267,348***	***63,267,349***
Current assets					
Debtors	7	7,085,642	5,111,853	*3,327,624*	*2,026,397*
Amounts owed by group undertakings	17	-	2,307,200	-	*2,362,100*
Short term deposits	1.11	5,310,949	5,310,949	*3,031,066*	*3,031,066*
Cash at bank and in hand	1.11	7,410,517	7,077,105	*2,988,258*	*1,927,384*
		19,807,108	**19,807,107**	***9,346,948***	***9,346,947***
Creditors: amounts falling due within one year					
Creditors falling due within one year	8	6,411,630	6,411,630	*4,891,433*	*4,891,433*
Capital repayments due within one year					
on long term loans	10	699,189	699,189	*699,189*	*699,189*
Creditors: amounts falling due within one year		**7,110,819**	**7,110,819**	***5,590,622***	***5,590,622***
Net current assets		**12,696,289**	**12,696,288**	***3,756,326***	***3,756,325***
Total assets less current liabilities		**82,921,067**	**82,921,067**	***67,023,674***	***67,023,674***
Creditors: amounts falling due after one year					
Interest rate swap liability		-	-	*(14,849)*	*(14,849)*
Bank loan accounts	10	(5,943,108)	(5,943,108)	*(6,642,297)*	*(6,642,297)*
Net assets excluding pension liability		**76,977,959**	**76,977,959**	***60,366,528***	***60,366,528***
Pension Asset	16	-	-	*93,000*	*93,000*
Pension liability	16	(1,072,000)	(1,072,000)	*(1,215,772)*	*(1,215,772)*
Net assets		**75,905,959**	**75,905,959**	***59,243,756***	***59,243,756***
Represented by:					
Unrestricted funds excluding pension liability		55,228,130	55,228,130	*45,162,484*	*45,162,484*
Pension asset/(liability)		(1,072,000)	(1,072,000)	*(1,122,772)*	*(1,122,772)*
Revaluation reserve		21,684,065	21,684,065	*15,138,673*	*15,138,673*
Total unrestricted funds		**75,840,195**	**75,840,195**	***59,178,385***	***59,178,385***
Restricted funds		65,764	65,764	*65,371*	*65,371*
Balance carried forward at 31.03.2024		**75,905,959**	**75,905,959**	***59,243,756***	***59,243,756***

Approved and authorised by the Board of Trustees on 24 September 2024 and signed on its behalf by:

Andrew Ireland

Andrew Ireland, Chair:

Andrew Ireland (Wed, 29th Jan 2025 21:16:03 GMT)

Consolidated Cash Flow Statement

for the year ended 31 March 2024

		2024	*Total 2023*
Cash flows from operating activities	**Notes**	**£**	**£**
Net income/(expenditure)		7,502,452	*1,751,711*
Pension contribution less current service and finance cost	16	2,554,637	*(327,114)*
Interest paid	4	416,103	*349,788*
Revaluation of Property		6,545,392	-
Depreciation charge	6	1,328,051	*1,179,756*
(Profit) on sale of fixed assets		(5,491)	-
Increase in debtors		(3,758,018)	*(758,714)*
Increase/(Decrease) in creditors		1,505,348	*(324,873)*
Net cash generated from operating activities		**16,088,474**	***1,870,554***
Cash flows from investing activities			
Payments to acquire tangible fixed assets	6	(1,731,139)	*(1,775,937)*
Receipts on disposal of tangible fixed assets		5,491	-
Revaluation (gain)/loss on Property		(6,545,392)	-
Net cash generated from investing activities		**(8,271,040)**	***(1,775,937)***
Cash flows from financing activities			
Loans repaid		(699,189)	*(699,189)*
Interest paid on long-term loans	4	(416,103)	*(349,788)*
Net cash used by financing activities		**(1,115,292)**	***(1,048,977)***
Net Increase/(decrease) in cash		7,401,331	*(255,174)*
Cash and cash equivalents at beginning of year		(1,322,164)	*(1,066,990)*
Cash and cash equivalents at the end of the year		6,079,167	*(1,322,164)*

Analysis of net debt	**At 31.03.2023**	**Cash flow**	**At 31.03.2024**
Short-term deposits	3,031,066	2,279,883	5,310,949
Cash at bank and in hand	2,988,258	4,422,259	7,410,517
Net cash	6,019,324	6,702,142	12,721,466
Changes in debt; bank loan	(7,341,488)	699,189	(6,642,299)
Changes in net debt	**(1,322,164)**	**7,401,331**	**6,079,167**

Notes to the Accounts
for the year ended 31 March 2024

1 Accounting policies

The Charity was incorporated on 4 December 1990 and is domiciled and registered in the UK as a private company limited by guarantee (registered no. 2565021). The address of the registered office is:

De Gelsey House
1 Jubilee Way
Faversham
Kent
ME13 8GD

1.1 Basis of preparation of accounts

The financial statements have been prepared on a going concern basis under the historical cost convention, as modified by the revaluation of fixed assets, and in accordance with applicable accounting standards, the Charities SORP (FRS 102) applicable to charities preparing their accounts in accordance with FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK Generally Accepted Practice, as it applies from 1 January 2019. The functional currency being £ sterling.

Avante Care & Support meets the definition of a public benefit entity under FRS 102.

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

The financial statements of Avante Care & Support and its subsidiary company Avante Care Services are consolidated, on a line-by-line basis, to produce the Group financial statements. The consolidated entity is referred to as 'the Group'. No separate Statement of Financial Activities has been presented for Avante Care & Support as permitted by Section 408 of the Companies Act 2006. The charity has taken advantage of the exemptions in FRS 102 from the requirements to present a charity-only Cash Flow Statement and certain disclosures about the charity's financial instruments. The result for the year for the parent undertaking alone was net income of £7,502,452 (2023: £1,751,711) before recognised loss on Pension liability of £2,614,359 to give net movement in funds of £16,662,203 (2023: £3,339,536).

1.2 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity.

Restricted funds are funds which must be used in accordance with the specific instructions imposed by the donor or funding body or which have been raised by the Charity for particular purposes.

Designated Funds: The Trustees, at their discretion, may set aside funds to cover specific future costs. Such funds are shown as designated funds within unrestricted funds. Where the Trustees decide such funds are no longer required for the purposes intended, they may be released by transfer to the general unrestricted funds.

1.3 Income

All income is included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. No amounts are included in the financial statements for services donated by volunteers.

All income is accounted for on an accruals basis and therefore includes income paid in arrears, but excludes income received in advance, which is shown as deferred income within creditors due within one year.

For legacies, entitlement is taken on a case by case basis as the earlier of the date on which the charity is aware that probate has been granted and either: the estate has been finalised, final estate accounts have been received and notification has been made by the executor(s) to the charity that a distribution will be made; or when a notification has been made by the executor(s) to the charity of an intention to make a distribution prior to the end of the financial year and subsequently that distribution is received from the estate after the year end. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

1.4 Expenditure

Expenditure is included in the SOFA on an accruals basis, inclusive of any VAT which cannot be recovered. All direct expenditure is directly incurred in respect of the relevant activity. Costs attributable to staff working on more than one project or activity are allocated on the basis of time spent. Where costs cannot be directly attributable to particular activities, they have been allocated on the basis consistent with the use of resources.

Governance costs, separately identified, relate to the general running of the charity as opposed to costs of fundraising or charitable activity. Included within this category are costs associated with the strategic, as opposed to day to day, management of the charity's activities. Service Directors' costs are allocated to their respective services. All other Governance costs are allocated across both services based on turnover.

Redundancy and settlement payments are recognised at the leaving date of the member of staff and measured at the best estimate of expenditure required to settle the obligation at the reporting date.

1.5 Operating leases

Rentals and any associated incentives, under operating leases are charged to the SOFA on a straight line basis over the lease term.

1.6 Fixed assets

Items of equipment costing less than £300 are not treated as fixed assets, but are fully written off in the year of purchase.

Depreciation is provided from the date of purchase on a straight line basis on cost as follows:-

- Leasehold improvements	Remaining period of lease
- Computer equipment	25% per annum
- Fixtures and fittings	20% per annum
- Motor vehicles	20% per annum

The freehold properties have been revalued on an existing use basis. Depreciation has been provided for at the rate of 2% per annum on the buildings element contained within the revalued amount. The portfolio of freehold properties is revalued every 5 years and have been revalued as at 21 February 2024 by Colliers International by Nicolaus White MRICS & Adam Lenton MRICS.

Impairment reviews of property, plant and equipment are undertaken if there are indications that the carrying values may not be recoverable or that the recoverable amounts may be less than the asset's carrying value.

Obsolescence reviews of computer equipment and fixtures and fittings are undertaken for assets fully depreciated for more than a financial year beyond full write down, and are treated as disposals in all but exceptional circumstances.

1.7 Current liabilities

Liabilities are recognised when the charity has an obligation to make payment to a third party. Capital repayments due on long-term loans, relating to instalments due in the next twelve months, are treated as current liabilities.

1.8 Tax status

Avante Care & Support is a registered charity and is exempt from taxation on its income and gains to the extent that they are applied in pursuance of the charitable purposes.

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

1.9 Going concern

The Charity has adequate resources to continue in operational existence for the foreseeable future. There are considerable cash reserves and, whilst the Charity has loan financing, this is secured against the fixed assets of the charity which have a greater value than the loan.
New funding arrangements were agreed with HSBC Bank Plc and the Barclays loan was repaid in April 2024.
All covenant tests were met in the year. Forecasts carried out as part of the year ended 31st March 2024
showed that all covenant tests will be met going forwards.
This combined with the cash flow forecast showing adequate reserves have lead Management and Trustees to conclude that it is appropriate to prepare the accounts on a going concern basis.

1.10 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, Trustees are required to make judgements, estimates and 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 on-going basis. Revision 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 the current and future periods.

The defined benefit pension schemes are revalued every three years and are also subject to annual valuations under FRS102. Management and Trustees review the valuations and assumptions each year in order to ensure they are felt to be reasonable. The figures involved are significant and can change year on year due to investment performance and changes in actuarial assumptions.
Two schemes, Royal Borough of Greenwich and London Borough of Bexley were exited during the year and therefore the cessation valuation is shown.
In the view of the Trustees, with exception of the pensions estimates referred to above, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the Balance Sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

1.11 Financial instruments

The Charity 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 the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits (funds held in instant access deposit accounts) and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's short and long term creditors excluding deferred income. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

Derivative financial instruments relate to interest rate swaps and are recognised at fair value and historically have been revalued annually at the reporting date using a valuation technique provided by the bank, with any gains or losses being reported in profit or loss. The interest rate SWAPs were terminated in March 2024 and are therefore shown at a nil value.

	2024	2023
Financial assets held at amortised cost	**£**	**£**
Debtors	7,085,641	*3,327,624*
Short-term deposits	5,310,949	*3,031,066*
Cash at bank and in hand	7,410,517	*2,988,259*
Less prepayments	(775,192)	*(489,147)*
	19,031,915	***8,857,802***

	2024	2023
Financial liabilities held at amortised cost	**£**	**£**
Current creditors and accruals	5,556,067	*4,241,753*
Less deferred income	(352,824)	*(352,230)*
Bank loans	6,642,297	*7,341,486*
	11,845,540	***11,231,009***

	2024	2023
Financial liabilities held at valuation	**£**	**£**
Interest rate swap liability	-	*(73,745)*
	-	***(73,745)***

1.12 Government Grants

Government grants are included in accordance with the performance model applicable under the charity SORP 2019.

1.13 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing bid price. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

1.14 Current Assets

Debtors are recognised at the settlement amounts due to the charitable company after any discount offered.

Prepayments are valued at the amount prepaid net of any discounts due.

Accrued income and tax recoverable is held at the best estimate of the amounts receivable as the balance sheet date.

1.15 Pension Scheme Accounting

The charitable company contributes towards defined contribution pension plans alongside defined benefit schemes and multi-employer schemes. The costs of the defined contribution schemes are included within staff costs and charged to appropriate funds of the charity. The charitable company has no liability beyond making contributions and paying across deductions from employees.
The multi-employer scheme and defined benefit schemes are described in more detail in note 16 to the accounts.

2 Income

	2024	*2023*
Charitable activities	**£**	**£**
Care Homes	34,939,481	*29,975,164*
Home Care & Support	2,459,755	*2,577,493*
	37,399,236	***32,552,657***

	2024	*2023*
Donations, legacies and grants	**£**	**£**
Covid-19 grant income - Infection Control, LFD Testing and Workforce Capacity	-	*(131)*
Legacies	-	-
Charitable Donation	6,830,398	*25,127*
	6,830,398	***24,996***

Of the Charitable Donations above £6,800,000 is unrestricted and £30,398 is restricted (2023: Unrestricted £nil and restricted £25,127).

3 Expenditure

3.1 Analysis of total expenditure

	Staff costs	Other direct costs	Support costs	Governance	Total 2024
Charitable activities	**£**	**£**	**£**	**£**	**£**
Care Homes	23,994,686	8,570,810	1,559,417	306,723	34,431,636
Home Care & Support	2,081,595	352,277	151,465	21,593	2,606,930
	26,076,281	**8,923,087**	**1,710,882**	**328,316**	**37,038,566**

	Staff costs	*Other direct costs*	*Support costs*	*Governance*	*Total 2023*
Charitable activities	**£**	**£**	**£**	**£**	**£**
Care Homes	*18,820,455*	*5,519,631*	*3,006,619*	*554,206*	*27,900,911*
Home Care & Support	*2,184,878*	*407,805*	*343,078*	*47,655*	*2,983,416*
	21,005,333	***5,927,436***	***3,349,697***	***601,861***	***30,884,327***

Included within total expenditure is £30,005 (2023 £31,094) of restricted expenditure an £37,008,560 (2023: £30,853,233) of unrestricted expenditure.

3.2 Analysis of support costs

	Care Homes	Home Care & Support	Total 2024	*Care Homes*	*Home Care & Support*	*Total 2023*
	£	**£**	**£**	**£**	**£**	**£**
Staff costs	(148,491)	(14,423)	(162,914)	*2,098,837*	*239,493*	*2,338,330*
Premises	161,148	15,652	176,800	*102,973*	*11,750*	*114,723*
Operating costs	1,533,999	148,997	1,682,996	*792,243*	*90,401*	*882,644*
Depreciation	12,761	1,239	14,000	*12,566*	*1,434*	*14,000*
	1,559,417	**151,465**	**1,710,882**	***3,006,619***	***343,078***	***3,349,697***

3.3 Analysis of governance costs

	Care Homes	Home Care & Support	Total 2024	*Care Homes*	*Home Care & Support*	*Total 2023*
	£	£	£	£	£	£
Support costs	13,263	934	14,197	*267,965*	*23,042*	*291,008*
Audit	35,519	2,501	38,020	*36,234*	*3,116*	*39,350*
Valuations	19,457	1,370	20,827	*10,122*	*870*	*10,992*
Trustee expenses	3,300	232	3,532	*17,352*	*1,492*	*18,844*
Other	(36,383)	(2,561)	(38,944)	*(35,970)*	*(3,093)*	*(39,063)*
Strategy	271,567	19,118	290,685	*258,502*	*22,228*	*280,730*
	306,723	**21,594**	**328,317**	***554,205***	***47,655***	***601,861***

3.4 Auditor remuneration

		2024	***2023***
Total remuneration payable to the charity's auditor in the period:		**£**	**£**
Statutory audit:	Charity	32,670	*30,250*
	Subsidiary	5,350	*4,250*
		38,020	***34,500***
Non-audit services:		59,180	*6,864*

3.5 Net Income

		2024	***2023***
Net income is stated after charging:		**£**	**£**
Operating lease payments		1,027,640	*684,372*
Profit on sale of fixed assets		(5,491)	-
Depreciation		1,328,051	*1,179,756*
Auditors remuneration	Audit	38,020	*34,500*
VAT Advice	Additional work	59,180	*6,864*
		2,447,400	**1,905,492**

4 Interest payable

	2024	***2023***
	£	**£**
On bank loans and overdrafts	416,103	*349,788*
	416,103	***349,788***

5 Operating leases

These are the commitments for operating leases during the coming year in respect of leases terminating:

		2024	*2023*
		£	£
Under 1 year:	Land and buildings	1,699,475	*632,609*
	Others (motor vehicles, photocopiers, franking machines)	46,170	*70,804*
Within 2 to 5 years:	Land and buildings	6,927,654	*2,561,428*
	Others (motor vehicles, photocopiers, franking machines)	87,970	*23,070*
Over 5 years:	Land and buildings	44,137,810	*18,636,986*
	Others (motor vehicles, photocopiers, franking machines)	-	-
		52,899,079	***21,924,897***

During the year costs of £1,027,640 were incurred against the operating leases listed above (2023: £684,372).

6 Fixed assets

Consolidated and Charity

6.1 Analysis of movement of fixed assets

Cost/valuation	**Freehold Property** £	**Leasehold Improv'ts** £	**Computer Equipment** £	**Fixtures & Fittings** £	**Motor Vehicles** £	**Work in Progress** £	**Total** £
At 01.04.2023	63,144,245	652,817	776,705	2,626,161	192,870	443,832	67,836,630
Additions	607,746	(775)	104,205	800,204	35,265	184,494	1,731,139
Disposals	-	-	(495)	3,209	(43,950)	-	(41,236)
Revaluations/Impairments	6,545,392	-	-	-	-	-	6,545,392
Reclassification	-	-	-	-	-	-	-
At 31.03.2024	70,297,383	652,042	880,415	3,429,574	184,185	628,326	76,071,925
Depreciation							
At 01.04.2023	2,690,929	42,044	616,132	1,034,521	183,331	-	4,566,957
Charge for year	679,064	(4,773)	107,466	535,431	10,863	-	1,328,051
Disposals	-	-	(495)	(3,416)	(43,950)	-	(47,861)
Revaluations/Impairments	-	-	-	-	-	-	-
At 31.03.2024	3,369,993	37,271	723,103	1,566,536	150,244	-	5,847,147
Net book value							
As at 31.03.2024	66,927,390	614,771	157,312	1,863,038	33,941	628,326	70,224,778
As at 01.04.2023	*60,453,316*	*610,773*	*160,573*	*1,591,640*	*9,539*	*443,832*	*63,269,673*

The portfolio of properties was subject to a 5-yearly revaluation as at 21.02.2024. This was carried out by independent valuers, Colliers International by Nicolaus White MRICS & Adam Lenton MRICS. Colliers valued the properties at their market value on the assumption they are fully operational and equipped to achieve their trading potential and are free from encumbrance.

The Work in Progress Additions figure of £184,494 relates to ongoing project works at Westgate-on-Sea.

6.2 Disposal of fixed assets

Disposals of computer equipment and fixtures & fittings partly represent the removal from the register of old, obsolete and fully depreciated assets (see note 1.6).

Disposals of Motor Vehicles represent the sale of a van as replaced by a new one and the sale of a minibus due to be scrapped.

6.3 Comparable historic cost

If the freehold and long leasehold properties had not been included at valuation they would have been included under the historical cost convention as follows:

	2024	*2023*
	£	£
Cost	51,976,304	*51,147,393*
Accumulated depreciation	(12,562,700)	*(11,688,703)*
Net book value	**39,413,604**	***39,458,690***

6.4 Capital commitments

Capital expenditure contracted for, unpaid at the year end and not provided for in the financial statements as at 31st March 2024 was £0 (2023: £58,344).

7 Current debtors

	2024		2023	
	Consolidated	Charity Only	*Consolidated*	*Charity Only*
	£	£	£	£
Trade debtors	2,355,841	1,107,631	*1,781,781*	*856,349*
Other debtors	11,175	11,175	*9,576*	*9,576*
Pension scheme settlement	3,077,050	3,077,050		
Prepayments	775,192	775,192	*489,147*	*489,147*
Accrued income	866,383	140,804	*1,047,120*	*671,325*
	7,085,641	**5,111,852**	***3,327,624***	***2,026,397***

8 Current creditors and accruals

	2024		2023	
	Consolidated	Charity Only	*Consolidated*	*Charity Only*
	£	£	£	£
Interest rate swap asset	-	-	*(88,594)*	*(88,594)*
Trade creditors	847,699	847,699	*668,436*	*668,436*
Other taxes and social security	855,563	855,563	*738,274*	*738,274*
Other creditors	1,593,811	1,593,811	*1,433,085*	*1,433,085*
Pension Liability	229,000	229,000	-	-
Accruals	2,532,733	2,532,733	*1,788,002*	*1,788,002*
Deferred income (note 9)	352,824	352,824	*352,230*	*352,230*
	6,411,630	**6,411,630**	***4,891,433***	***4,891,433***

9 Deferred income accruals

Consolidated and Charity	Care fees £	Cash in advance £	Others £	Total 2024 £
Brought forward at 01.04.2023	244,144	108,087	-	352,231
Released in current year	(244,144)	(108,087)	-	(352,231)
Arising at 31.03.2024	180,279	172,544	-	352,823
Consolidated as at 31.03.2024	**180,279**	**172,544**	**-**	**352,823**
Charity only as at 31.03.2024	106,632	22,533	-	129,165

	Care fees £	*Cash in advance £*	*Others £*	*Total 2023 £*
Brought forward at 01.04.2022	*136,898*	*30,196*	*75*	*167,169*
Released in current year	*(136,898)*	*(30,196)*	*(75)*	*(167,169)*
Arising at 31.03.2023	*244,144*	*108,087*	-	*352,231*
Consolidated as at 31.03.2023	***244,144***	***108,087***	**-**	***352,231***
Charity only as at 31.03.2023	*210,909*	*27,465*	-	*238,374*

All deferred income at 31.03.2024 is in respect of fees or grants invoiced on or prior to 31.03.2024 but relating to periods after 31.03.2024, or payments in advance pending invoicing or contract reconciliation.

10 Creditors: Amounts falling due after more than one year

	2024 £	*2023 £*
Interest rate swap liability	-	*14,849*
Bank loans	5,943,108	*6,642,297*
	5,943,108	***6,657,146***

	Contractual obligation at 31.03.2024 £	*at 31.03.2023 £*
The total bank loans are repayable as follows:		
Within one year	699,189	*699,189*
Between one and two years	699,189	*699,189*
Between two and five years	2,097,568	*2,097,568*
After five years	3,146,351	*3,845,540*
	6,642,297	***7,341,486***

All loans and overdrafts are secured by a fixed and floating charge over the freehold property of the charity, the net book value of the properties charged being £66,927,390 (2023: £60,453,316).

11 Residents' bank accounts

The Charity administers holding bank accounts on behalf of residents for the receipt and payment of the residents' Personal Allowances. These accounts have not been reflected in these financial statements as an asset or liability. The value held at 31.03.2024 was £16,388 (2023: £12,535).

12 Contingent liabilities

There are no known contingent liabilities arising from contract disputes (2023: £nil).

Avante Care and Support (Avante) is aware of the 'Virgin Media Ltd v NTL Pension Trustees II Ltd (and others)' case and considers that there is potential for the outcome of this case to have an impact on Avante. The case affects defined benefit schemes that provided contracted-out benefits before 6 April 2016 based on meeting the reference scheme test. Where scheme rules were amended, potentially impacting benefits accrued from 6 April 1997 to 5 April 2016, schemes needed the actuary to confirm that the reference scheme test was still being met by providing written confirmation under Section 37 of the Pension Schemes Act 1993. In the Virgin Media case the judge ruled that alterations to the scheme rules were void and ineffective because of the absence of written actuarial confirmation required under Section 37 of the Pension Schemes Act 1993. The case was taken to The Court of Appeal in July 2024 and the original ruling was upheld.

As a result, there may be a further liability to Avante's share of the Kent Pension Fund for benefits that were reduced by previous amendments, if those amendments prove invalid (i.e. were made without obtaining s37 confirmation). The Government Actuary's Department is currently undertaking a review to confirm whether such changes occurred in Local Government Pension Schemes. At this point it is not possible to estimate the potential impact, if any, on Avante and thus the obligation and liability shown in Avante's accounts.

13 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total 2024 £
Tangible fixed assets	70,224,778	-	70,224,778
Net current assets (excluding bank loans and swaps liability)	13,329,714	65,764	13,395,478
Bank loans	(6,642,297)	-	(6,642,297)
Pension liabilities	(1,072,000)	-	(1,072,000)
	75,840,195	**65,764**	**75,905,959**

	Unrestricted funds £	*Restricted funds £*	*Total 2023 £*
Tangible fixed assets	*63,267,348*	-	*63,267,348*
Net current assets (excluding bank loans and swaps liability)	*4,301,550*	*65,371*	*4,366,921*
Interest rate swap liability	*73,745*	-	*73,745*
Bank loans	*(7,341,486)*	-	*(7,341,486)*
Pension liabilities	*(1,122,772)*	-	*(1,122,772)*
	59,178,385	***65,371***	***59,243,756***

14 Funds analysis

	Unrestricted funds *	Revaluation/ Capital reserve	Restricted funds	2024 Total
	£	£	£	£
Brought forward at 01.04.2023	44,039,712	15,138,673	65,371	59,243,756
Net income/(Expenditure)	7,502,059	-	393	7,502,452
Revaluation gain/(loss) on Property	-	6,545,392	-	6,545,392
Actuarial gain on pension liability	2,614,359	-	-	2,614,359
Carried forward at 31.03.2024	**54,156,130**	**21,684,065**	**65,764**	**75,905,959**

	*Unrestricted funds **	*Revaluation/ Capital reserve*	*Restricted funds*	*2023*
	£	*£*	*£*	*£*
Brought forward at 01.04.2022	*40,694,209*	*15,138,673*	*71,338*	*55,904,220*
Net income/(Expenditure)	*1,757,678*	-	*(5,967)*	*1,751,711*
Revaluation gain/(loss) on Property	-	-	-	-
Actuarial gain on pension liability	*1,587,825*	-	-	*1,587,825*
Carried forward at 31.03.2023	***44,039,712***	***15,138,673***	***65,371***	***59,243,756***

The revaluation reserve is the revaluation surplus on the freehold property. The freehold properties were revalued by Colliers, surveyors and valuers, on an existing use basis in February 2024. Previous valuations were carried out in March 2019, June 2014, March 2010, March 2005, March 2000 and June 1997.

Avante's policy is to revalue freehold property every 5 years and the next valuation will therefore be carried out as at 31 March 2029.

The movement on restricted funds represents the net transactions for the year through amenity fund cash and bank accounts for the eleven homes. The amenity funds, which are generated from fundraising activities for and by the individual homes, are treated as restricted funds for use by the individual homes concerned.

* Unrestricted funds are shown above after deduction of the FRS 102 pension deficits.

15 Trustee and employee information

15.1 Trustee information

No remuneration was paid to the Trustees during the year to 31st March 2024, (2023: £nil). Travel and training expenses of £3,532 in total were paid to 10 trustees during the year (2023: £1,678, to 10 trustees).
Payments totalling £0 were made in the year in respect of trustee recruitment. (2023: £17,117)
A payment of £16,633 was made in the year in respect of management liability insurance covering trustees and management (2023: £15,320).

15.2 Employee information

	2024	2023
Employee costs during the year were:	£	£
Salaries and wages	21,722,241	*18,875,693*
Agency costs	1,873,615	*2,779,010*
Staff recruitment and training	405,486	*349,526*
Employer's social security costs	1,697,075	*1,431,976*
Employer's pension costs	635,254	*606,570*
	26,333,671	***24,042,775***
Analysed as:		
Charitable activities	26,191,703	*21,132,709*
Support costs	(162,914)	*2,338,330*
Governance costs	304,882	*571,736*
	26,333,671	***24,042,775***
Included in employee costs above are redundancy payments of:	17,334	*40,471*

Senior management

The number of employees whose emoluments for the year fell within each of £10,000 from £60,000 upwards was as follows:

	Number of employees	
Emoluments:	2024	2023
£60,000 to £70,000	6	*2*
£70,000 to £80,000	2	*1*
£80,000 to £90,000	1	*3*
£90,000 to £100,000	1	*1*
£100,000 to £110,000	-	*1*
£110,000 to £120,000	2	*-*
£120,000 to £130,000	-	*1*
£130,000 to £140,000	-	*1*
£140,000 to £150,000	2	
£150,000 to £160,000	-	

Retirement benefits are accruing for 8 of the above staff under defined benefit schemes.

Number of employees

The average number of persons employed during the year was:

	2024	2023
Care & Support	962	*889*
Home Care & Support	136	*146*
Corporate	58	*59*
	1,156	*1,094*

The average number of full time equivalent persons employed during the year was:

	2024	*2023*
Care & Support	751	*669*
Home Care & Support	71	*99*
Corporate	56	*51*
	878	*819*

Remuneration of key management personnel

The key management personnel of the Charity comprise the Managing Director, Finance Director, Director of People & Organisational Development Director of Quality, Director of Care Operations and Property & Development Director. The total employee benefits of the key management personnel of the Charity (including National Insurance) were £794,321 (2023: £881,309) of which £98,759 related to employer's pension costs (2023: £149,623).

16 Pension commitments and FRS 102 disclosures

Avante Care & Support participates in the pension schemes which are named below in the contributions table. The costs are charged to the Statement of Financial Activities as and when they are paid on a monthly basis. The pension cost charge for the period is detailed below. FRS 102 is fully effective and the following disclosures are required:

Pension liability

The liabilities of the SHPS defined benefit pension scheme is shown on the balance sheet under long-term liabilities. The liabilities for Avante's share of the scheme deficit with the three local authorities pension schemes and the net present value of future deficit contributions on the SHPS scheme are as follows:

	2023	Other Movements	Actuarial (gain)/loss	2024
	£	£	£	£
Kent County Council (KCC LGPS)	-	(50,000)	50,000	-
London Borough of Bexley (LBB LGPS)	(93,000)	2,899,000	(2,806,000)	-
Royal Borough of Greenwich (RBG LGPS)	131,772	4,586	(136,358)	-
Social Housing Pension Scheme (SHPS)	1,084,000	(290,000)	278,000	1,072,000
	1,122,772	**2,563,586**	**(2,614,358)**	**1,072,000**

	Rate of Contribution		2024 cost	E'ees in scheme at 31.03.24
	Employer's	Employee's	£	
SHPS CARE/60th (commenced 01.07.2020)	22.8%	10.2%	137,501	3
SHPS CARE/80th	17.2%	7.7%	325,450	9
SHPS FRP auto-enrolment	3.0%	4.0%	309,002	868
SHPS defined contribution scheme	up to 8.00%	Variable	39,230	12
KCC pensions (LGPS)	46.5%	5.8%, 6.5, 6.8 %	37,408	2
RBG pensions (LGPS)	16.5%	6.8%	23,389	2
LBB pensions (LGPS)	19.9%	5.5% 5.8% & 6.5%	11,169	2
			883,149	**898**

Analysis of scheme costs by scheme type

- Defined Contribution	348,232
- Defined Benefit	534,917
	883,149

16.1 Defined contribution schemes

Avante Care & Support participates in two defined contribution schemes provided by The Pensions Trust, one of which is an FRP scheme which is used for auto enrolment.

16.2 Defined benefit schemes

Avante Care & Support participates in four defined benefit pension schemes, all of which are detailed below:

Local Government Pension Schemes

The following 3 defined benefit schemes are Local Government Pension Schemes which are multi-employer schemes.

KENT COUNTY COUNCIL

The KCC LGPS is a funded defined benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2024 was £42,000 (2023: £48,000), of which employer's contributions totalled £37,000 (2023: £42,000) and employees' contributions totalled £5,000 (2023: £6,000). The agreed contribution rates for future years are 46.5% for employers and 5.8%, 6.5, 6.8 % for employees.

The last formal valuation of the scheme was performed at 31 March 2022 by a professionally qualified actuary. The valuation revealed a surplus of £1.33m giving a funding level of 116.7% (compared to £450k at 105.4% as at 31 March 2019).

To assess the value of the Employer's liabilities at 31 March 2024, the value of the Employer's liabilities calculated for the funding valuation at 31 March 2023 has been rolled forward, using financial assumptions that comply with FRS102.
Avante's estimated net asset is £1041,000 as per the FRS102 valuation as at 31 March 2024 (2023: asset £991,000).
The major assumptions used were:

	31.03.2024	31.03.2023	31.03.2022
Financial assumptions	**% pa**	**% pa**	**% pa**
Pension increases (CPI)	2.95	2.90	3.35
Salary increases	3.95	3.90	4.35
Discount rate	4.85	4.80	2.60

Mortality

Life expectancy is based on the S3PA tables with a multiplier of 110% for males and 115% for females. These base tables are then projected using the CMI 2020 Model, allowing for a long-term rate of improvement of 1.25% pa, smoothing parameter of 7.5, an initial addition parameter of 0.5% pa and a 2020 weighting of 25%. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	31.03.2024	*31.03.2023*
Retiring today		
Males	20.8	21.1
Females	23.3	23.5
Retiring in 20 years		
Males	22.0	22.3
Females	24.7	25.0

Balance sheet disclosures

	31.03.2024	*31.03.2023*
Fair value of employer assets	**£'000s**	***£'000s***
Equities	5,207	*5,815*
Gilts	656	*50*
Bonds	1,289	*1,197*
Property	803	*910*
Cash	143	*163*
Target return portfolio	452	*668*
Infrastructure	401	*310*
	8,951	*9,113*

Balance sheet	**£'000s**	***£'000s***
Fair value of employer assets	8,951	9,113
Present value of funded liabilities	(7,910)	(8,122)
Restriction of Asset to Pension Asset Ceiling	(1,041)	(991)
	-	-

Revenue account costs

	Year to:	31.03.2024	*31.03.2023*
Revenue account recognition		**£'000s**	***£'000s***
Current service cost		36	41
Net interest on the defined liability (asset)		(49)	35
Administration expenses		8	6
		(5)	*82*

	Year to:	31.03.2024	*31.03.2023*
Reconciliation of defined benefit obligation		**£'000s**	***£'000s***
Opening defined benefit obligation		8,122	*10,859*
Current service cost		36	*41*
Interest cost		377	*275*
Contributions by members		5	*6*
Experience loss/(gain) on defined benefit obligation		26	*775*
Past service costs, including curtailments		-	-
Changes in financial assumptions		(4)	*(3,081)*
Change in demographic assumption		(122)	*(198)*
Estimated benefits paid		(530)	*(555)*
Closing defined benefit obligation		7,910	*8,122*

Reconciliation of opening & closing balances of the fair value of Fund assets	Year to: 31.03.2024 £'000s	*31.03.2023 £'000s*
Opening fair value of Fund assets	9,113	*9,478*
Interest on assets	426	240
Return on assets less interest	(92)	(120)
Other actuarial gains/(losses)	-	28
Contributions by Scheme participants and other employers	5	6
Contributions by employer including unfunded	37	42
Estimated benefits paid plus unfunded net of transfers in	(530)	(555)
Administration expenses	(8)	(6)
Closing fair value of Fund assets	8,951	*9,113*

Amounts for current & previous periods	31.03.2024 £'000s	31.03.2023 £'000s	31.03.2022 £'000s	31.03.2021 £'000s	31.03.2020 £'000s
Defined benefit obligation	(7,910)	(8,122)	(10,859)	(11,373)	(10,132)
Scheme assets	8,951	9,113	9,478	9,635	7,745
Surplus/(deficit)	1,041	991	(1,381)	(1,738)	(2,387)

Projected expense	Year to: 31.03.2025 £'000s
Service cost	35
Net interest on the defined liability (asset)	(2)
Administration expenses	8
	41
Employer contributions	75

Sensitivity analysis

The following tables set out the impact of a small change in the rates on the defined benefit obligation and projected service cost:

	Year to:	31.03.2024 £'000s	
Adjustment to discount rate	+0.1%	0.0%	(0.1%)
Present value total obligation	7,827	7,910	7,995
Projected service cost	34	35	36
Adjustment to long term salary increase	+0.1%	0.0%	(0.1%)
Present value total obligation	7,912	7,910	7,908
Projected service cost	35	35	35
Adjustment to pension increases and deferred revaluation	+0.1%	0.0%	(0.1%)
Present value total obligation	7,995	7,910	7,827
Projected service cost	36	35	34
Adjustment to life expectancy assumptions	+1 Year	None	-1 Year
Present value total obligation	8,332	7,910	7,511
Projected service cost	36	35	34

Remeasurement of the net assets / (defined liability)	31.03.2024 **£'000s**	*31.03.2023* ***£'000s***
Return on Fund assets in excess of interest	(92)	(120)
Other actuarial gains/(losses) on assets	-	28
Change in financial assumptions	4	3,081
Experience gain/(loss) on defined benefit obligation	(26)	(775)
Change in demographic assumptions	122	198
Changes in effect of asset ceiling	(1,041)	991
Remeasurement of the (defined liability)/net assets	**(1,033)**	***3,403***

LONDON BOROUGH OF BEXLEY

The LBB LGPS is a funded defined benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2024 was £3,064,000 (2023: £164,000), of which employer's contributions totalled £3,066,000 (2023: £160,000) and employees' contributions totalled £2,000 (2023: £4,000). The agreed contribution rates for future years are 19.9% for employers and 5.5% 5.8% & 6.5% for employees. The scheme was closed at 31 March 2024 and therefore no future contributions will be made to the scheme.

The last formal valuation of the scheme was performed at 31 March 2022 by a professionally qualified actuary. The valuation revealed a surplus of £125 million, giving a funding level of 113% (compared to £11m at 101% as at 31 March 2019).

An actuarial valuation of Avante Care & Support's share in the scheme was carried out by a qualified independent actuary as at 31 March 2024 using the "projected unit credit" method to calculate the service cost. Avante Care and Support exited the pension scheme on 31 March 2024 and a termination assessment was undertaken by the actuary as at that date which showed a scheme surplus and exit credit of £3,077,050 which has been included on the balance sheet as a debtor. The main assumptions used by the actuary were:

Financial assumptions	31.03.2024 **% pa**	31.03.2023 **% pa**	31.03.2022 **% pa**
CPI inflation rate	2.7	2.7	3.5
Pension increase rate	2.8	2.8	3.6
Salary increases	4.2	4.2	5.0
Discount rate	4.9	4.9	2.8

Mortality

Life expectancy is based on the SAPS 3 CMI 2021 (1.5%) tables (117% males, 104% females) for non-retired members. For retired members life expectancy is based on the same tables (108% males, 103% females). Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	Males	**Females**
Current pensioners	22.9	25.7
Future pensioners	21.8	24.0

Balance sheet disclosures

	31.03.2024	*31.03.2023*
Fair value of employer assets	**£'000s**	***£'000s***
Equities	-	*4,080*
Government bonds	-	*3,698*
Other bonds	-	-
Property	-	*1,785*
Cash/liquidity	-	*1,020*
Other	-	*2,168*
	-	*12,751*

Balance sheet	**£'000s**	***£'000s***
Fair value of employer assets	-	*12,751*
Present value of funded liabilities	-	*(9,148)*
Restriction of Asset to Pension Asset Ceiling	-	(3,510)
	-	*93*

Revenue account costs

	Year to:	31.03.2024	*31.03.2023*
Revenue account recognition		**£'000s**	***£'000s***
Current service cost		9	*27*
Net interest cost		(177)	*(39)*
Administration expenses		1	*1*
Past service cost (gain)		-	-
Effect of Settlements		882	-
		715	*(11)*

	Year to:	31.03.2024	*31.03.2023*
Statement of other comprehensive income		**£'000s**	***£'000s***
Remeasurements (liabilities and assets)		-	*(2,041)*
Total remeasurements included in SOCI		-	*(2,041)*

	Year to:	31.03.2024	*31.03.2023*
Reconciliation of defined benefit obligation		**£'000s**	***£'000s***
Opening defined benefit obligation		9,148	*13,082*
Current service cost		9	*27*
Interest cost		435	*360*
Contributions by members		2	*4*
Past service cost/(gain)		-	*(604)*
Experience (gain)/loss		89	*419*
Actuarial losses/(gains)		(126)	*(3,787)*
Settlements		(9,001)	-
Estimated benefits paid		(556)	*(353)*
Closing defined benefit obligation		**-**	***9,148***

	Year to:	31.03.2024	*31.03.2023*
Reconciliation of fair value of employer assets		**£'000s**	***£'000s***
Opening fair value of employer assets		12,751	*14,473*
Expected return on assets		-	*399*
Contributions by members		2	*4*
Contributions by employer		(3,066)	*160*
Actuarial gain/(loss)		-	*(1,680)*
Benefits paid		(556)	*(604)*
Administration expenses		(1)	*(1)*
Interest on asset plan		612	-
Remeasurements (assets)		141	-
Settlements		(9,883)	-
Closing fair value of employer assets		**-**	***12,751***

	31.03.2024	31.03.2023	31.03.2022	31.03.2021	31.03.2020
Amounts for current & previous periods	**£'000s**	**£'000s**	**£'000s**	**£'000s**	**£'000s**
Defined benefit obligation	-	(9,148)	(13,082)	(13,257)	(12,316)
Scheme assets	-	12,751	14,473	13,988	12,510
Surplus/(deficit)	-	3,603	1,391	731	194
Experience adj on scheme assets	-	(1,680)	777	1,702	(592)
Experience adj on scheme liabilities	(126)	(3,787)	61	1,402	(835)

ROYAL BOROUGH OF GREENWICH

The RBG LGPS is a funded defined benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2024 was £31,000 (2023: £31,000), of which employer's contributions totalled £23,000 (2023: £23,000) and employees' contributions totalled £8,000 (2023: £8,000). the scheme was closed at 31 March 2024 and therefore no future contributions will be made to the scheme.

The last formal valuation of the Scheme was performed at 31 March 2022 by a qualified actuary. The valuation revealed a surplus of £52.1k, giving a funding level of 103.3% (compared to -£48.8k at 97% as at 31 March 2019).

Avante Care and Support exited the pension scheme on 31 March 2024 and a termination assessment was undertaken by the actuary as at that date which showed a scheme surplus and exit deficit of £229,000 which has been included on the balance sheet as a creditor. The major assumptions used by the actuary were:

	31.03.2024	31.03.2023	31.03.2022
Financial assumptions	**% pa**	**% pa**	**% pa**
Pension increases (CPI)	2.90	2.90	3.40
Salary increases	3.90	3.90	4.40
Discount rate	4.85	4.80	2.60

Mortality

Life expectancy is based on the S3PA_H tables with a multiplier of 100% for males and 100% for females. These base tables are then projected using the CMI 2021 Model, allowing for a long-term rate of improvement of 1.25% pa, smoothing parameter of 7.0, an initial addition parameter of 0.0% pa and a 2020 weighting of 5% and 2021 weighting of 5%. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	31.03.2024	*31.03.2023*
Retiring today		
Males	19.3	19.6
Females	22.7	23.0
Retiring in 20 years		
Males	20.6	21.0
Females	24.2	24.5

Balance sheet disclosures

	31.03.2024	*31.03.2023*
Estimated asset allocation for Avante Care & Support	**£'000s**	***£'000s***
UK Equities	-	818.8
Other bonds	-	351.2
Property	-	154.2
Cash	-	26.5
Unitised insurance policies	-	-
UK & overseas unit trusts	-	192.8
	-	*1,543.5*

Balance sheet	**£'000s**	***£'000s***
Fair value of employer assets	-	*1,543.5*
Present value of funded liabilities	-	(1,675.3)
	-	*(131.8)*

Revenue account costs

	Year to: 31.03.2024	*31.03.2023*
Revenue account recognition	**£'000s**	***£'000s***
Service cost	21.0	46.7
Net interest on the defined liability (asset)	5.8	13.6
Administration expenses	1.2	1.1
	28.0	*61.4*

	Year to:	31.03.2024	*31.03.2023*
Reconciliation of opening and closing balances of present value of the defined benefit obligation		**£'000s**	***£'000s***
Opening defined benefit obligation		1,675.3	*2,199.4*
Current service cost		21.0	46.7
Interest cost		78.4	56.2
Change in financial assumptions		(10.3)	(787.0)
Change in demographic assumptions		(28.3)	(112.6)
Experience loss/(gain) on defined benefit obligation		(1,420.8)	352.4
Estimated benefits paid net of transfers in		(94.3)	(87.7)
Past service costs, including curtailments			-
Contributions by scheme participants and other employers		8.0	7.9
Settlement		(229.0)	
Closing defined benefit obligation		**0.0**	***1,675.3***

	Year to:	31.03.2024	*31.03.2023*
Reconciliation of opening and closing balances of present value of the fair value of Fund assets		**£'000s**	***£'000s***
Opening fair value of Fund assets		1,543.4	*1,665.7*
Interest on assets		72.6	42.6
Return on assets less interest		43.9	(85.8)
Other actuarial gains/(losses)		(1,595.8)	(21.6)
Administration expenses		(1.2)	(1.1)
Contributions by employer including unfunded		23.4	23.4
Contributions by Scheme participants and other employers		8.0	7.9
Estimated benefits paid plus unfunded net of transfers in		(94.3)	(87.7)
Closing fair value of Fund assets		**0.0**	***1,543.4***

	31.03.2024	31.03.2023	31.03.2022	31.03.2021	31.03.2020
Amounts for current & previous periods	**£'000s**	**£'000s**	**£'000s**	**£'000s**	**£'000s**
Defined benefit obligation	(0)	(1,675)	(2,199)	(2,086)	(1,914)
Scheme assets	0	1,543	1,666	1,484	1,253
Surplus/(deficit)	(0)	(132)	(533)	(602)	(661)

THE PENSIONS TRUST - SOCIAL HOUSING PENSION SCHEME

The company participates in the scheme, a multi-employer scheme which provides benefits to some 500 non-associated employers. The scheme is a defined benefit scheme in the UK.

The scheme is subject to the funding legislation outlined in the Pension Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupation pension schemes in the UK.

The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2022. This valuation revealed a deficit of £1,560m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

As at 31 March 2024 total scheme liabilities were £5,567,000, scheme assets were £4,495,000 giving a deficit of £(1,072,000) (2023: £(1,084,000))

The total contribution made for the year ended 31 March 2024 was £474,000 (2023: £477,000), of which employer's contributions totalled £474,000 (2023: £475,000) and employees contributions totalled £0,000 (2023: £2,000). The agreed contribution rates for future years are 17.2% - 22.8% for employers and 7.7% - 10.2% for employees.

	Year to:	**31.03.2024**	***31.03.2023***
Fair value of plan assets, present values of DB obligation, and DB asset (liability)		**£'000s**	***£'000s***
Fair value of plan assets		4,495	4,476
Present value of defined benefit obligation		5,567	5,560
Deficit in plan		(1,072)	(1,084)
Defined benefit liability to be recognised		(1,072)	(1,084)

	Year to:	**31.03.2024**
Reconciliation of opening and closing balances of the defined benefit obligation		**£'000s**
Defined benefit obligation at start of period		5,560
Current service cost		132
Expenses		7
Interest expense		265
Contributions by plan participants		-
Actuarial losses (gains) due to scheme experience		92
Actuarial losses (gains) due to changes in demographic assumptions		(63)
Actuarial losses (gains) due to changes in financial assumptions		28
Benefits paid and expenses		(454)
Defined benefit obligation at end of period		**5,567**

	Year to:	31.03.2024
Reconciliation of opening and closing balances of the fair value of plan assets		**£'000s**
Fair value of plan assets at start of period		4,476
Interest income		220
Experience on plan assets (excluding amounts included in interest income) - gain (loss)		(221)
Contributions by the employer		474
Contributions by plan participants		-
Benefits paid and expenses		(454)
Fair value of plan assets at end of period		**4,495**

The actual return on the plan assets (including any changes in share of assets) over the period ended 31 March 2024 was £630,000.

	Year to:	31.03.2024
Defined benefit costs recognised in Statement of Comprehensive Income (SOCI)		**£'000s**
Current service cost		132
Expenses		7
Net interest expense		45
Defined benefit costs recognised in Statement of Comprehensive Income (SoCI)		**184**

	Year to:	31.03.2024
Defined benefit costs recognised in Other Comprehensive Income (OCI)		**£'000s**
Experience on plan assets (excluding amounts included in net interest cost) - gain (loss)		(221)
Experience gains and losses arising on the plan liabilities - gain (loss)		(92)
Effects of changes in the demographic assumptions underlying the present value of the DB obligation - gain (loss)		63
Effects of changes in the financial assumptions underlying the present value of the DB obligation - gain (loss)		(28)
Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - gain (loss)		(278)
Total amount recognised in Other Comprehensive Income - gain (loss)		**(278)**

Notes to the Accounts

for the year ended 31 March 2024

	Year to:	31.03.2024	*31.03.2023*
Assets		**£'000s**	***£'000s***
Global Equity		448	84
Absolute Return		176	48
Distressed Opportunities		158	135
Credit Relative Value		147	169
Alternative Risk Premia		143	8
Fund of Hedge Funds		-	-
Emerging Markets Debt		58	24
Risk Sharing		263	330
Insurance-Linked Securities		23	113
Property		180	193
Infrastructure		454	511
Private Equity		4	-
Private Debt		177	199
Opportunistic Illiquid Credit		176	192
High Yield		1	16
Opportunistic Credit		-	-
Cash		89	32
Corporate Bond Fund		-	-
Liquid Credit		-	-
Long Lease Property		29	135
Secured Income		134	205
Liability Driven Investment		1,829	2,062
Currency Hedging		(2)	9
Net Current Assets		8	11
Total assets		**4,495**	***4,476***

None of the fair values of the assets shown above include any direct investments in the employer's own financial instruments or any Property occupied by, or other assets used by, the employer.

Year to:	31.03.2024	*31.03.2023*
Key Assumptions	**% pa**	**% pa**
Discount Rate	4.87	4.89
Inflation (RPI)	3.19	3.20
Inflation (CPI)	2.76	2.72
Salary Growth	3.76	3.72
Allowance for commutation of pension for cash at retirement	75% of max allowance	75% of max allowance

Year to:	31.03.2024
Mortality assumptions adopted at 31.03.24 imply the following life expectancies at age 65	**Expectancy**
Male retiring in 2024	20.5
Female retiring in 2024	23.0
Male retiring in 2044	21.8
Female retiring in 2044	24.4

17 Related parties

There have been no related party transactions that require disclosure other than transactions with the wholly owned subsidiary company, Avante Care Services Ltd (a limited company that carries out trading activities on behalf of the charity registered in England & Wales no. 09402720).
Transactions as below:

	Avante Care Services Ltd	
	2024	***2023***
	£	**£**
Balance at 01.04.2023	2,362,099	*2,201,725*
Recharges to Subsidiary	16,845,211	*15,199,849*
Management charge to Subsidiary	168,452	*151,999*
Repayments from Subsidiary	(17,421,095)	*(15,509,573)*
Gift Aid due to parent	352,533	*318,100*
Balance at 31.03.2024	2,307,200	*2,362,100*

	Avante Care Services Ltd	
Summary of Balance Sheet	**2024**	***2023***
	£	**£**
Current assets	2,307,200	2,362,100
Current liabilities	(2,307,200)	(2,362,100)
Net current assets/(liabilities)	-	-
Capital and reserves	-	-

	Avante Care Services Ltd	
Summary of Income and Retained Earnings	**2024**	***2023***
	£	**£**
Turnover	17,366,196	*15,669,948*
Cost of sales	(16,845,211)	*(15,199,849)*
Management fee	(168,452)	*(151,999)*
Gift Aid donation	(352,533)	*(318,100)*
Retained earnings at end of period	**-**	**-**

AVANTE CARE AND SUPPORT LIMITED

England & Wales - Charity number 1002727

Accounts

Annual Report and Financial Statements

for the year ended 31 March 2023

Avante Care and Support Limited

avante
care & support
'Everyone Matters'

Registered Office:
De Gelsey House
1 Jubilee Way
Faversham
Kent
ME13 8GD

Company No. 2565021 / Charity No. 1002727

Contents

for the year ended 31 March 2023

> Chair's introduction 1

> Report of the Board of Trustees: Reference and administration details 2

> Report of the Board of Trustees: Governance, structure and management 3

> Report of the Board of Trustees: Statement of Public Benefit, Objectives and Activities 4

> Report of the Board of Trustees: Strategic report 7

> Independent auditor's report 17

> Simplified operating statement 21

> Consolidated statement of financial activities (SOFA) 22

> Balance sheets 23

> Consolidated cash flow statement 24

> Notes to the accounts 25

Chair's Introduction

This is my first Chair's Introduction since taking over as Chair of Avante. It is a great honour to take on this role and to pay tribute to my predecessor, Jackie Churchward-Cardiff, who led the organisation through a period of rapid change and through the rigours of the pandemic.

In her 2022 report, the Chair described the experience of the Covid pandemic for Avante, its residents and staff. In this last year, whilst Covid has been less of an operational reality, the organisation has been engaged in recovering from the impact of Covid, both operationally and financially, and returning to normal business. Although Avante came through the pandemic in better shape than many other organisations, this has still been a difficult process, but the recovery is largely on track. Avante is still, however, vulnerable to all of the issues that afflict the care sector so the path is not going to be entirely smooth.

Most topically, at time of writing, the question of local authority finances is reaching more critical levels with a number of councils nationally effectively declaring themselves bankrupt. Fortunately, none of the four councils with whom Avante primarily deals have had to take this step, but they will not be immune from the growing crisis. This is profoundly unhelpful for the care sector's and Avante's need to achieve a fair price for care.

The other major crisis issue for the social care over the last year has been that of recruitment and retention. Again, Avante has been seriously affected by this and, at times use of agency staff at some of the homes has been extremely high. I am very pleased to report that for Avante at least, the situation has seen significant improvement and in conversation with a number of our home managers, they confirm this.

As well as being affected by national and regional issues, like all other organisations, "events" happen and can have profound effects. For Avante this year this was a fire at Park View Care Home. This caused the closure of the home for a few months, but, most importantly, no-one was seriously hurt. To see the impact of the fire on the building was very sobering. The staff at Park View acted with great care and professionalism and no little heroism. There was also a great team effort on the day with the Police, London Fire Brigade and Bexley Council all pulling together along with Avante staff on site and at Head Office. We were able to celebrate the formal re-opening of the Home only a few weeks ago which was a joyous event. All credit must go to the Park View team and the Property team who made this possible in such a short space of time.

This has been a relatively quiet year in terms of full CQC inspections as they get back up to speed, but there have been successes along the way. This has not meant any lessening of the drive towards improved quality across the board with our own audits and specific support activity from the Quality Team.

Alongside all of this has been the implementation of a new electronic care planning system across all homes. This has been a major undertaking which went extremely well. More importantly it appears to have been almost universally welcomed by the staff who use it freeing up more time to spend with residents. Further IT developments are planned for the near future.

We continue to promote the Eden Alternative as our Philosophy of Care, providing highly personalised care and a life affirming experience for our service users. When I visit our services, I often see this so clearly being put into practice.

Avante continues to look forward with advanced plans regarding the construction of new homes and other new opportunities.

Change is always a factor; a few weeks ago, the organisation wished our Director of Quality a happy and well-earned retirement. We have been fortunate to appoint a replacement and we look forward to his joining the organisation. We have also recently appointed four new trustees of widely differing, but enormous experience who are contributing to the organisation's strategic direction.

This past year has been eventful in many ways and at times has put the organisation under great strain. It has, however, come through strongly and we look forward to an exciting year ahead.



Andrew Ireland
26 September 2023

Avante Care and Support Limited

Report of the Board of Trustees
for the year ended 31 March 2023

The Board presents the consolidated report and financial statements of Avante Care and Support for the year ended 31 March 2023. The accounts (financial statements) have been prepared in accordance with the Charities SORP (FRS102) applicable to charities preparing their accounts in accordance with FRS102 the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK Generally Accepted Practice. The report and statements also comply with the Companies Act 2006 as Avante Care and Support is a Company limited by guarantee. The Trustees' Report is also a Directors' Report for the purposes of Company Law. The Strategic Report is included at item 5 within this report.

1. Reference & Administration Details

Avante Care and Support was formed in 1990 and is a registered charity and company limited by guarantee.

Board of Trustees[1]

Jackie Churchward-Cardiff	(Jan 2018 to Oct 2022)	Chair (Jan 2018 to Oct 2022)
Andrew Ireland	(Appointed Aug 2018)	Chair of Finance & Resources Committee (Sep 2018 to Oct 2022), Deputy Chair (April 2021 to Oct 2022) and Chair (Appointed Nov 2022)
Gillian Gibb	(Appointed Jun 2017)	Chair of Care & Quality Committee (Aug 2018) and Deputy Chair (Appointed Nov 2022)
Peter Gingell	(Appointed Sep 2020)	Chair of Finance & Resources Committee (Appointed Nov 2022)
Mark Hosea	(Jan 2018 to Jan 2023)	
Finbarr Murray	(Feb 2018 to Nov 2022)	
Stephen King	(Appointed Sep 2020)	
Michael Wilshaw	(Appointed Sep 2020)	
Joanna Audley	(Mar 2021 to Jun 2023)	
Sureshraj Anandraj	(Appointed Nov 2021)	
Caroline Kaiser	(Appointed Mar 2023)	
Rasheed Ahmad	(Appointed Mar 2023)	
Peter Bannister	(Appointed Mar 2023)	
William Purvis	(Appointed Mar 2023)	

Principal and Registered Office
Avante Care and Support Ltd.
De Gelsey House
1 Jubilee Way
Faversham
Kent ME13 8GD

Auditor	Price Bailey LLP, 3rd Floor, 24 Old Bond St, Mayfair, London W1S 4AP
Bankers	Barclays Bank Plc, Churchill Place, London
Solicitors	Thomson Snell & Passmore, Heathervale House, 2-4 Vale Avenue, Tunbridge Wells, Kent TN1 1DJ
	Boys & Maughan, India House, Hawley Street, Margate, Kent
Company Number	2565021
Charity Number	1002727

Appointment of Auditor

A resolution will be proposed at the Board of Trustees Meeting on 26 September 2023 that Price Bailey LLP be re-appointed Auditor of Avante Care & Support for the year ending 31 March 2024.

2. Governance, Structure & Management

2.1 Governance

Avante Care and Support has no share capital and is a registered charity. The guarantee of each member is limited to £1. The governing document is the Articles of Association of the company, which was updated in June 2015 and members of the Board of Trustees are the members and non-executive Directors of the Company.

Avante Care and Support's Articles of Association provide for a minimum of 6 and a maximum of 18 Trustees. Trustees are appointed for a fixed term of three years, with each new appointment to be reviewed after the first year. Trustees shall cease to be Trustees at the end of the fixed term, but may be reappointed up to a maximum of 3 terms or 9 years.

The Board continually keeps under review its membership and the breadth of skills and expertise to ensure proper governance. When required, advertisements for new Trustees are placed with appropriate recruitment agencies. Prior to appointment, potential Trustees will be interviewed and meet with the Chairman and members of the Executive Management Team and Trustees. CVs are circulated to the Board of Trustees and any new appointment is agreed by the Board as a whole. The Board was strengthened by four new Trustees during the year and three Trustees resigned in the year.

When new Trustees are appointed, each Trustee is provided with a Trustee Handbook which contains information, including the organisation's Standing Orders, a number of principal policies and procedures and Charity Commission Guidance. New Trustees meet with the Chairman and individually with the Executive Management Team and are invited to visit the offices and services. Trustees' training needs are assessed and met through attendance at workshops and conferences, coaching with existing Trustees as well as through the provision of regular briefings and policy documents.

During the year the Board of Trustees met on 4 occasions and took part in one Away Day with senior managers which provided more time for members to have detailed discussions on strategy review and development and policy.

During the year ended 31 March 2022 the Board of Trustees and Executive Management Team took part in an externally managed governance review and, having reviewed the recommendations, agreed an action plan at the September 2021 Board meeting with a target for completion of all actions by September 2022. Updates on the action plan were reported at each Board of Trustees meeting with the final report at the September 2022 meeting. The Board has adopted the Charity Governance code and its seven principles are published with each Board Meeting agenda papers.

The Board is supported in its work by the:

- Finance & Resources Committee which met on 5 occasions
- Care & Quality Committee which met on 3 occasions
- Chairman's Group which did not need to meet during the year
- Remuneration Committee which met on 1 occasion during the year

The meetings are generally held on a quarterly basis, with Chairman's Group only meeting when required.

The Remuneration Committee has the fully delegated power of the Board of Trustees to review and amend organisational remuneration policies and is responsible for setting, authorising and reviewing the remuneration of Executive Management Team members. All business of the Committee is minuted, and the minutes are presented to the next Board meeting for discussion and confirmation.

From time to time Executive Management Team salaries are reviewed by benchmarking by an external agency such as Hays. This was carried out in December 2020 and all salary levels were found to be appropriate with no adjustments required.

It is through the Board of Trustees, the Finance & Resources Committee, the Care & Quality Committee, the Remuneration Committee and the Chairman's Group that the activities of Avante Care and Support are controlled. Each Committee has its own Terms of Reference and their reports and minutes of meetings are a standing agenda item for the full Board meetings.

2.1.1 Disclosure of Information to the Auditor

Insofar as each of the Trustees of the company at the date of approval of this report is aware, there is no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the 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 company's auditor is aware of that information.

2.2 Structure

With effect from January 2016 Avante Care and Support novated most of its Local Authority contracts to its wholly owned subsidiary company, Avante Care Services Limited. The contracts were then subcontracted to the charity to deliver the services in the usual way. This was put in place to ensure that Avante is set up in the most effective way for tax efficiency.

Avante Care Services is a company limited by shares, with Avante Care and Support being the only shareholder. The Managing Director and the Finance Director are the Directors of the subsidiary company. During the year the Inter Company Agreement was reviewed and updated.

Responsibility for the day-to-day management of Avante Care & Support Limited's business is delegated to the Managing Director and, through him, the Executive Management Team as detailed in Standing Orders. The Managing Director is the principal adviser to the Board of Trustees and together with the Executive Management Team reports to them on the organisation's performance against the Strategic and Operational plans approved by the Board each year.

2.3 Management & Staffing

2.3.1 Executive Management Team

The Executive Management Team is collectively responsible for delivering the organisation's Mission and performance in every area of activity.

The members of the Executive Management Team are as follows:-

- The Managing Director, Stuart Cross who is responsible to the Board, supported by the members of the Executive Team, for the strategy and leadership of the organisation. He is supported by the Operations Management Team for the delivery and quality of the services provided. He is also responsible for Avante's Marketing activities.

- The Finance Director, Deputy Managing Director and Company Secretary, Debbie Norman, is responsible for Financial Accounting, Planning and Control, Information Technology and providing support to and deputising for the Managing Director.

- The Director of People and Organisational Development, Veronica Anthony-David, is responsible for all staff-related matters including central recruitment services and organisational and workforce development.

- The Director of Quality, Jacqui Morris, was responsible for the provision of a range of internal consultancy and support services to our operational business units as well as leading on quality standards, compliance and management information. She also managed the Learning and Development Team. Jacqui retired in August 2023, but will be retained on a consultancy basis for two days per week until the new Director of Quality commences in November 2023.

- The Director of Care Operations, Sarah-Jane Clapson, is responsible for the delivery and quality of all care services provided.

- The Director of Property and Development, Chris Francis, is responsible for the maintenance and improvement of Avante's properties as well as leading on the development and acquisition of new property based services. He is also responsible for Health and Safety.

Each member of the Executive Management Team is responsible for ensuring that they employ staff with the necessary skills and qualifications to carry out the required roles within the organisation and uphold the aims and values of Avante Care and Support.

2.3.2 Disabled Persons

Avante Care and Support is committed to equality of employment and values diversity. Its policies ensure that it does not discriminate on the basis of factors such as disability in the selection and development of employees.

2.3.3 Volunteers

Avante and its residents and service users are usually fortunate to benefit from volunteers who support our services and the number of volunteers has now started to increase following the lower participation during the pandemic.

In total it is estimated that the economic value of the time given by volunteers in 2022/23 was in excess of £15k (2021/22 £6k). This was through approximately 6 regular volunteers giving approximately 1,450 hours of their time. We hope that this activity will continue to increase now that it is safe to do so.

2.3.4 Statement of Public Benefit

Under the Charities Act 2011, charities are required to demonstrate that their aims are for the public benefit. The two key principles which must be met in this context are, first, that there must be an identifiable benefit or benefits; and, secondly, that the benefit must be to the public, or a section of the public. Charity Trustees must ensure that they carry out their charity's aims for the public benefit, must have regard to the Charity Commission's guidance and must report on public benefit in their Annual Report.

Avante's Board of Trustees regularly monitors and reviews the success of the organisation in meeting its mission, values and objectives which are supported by the business plan.

We look for innovative ways to enhance our services and to engage with the community. Having the Eden Alternative as the philosophy of care encourages this engagement and we welcome and encourage initiatives such as:-

- sharing our spaces with organisations like the MS Society.
- inviting the neighbourhood to special events giving them an opportunity to view the services that we provide.
- We engage with the local schools; school children visit the home for events such as Harvest Festival and during the Christmas period and interact with the residents. We also receive invites from schools to events like community teas.
- Homes hold regular Church services which gives our residents a chance to worship and join in with singing hymns and they can have a blessing by the vicar if they wish too.
- We have had local community singers visit us.
- We also engage with local Supermarkets who deliver fruits and gifts to our staff and residents.

We offer Dementia Friends training to all of our staff which not only improves their knowledge, but equips them to help people in the wider community when a need arises.

Avante's Vision is:-
Communities where everyone has a vibrant and fulfilling life

Avante's Mission is:-
To enable the journey through care by providing personalised home support and residential services

Avante's Mission is supported by our Values.

Avante's Values are:-

Supporting	**– providing supportive communities & services**
Personal	**– providing individual care and support**
Attentive	**– nurturing individual needs**
Relationship Centred	**– forming and maintaining important relationships**
Kind	**– selfless, supportive care**
Listening	**– everybody matters**
Enabling	**– everybody to reach their full potential**

The Trustees confirm, in the light of the guidance, that Avante's mission and values fully meet the public benefit test and that all the activities of the charity, detailed under section 4 of this report, are undertaken in pursuit of its mission.

3. Objectives

The objects for which the Company is established are the relief of persons permanently or temporarily resident, or for the time being resident in England, "who are of necessitous circumstances, or suffer or are recovering or convalescing from some physical or mental illness or disability, or are elderly people, or are younger people, adolescents or children".

4. Activities

Avante undertook its charitable activities through two main services; the residential care homes and care in people's own homes in the community. During the year, following the Covid 19 Pandemic, our occupancy in care homes steadily recovered. Unfortunately, hours delivered in the community did not recover in the same way, mainly due to the inability to attract and retain staff.

4.1 Care Homes - Caring for and supporting older people, many of whom have dementia, through our registered care homes, providing residential care, nursing care, respite care and day care services.

We provided care and support during the year for an average of 628 older people (563 in 2021/22) in our 10 Care Homes for both Residential and Day Care, although Day Care Services were only delivered at Court Regis. Over 80% of our residents have high dependency needs resulting from dementia and Alzheimer's and nursing care requirements. Occupancy recovered throughout the year following the Covid 19 pandemic. In March 2022 Occupancy was 85.2% but by the year-end had improved to 90.0%. The average for the year ended 31 March 2022 was 88.4%. (82.5% during 2021/22).

The majority of our residents are funded by Social Services Departments which continue to face unprecedented financial pressures. This means that the average fee increase received during the year was generally less than the real increase in the costs of providing these services, which included the significant impact of the further increase in National Living Wage. This imbalance between fees and increased costs has continued to place pressure on Avante Care and Support's finances alongside the remaining effects of the pandemic. At the year-end 34.0%% (33.7% during 2021/22) of our service users were self-funded and actual numbers were 209 (196 2021/22) compared to a budget of 195 (205 2021/22). Self-funder placements reduced significantly due to the pandemic and have been slower to recover towards normal levels than local authority placements.

Avante Care and Support remains a preferred provider for the care of older people with Kent County Council, Medway Council, the London Borough of Bexley and the Royal Borough of Greenwich. In addition, we are commissioned by a variety of other Local Authorities and NHS organisations to provide services to individual residents.

4.2 Home Care & Support - Supporting older people through a range of domiciliary and home care services as well as people with learning disabilities and other support needs in the community.

Our Home Care service supported 291 people (435 in 2021/22) in their own homes who are frail and vulnerable or may have dementia, a physical disability or may require care after a period in hospital. These services include personal care, support with medication, assistance with meals, getting up and going to bed, domestic support and shopping. The reduction in service users which has continued since the previous year, has been mainly due to the difficulties in recruiting staff as demand for services has remained high.

Avante Care & Support is an accredited supplier of care services in the London Borough of Bexley and for Kent County Council. Our Home Care service also provides intermediate and continuing care to NHS patients. During the year, 31.7% (20.7% 2021/22) of the service was delivered to self-funded customers. The increase was due to a drive to prioritise Self-funded clients because of the uneconomic rates paid by Local Authorities.

4.3 Facts and Figures about our Services

As at 31/3/2023	Income £	No. of clients/service users/customers	Staff Employed
Care Homes	29,974,114	628	927
Home Care & Support	2,577,493	291	127

Note:
Income figures exclude rental, miscellaneous, bar & café and COVID Grant income.
Staff Employed figures above are different from those contained in Note 15 of the accounts as the figures in the note are average monthly persons employed. The staff figures shown above are as at 31 March 2023 and exclude corporate support functions.

Comparatives as at 31/3/2022

As at 31/3/2022	Income £	No. of clients/service users/customers	Staff Employed
Care Homes	25,264,104	563	878
Home Care & Support	3,572,216	435	170

5. Strategic Report

5.1 Achievements and Performance against Objectives set

In March 2021, the Board agreed the new 3 year strategy for 2021/24 with a supporting 3 year Business Plan which was approved in June 2021.

The goals for the Strategic Plan 2021-24 are:

1. Care quality improvement
2. Improving our financial performance
3. Service development
4. Workforce Development

Each Strategic Goal is underpinned by three key objectives aimed at enabling each goal to be achieved.

Performance commentary

Highlights for the year include the achievement of a Good rating from CQC at Chaucer House, the successful roll out of our electronic care planning system and the improvement in recruitment, particularly in the last quarter.

From a financial perspective, our performance was very strong in the first six months' of the year enabling us to make an in year pay award to help staff in the cost of living crisis. Unfortunately, we were not able to maintain progress against increasing budgets in the second half of the year and this, combined with the poor financial performance of Home Care meant that we were behind budget for most of the second half of the year. Nevertheless, Avante as a whole achieved a better than budget performance for the full 12-month period.

The Property Team worked hard to deliver the planned maintenance programme and the remedial fire safety works programme.

In the care homes, six out of ten KPIs were achieved. The difficulties we have experienced in Home Care are reflected in that only two out of nine KPIs were achieved.

5.2 Financial Review

For 2022/23 there was a budgeted surplus of £293,377, taking into account the ongoing financial implications of lower, but improving occupancy. The actual surplus achieved was £1,751,711 (2021/22 £1,749,899) i.e. £1,458,334 better than budget. This partly due to the SWAPS revaluation which resulted in a gain of £475,910, which was £181,123 higher than budgeted and pensions valuation movements of £327,114. In addition there was a VAT reclaim of £569,728 which covered the period from 2019 to 2023 due to change in the method of calculating the VAT reclaimable under Partial Exemption criteria. There were also high staffing costs at some points particularly over Christmas and the New Year, however this improved significantly in the last quarter with improvement in recruitment as well as sourcing staff from overseas.

The "Simplified Operating Statement" shows the underlying performance of the two services.

Of the total resources expended, 78% (2021/22 79%) of expenditure was on staff costs including training and recruitment, but excluding redundancy and notice costs. The percentage of total costs spent on staff costs has reduced slightly due to the lower agency use and removal of some shift premiums following the pandemic offset by the significant increase in the National Living Wage.

On 30 March 2022, a fire broke out in the hairdressing salon at Parkview care home. Fortunately no one was seriously injured and the fire was limited to a small area, however, there was extensive smoke damage to one section of the building. All residents and staff were evacuated and cared for elsewhere. On 12 June 2023 part of the home was available to reoccupy and at the time of writing this report repair and redecoration works are in the final stages. There was limited financial impact in the year with less than two days remaining. Insurers have confirmed cover for the cleaning and repair works and the loss of income claim is still being discussed with Loss Adjustors.

Trustees aim to keep overhead costs as low as reasonably possible to ensure that maximum resources can be expended on service provision without compromising on central resources required to manage and develop the organisation. An analysis during the year showed that Avante's overheads were in line with those of colleague NCF organisations delivering similar services.

Under FRS102 there is a requirement to recognise defined benefit pension scheme surpluses or deficits in the balance sheet. Avante has four defined benefit schemes and, according to the actuarial valuations as at 31 March 2023, had defined benefit pension scheme net liabilities of £1.123m million (2022 net liability £3.038 million). The 2023 figure includes a surplus on the London Borough of Bexley Scheme of £3.603m restricted to £93k due to the Pension Asset Ceiling valuation and a surplus on the Kent County Council Scheme of £991k restricted to nil whilst we await the Pension Asset Ceiling Valuation. There were revenue account adjustments of £327k. (See note 16 for further information and a breakdown between the 4 schemes).

Avante Care and Support is committed to continually enhancing and developing its services and although in the previous two years it was impossible to carry out the planned work during the year, when contractors were able to go into the homes, work restarted and outstanding works have been carried

forward into the 2022/23 programme and the 10 year plan has been updated. Good progress was made during the year with the Planned Maintenance Programme with £341k spent on revenue funded Major Repairs and Decorating, £984k on capitalised Furniture and Equipment and £725k on Property Improvements – a total investment of over £2m.

It should be noted that a certain level of surpluses are required in order to meet the organisation's bank loan covenants and to make the capital repayments on the loans. Avante Care and Support fully met its loan covenant requirements at 31 March 2023.

5.2.1 Investment Policy

Current operating requirements mean that Avante does not have funds available to invest on a long term basis and does not therefore, at present, have an Investment Policy. Funds held as working capital, however, are invested overnight with Barclay's interest earning accounts to ensure that maximum benefit is achieved by earning interest on balances held.

5.2.2 Fundraising

The majority of Avante's income is through contracts for services provided and the charity does not, therefore, carry out any significant fundraising activities. Avante Care and Support is fully aware of the requirements of the current fundraising regulations and confirm that there has been no fundraising function in the year and that no requests for donations are made either directly or through third-party fundraising agents or organisations. No complaints have been received in the years ended March 2021 and 2022. Costs relating to advertising, marketing and events are included within support costs.

5.2.3 Reserves Policy

The cash reserves policy is considered each year, bearing in mind that as a charitable organisation, our primary stakeholders are our beneficiaries and our financial objectives are to maximise the value to those beneficiaries. Due to the uncertain financial climate and the related changes in access to funding and income stability, a full review of the policy is carried out each year whilst updating the strategic business plan and financial forecasts. The financial forecasts include a detailed cash flow forecast which enables Management to check that sufficient cash reserves will be in place to meet known costs, working capital requirements, to allow for contingencies and to meet the bank loan covenant requirements. The review includes assessing the current policy and performance, analysing funds held, sources of income and a review of risk areas, committed expenditure and effects on beneficiaries.

Avante needs to ensure that it has adequate reserves in order that it can continue to care for and support service users in unforeseen circumstances should funding from any source temporarily cease. Free reserves are also necessary to meet working capital requirements as well as to allow for the development of new initiatives (where we would incur expenditure in advance of anticipated income).

Following a review in March 2018, having considered income variability and risks relating to income as well as financial obligations and their flexibility, it was agreed that the policy should be to work towards holding reserves of £1.8 million (circa one month's expenditure) over the next five years. This figure was felt to be a reasonable buffer and it was agreed that setting a higher level of minimum reserves (e.g. 2-3 months) would reduce the opportunity to use the monies available to develop the organisation .Following the annual review, it was agreed that having achieved and exceeded the one month target, Avante should continue to aim to hold reserves of £1.8 million. The level of reserves held has served the organisation well during the pandemic and it was agreed that this should be sufficient going forwards.

It is acknowledged that reserves will fluctuate based on performance, extraordinary events such as asset disposals, new service developments and if reserves are called upon. There may be occasions, due to exceptional circumstances, when Trustees may agree to override the required level for a temporary period.

Avante has a ten year financial forecast which is regularly updated. The forecast shows that, despite lower occupancy experience in the last two years, the target level of reserves is still exceeded and are forecast to continue to increase. The forecast is considered to be prudent and Management are confident that, Avante maintains sufficient cash and reserves to continue operating and still be able to deal with any unforeseen issues.

The Charity SORP definition of reserves excludes amounts which could only be realised on disposal of assets used by the Charity to carry out its activities.

Using this definition, at the end of the year the charity holds reserves of £4.281 million of unrestricted funds (2021/22 £4.418m), which is £2.481 million more than the agreed policy level as detailed above. Detailed, current, cash flow forecasts are in place and these show that Avante can fully meet its cash requirements in the medium term future.

5.2.4 Land and Buildings

The land and buildings are held at valuations; the latest valuation was carried out as at 31 March 2019 and resulted in a valuation gain of £7.56 million.

The Charity SORP recognises that charities, as is the case for Avante, often hold tangible fixed assets primarily to provide services to their beneficiaries rather than for generating cash flows and that it would, therefore, be inappropriate to measure value in use by reference to the charity's cash flow. In such circumstances, it is often more appropriate to regard value in use as the present value of the asset's service potential.

SORP para 12.16 specifically recognises that *"The demand or need for the services provided by a charity using an asset may fluctuate over time and a temporary reduction in demand is not necessarily an indication of its impairment. Similarly, an asset's service potential may not always be fully utilised and surplus capacity at certain periods will not always indicate impairment."*

Many charities and service providers may still be going through a period of disruption with changes to their operating methods and practices and as part of this charities may be holding assets which become less used, in Avante's case this means lower occupancy of its care homes, although this improved significantly during the year.

Trustees are required to consider at least annually when preparing the charity's financial statements whether there is an indication that the carrying value of any of the charity's assets have been impaired. They will therefore need to consider whether any reduction in use of the charity's assets is temporary or longer-term and, if longer-term, whether an impairment provision should be made to reduce the carrying value of the relevant assets in the financial statements.

Having reviewed Avante's nine freehold Care Homes, management do not believe that any of the homes are or have any areas that are degraded, obsolete or no longer have the same earning potential. Capital additions were reviewed to ensure that any significant additions could be considered to add value to the properties. There were no significant additions to existing properties during the year.

One older care home, Pilgrims View in Snodland, had previously been earmarked for a programme of improvements and, in the course of analysing the best plan for the future of the home, a pipework survey was carried out which identified that if we were to go ahead with a refurbishment that included provision of ensuites then replacement pipework would be required at a cost of circa £381k. The home, however, is currently operating without issues and we would only carry out the works if a larger improvement programme were undertaken. Advice was sought form Savills in 2021 about the impact of this upon the valuation of the asset and they advised that the likely impairment of the value would be between 30% and 50% of the works required. At worst case scenario this would amount to £190k. The view of management, is not to put through an impairment on this basis as there is also a revaluation reserve against the home which provides a buffer if the home were to be disposed of.

The review also concluded that there is no long term impairment in the value of the assets due to the pandemic (as valued by Savills at March 2019) and that the market will continue to recover to previous levels over the next year. This is backed up by views of experts in the market who rightly say that an admission to a care home is a matter of necessity rather than choice and the predictions of numbers of older people and therefore potential care home admissions continues to rise and has not been affected by the pandemic. This has been evidenced by the significant improvement in occupancy during the year as well as post year end.

Having commissioned a report from Savills on the maintenance requirements of the care homes over the next 10 years management are of the view that the maintenance required is not unusual considering the varying ages of our care homes. Avante has a skilled Property Team who manage the maintenance requirements and the 10 year Planned Maintenance Programme, which is reviewed each year, informs the annual maintenance programme that is included within Avante's budget and forecasts.

The fire safety review noted last year, indicated that there are potentially significant improvements required to fire doors and compartmentalisation across our homes which have been factored into the financial forecasts over the next 5 to 10 years. The works have been prioritised, costed and planned and work at three homes has already been undertaken. Although the works required overall may amount to a significant sum, these works will be an improvement to current measures and management do not consider the requirements to be detrimental to the values of the buildings which are still fully operational.

Management are also of the view that its Head Office building has not suffered an impairment and although there were temporary reductions in the number of staff working at Head Office due to the pandemic, this has now changed with staff coming into the office and some working on a hybrid basis.

In conclusion, Avante's management have carried out an impairment review and have concluded that no adjustments to the values of the fixed assets are necessary.

5.2.5 Stakeholder Engagement

The Board of Trustees must act in accordance with a set of general duties. These duties are detailed in section 172(1) of the U.K. Companies Act 2006, which is summarised as follows:

'A Director of a Company must act in the way he/she considers, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

1. *The likely consequences of any decision in the long term*
2. *The interests of the Company's employees*
3. *The need to foster the Company's business relationships with suppliers, customers and others*
4. *The impact of the Company's operations on the community and the environment*

5. The desirability of the Company maintaining a reputation for high standards of business conduct, and
6. The need to act fairly as between members of the Company.'

We believe that to have the greatest impact for our residents and service users, now and in the future, we must take account of what is important to our stakeholders. This is best achieved through proactive engagement. In accordance with the charities SORP (FRS 102) we have outlined examples how we engage with employees and taken care of their interests, as well as how we have engaged with the beneficiaries. By understanding our stakeholders, we can factor into Trustee and Management discussions the potential impact of our decisions on each stakeholder group and consider their needs and concerns, in accordance with s172 of the Companies Act 2006.

The Trustees of Avante Care and Support Ltd. consider that they have fulfilled their duties and have acted in a way in which is most likely to promote the success of the charity for the benefit of its stakeholders as a whole in the following ways:

Employees & Volunteers:

Avante's Directors have fostered and sustained staff engagement through a variety of activities and measures and these are set out below.

Information is regularly and systematically cascaded through management meetings with the purpose of updating colleagues in relation to progress towards the achievement of strategic business objectives. Newsletters, staff notices and email communications with staff also cascade relevant information to all and at each workplace, Registered Managers meet with their teams each day to discuss the day to day work and achievement against key performance indicators.

During the year the Director of People and Organisational Development began holding quarterly Avante Leadership Networks days where Managers come together and focus on specific subject to develop their communication, awareness and leadership skills.

To support good engagement and performance, Avante has comprehensive mechanisms that mirror ACAS guidance for fairly and transparently resolving employee disputes and performance concerns that Avante may have with employees.

Avante recognises good performance and long service through performance related pay and the award of vouchers that employees may choose to spend as they wish. Letters of thanks are also sent to explain why the award is made. At Christmas 2022 every member of staff received a Christmas card expressing Avante's thanks for their contribution during a particularly difficult year and vouchers providing a modest financial award.

It has become custom to hold an awards ceremony each year and staff are invited to nominate colleagues for awards, encompassing all staff roles, and nominations were considered and judged. A representative group of staff are invited to the ceremony to applaud colleagues and pay tribute to those who were judged to have demonstrated outstanding excellence within their field of work. The awards ceremony also recognises the valued contribution of our volunteers who generously give their time and service for the benefit of Avante's beneficiaries. The Sparkle Awards went ahead in 2022 and plans for the 2023 ceremony are underway.

Residents and Service Users:

Residents and service users are consulted on changes within the service and regular surveys are carried out. As with staff surveys, the results are analysed and action plans are created to address any issues or suggestions for improvement.

Suppliers and funders:

We engage with our suppliers and funders, make them aware of our values and keep them up to date with Avante's plans for the future. We share our newsletters on line with all stakeholders.

Community and Environment:

We encourage our services to engage with communities in which they operate which leads to some very beneficial links and joint activities which benefit both our service users and the community e.g. our care homes often link up with schools or cub and scout groups and enjoy activities such as carol services or camping out in the garden.

In terms of the environment, Avante have an environmental policy and continuously review how we can have a positive effect on the environment and mitigate any negative effect through waste and emissions, building design etc.

5.2.6 Streamlined Energy & Carbon Reporting (SECR)

From financial years beginning on or after 1 April 2019, large UK companies are required to report publicly on their UK energy use and carbon emissions within their Directors' Report. This requirement has been implemented by the Department for Business, Energy and Industrial Strategy (BEIS).

Streamlined Energy & Carbon Reporting will impact any companies, LLPs and groups that exceed at least two of the following three thresholds in the preceding financial year:

- £36m annual turnover
- £18m balance sheet total
- 250 employees

SECR aims to bring the benefits of carbon and energy reporting to more businesses. The reporting framework is intended to encourage the implementation of energy efficiency measures, with both economic and environmental benefits, supporting companies in cutting costs and improving productivity at the same time as reducing carbon emissions.

Avante is committed to reducing energy use and carbon emissions and as such has so far introduced modest measures such as replacing lighting with low energy bulbs, updating boilers to more efficient models, use of grey water at its Head Office and conscientious use of gas and electricity throughout its care homes and offices.

For the future, Avante aims to include energy efficient measures in its new developments and will make use of the most energy efficient methods of heating and lighting including solar panels and ground heat sources where possible.

Year-Ended March 2023

	2023	2022	2021
UK energy use			
kWh	8,426,548	8,907,503	8,882,430
Associated greenhouse gas emissions			
Tonnes CO2 equivalent	1,697,945	1,786,873	1,789,649
Intensity ratio			
Emissions per £1 of turnover	19.0	17.38	17.32

UK energy use covers the operation of 10 care homes and home care services.
Associated Greenhouse gases have been calculated using data from supplier invoices and conversion factors published on Gov.uk. Energy use and emissions have reduced in the year but Emissions per £1 of turnover have increased.

5.2.7 Going Concern

Accounting standards require the Trustees to consider the appropriateness of the going concern basis when preparing the financial statements. An entity is a going concern unless the Trustees intend that the charity will cease its activities, or has no realistic alternative but to do so.

In assessing whether the going concern assumption is appropriate, the Trustees are required to take into account all available information about the future, which is at least, but is not limited to, twelve months from the date when the financial statements are authorised for issue.

The environment in which Avante ordinarily operates is a challenging one, but the pandemic has made it more so. The organisation has continued to recover during the last year and aside from the fire at Parkview is doing really well with occupancy.

Avante's Executive Team and Trustees believe that having laid good foundations by implementing the strategy and business plan validated by Deloitte and approved by Barclays in 2015 we became a stronger, better placed organisation. Having followed this with the achievements against our business plan, we have focussed on improving quality, continuing to strengthen our financial position and made steps to secure appropriate opportunities for growth and diversification. We have a track record of implementing improvements and our 3 year business plan builds on the achievements to date ensuring that we are sufficiently robust to survive into the future.

Avante has a ten year financial forecast which is updated quarterly. The forecast is based on up to date actual and market data and assumes a steady improvement in occupancy with a gradual return to Avante's normal occupancy rate of 92% by December 2024. In addition, Management have taken measures such as recruiting a post to carry out assessments to help speed up the process from enquiry to admission. On this basis, Avante maintains sufficient cash and reserves levels to continue to operate for the foreseeable future and reserves continue to grow.

Avante have the support of the lending bank, Barclays, in terms of covenant compliance and have maintained dialogue with them throughout the year, keeping them informed of forecasts and any potential issues. The budget forecast for 2022/23 showed that the cash flow cover covenant would be breached during the year of recovery and an agreement was reached to waive this covenant up until 31 December 2022 and replace it with a Debt Service Cover. Due to improved performance, however, all original covenant tests were met during the year.

Having refinanced its loan portfolio in May 2015, Avante consolidated its loans into one 18 year repayment loan. The loan is secured against the charity's fixed assets which have a greater value than the loan financing; the loan to value ratio at 31 March 2023 was 12.1% (2022 13.1%) This facility ensures that Avante's existing loan funding is secure in the medium term.

As part of its Going Concern review Management and Trustees have considered any uncertainties such as levels of occupancy and security of contracts and have concluded that, due to Avante's good track record of improving performance, its good relations with commissioners of services and the forecast levels of EBITDA and cash, these are not material.

Should the results not turn out as forecast there are measures which can be taken to deal with any issues that arise including engaging the support of Barclays Bank, sell loss making services and, if necessary, consider posts that could be made redundant without impacting service delivery.

Management confirms that the organisation has adequate resources to continue its operations for the foreseeable future and believe that the strategies detailed below in its 3 year strategy will continue to improve performance and help to ensure that we remain a financially strong organisation. Management and Trustees conclude, therefore, that it is appropriate to prepare the accounts on a going concern basis.

5.3 Plans for future periods

In March 2021, the Board agreed a new strategy, supported by a 3 year Business Plan, with a focus on forward momentum with the following key strategic goals:

1. Care quality improvement
2. Improving financial performance
3. Service development
4. Workforce development

In order to achieve these strategic goals, three key objectives have been agreed for each goal, providing focus and direction to our work.

Progress during 2022/23, year 2 of the plan, is detailed against each objective below:

Goal 1 - Care quality improvement

Key objectives:

i) We will create and deliver the concept of a positive journey with Avante through age, including a range of services extending from advice at the point of contact to end of life care

The chat bot is answering common queries with 49 blog articles available. Further work on the user experience was completed by the year end.

ii) We will develop a clear USP and brand, and enhance our marketing to differentiate Avante as a provider of high-quality care

The USP has been defined as our charitable status, our people and the Eden Alternative. The Marketing Team worked on producing an Avante Video to demonstrate this.

iii) We will deliver the Digital Strategy, maximising the use of technology and innovating to improve care and support we deliver

Electronic Care Planning was implemented in several homes with the remainder to be implemented by June 2023. Work has been carried out to choose an EMAR system and we have engaged residents in VR Projects

Goal 2 - Improving financial performance

Key objectives:

i) We will institute a financial recovery plan following the COVID-19 pandemic to ensure our financial performance returns to pre-pandemic levels by March 2023

The Care Homes recovered well exceeding their occupancy and EBITDA Targets, whilst Home Care continued to struggle to recruit staff and therefore recover the number of hours delivered

ii) Each home and service will be set and will achieve a minimum expected EBITDA so that all homes and services will generate an improving net surplus

Targets were set and most homes exceeded the expected levels, as did the homes overall. Home Care was not included in this exercise and a separate recovery plan was put in place.

iii) We will generate a development fund to pay for future growth opportunities and a programme of improvement to our existing properties in order to improve them to an agreed minimum standard

A development fund has been generated to support new developments and at year end this stood at circa £2.5m. At the year-end discussions were still ongoing with Barclays regarding funding for new developments.

Goal 3 - Service development

Key objectives:

i) We will devise and implement an agreed minimum design standard for new opportunities and all existing homes

This was completed

ii) We will implement a programme of development in our existing homes to maximise their economic life

10 Year Planned Maintenance Programme in place with expenditure against this being updated

iii) We will pursue a programme of developments, acquisitions and divestments in order to grow our homes and home care services at the rate of one every 18 months

Planning Permission obtained for Westgate on Sea in January 2023. Other opportunities being considered.

Goal 4 – Workforce development

Key objectives:

i) We will develop a positive, forward thinking and innovative culture so that Avante is known for being an organisation that empowers its staff to deliver the very highest quality care

Localised recognition – badges and recognition wall for employee of week.
Sparkle Awards took place October 2022. Increased value of Christmas voucher to £50 for all staff. Additional bank holiday pay enhancements agreed for Christmas and the New Year.

ii) We will recruit and retain the best staff through accentuating our brand, demonstrably valuing staff and providing competitive remuneration, high quality training and career development.

Numbers of new recruits increased during the year and an International Recruitment campaign commenced in January 2023

iii) We will develop our staff so they are comfortable to make recommendations and take decisions that meet our vision, values and mission, and so they become more accountable for local performance and take ownership of their homes and services in order to meet resident and service user needs.

The Avante Leadership Network was launched during the year and 3 days of learning and development went ahead on a quarterly basis. Developed Career pathways for frontline staff and training for Deputy Managers who wish to become Managers.

5.4 Principal Risks & Uncertainties

Avante has a comprehensive Risk Management Policy which was introduced following work carried out by a Trustee-led working party, and which is regularly reviewed. As part of the last review the register was separated into Strategic and Operational level risks in order to allow the Board of Trustees to focus on the strategic risks. An Organisational Risk Committee, made up from Avante's Executive Management Team, meets at least three times a year to review the Corporate Risk Register and reports to the Board of Trustees at every meeting.

In order to mitigate risks, Avante Care and Support has measures and controls in place and these are reviewed at the Organisational Risk Committees and the actions on the Operational risks are also reviewed at the sub-committees of the Board. At each meeting, the Committee also considers whether any additional risks need to be added to the register.

The top Operational and Strategic risks identified, as well as the actions taken or to be taken are, in no particular order, as follows:-

Identified Risk	Management/Actions
Strategic - Damage to reputation: • Social media 'attack' • Adverse reporting on the organisation • Untoward death or abuse • Service closure / transfer • Increased CQC scrutiny • Increased Public Health scrutiny • Increased Police scrutiny • Increased Safeguarding scrutiny • Increased Fire Safety scrutiny • Staff Behaviour • Inappropriate use of Social Media	a) Quality Audit and inspection programme and procedures b) Agreed HR policies and training c) Good Communications, social media and Marketing Policy d) Infection control measures e) incident reporting and EMT and Board oversight f) Marketing Team responsible for communications g) Fire risk assessments, additional training and plans for fire safety improvements Actions: Media Training, Fire Safety Training
Strategic - Loss of income: • LA retendering of commissioned services at uneconomic rates or reduction in contracted services • Unable to provide LA reconfigured services	a) Marketing of services b) Seeking growth opportunities and diversification c) EMT monitoring of performance via KPIs d) Quality control inspections including external / Mock Inspections

• LA / CQC sanctions re Safeguarding /Compliance causing embargos • Closure of homes or reduction of beds/ loss of services • Reduction in private income • More competition in the market • Failure to adapt to changing market requirements • Fair Cost of Care Exercise & Funding Reforms	e) Proactive management – Needs Assessment tool in place to ensure that changes in needs are being recorded correctly to achieve appropriate fees. f) Networking and relationships with Commissioners i) Service development plan for each home j) Care and home care strategy and workforce development strategy in place. k) Continue to improve our financial performance through increasing occupancy and the number of self-funding residents – budget management – new targets set each year n) Quality strategy o) minimise costs where appropriate p) new enquiry framework and assessment officer in place Flexible Recruitment Service to deliver resources q) Property strategy r) Virtual tours in place Actions: Implement revised Needs Assessment Tool and room banding policy to achieve appropriate fees
Strategic - Changing World: • Keeping up with competitors in terms of technology. • Recruitment of Staff • Ukraine • Government impact on economy	a) Forecast in place to enable scenario planning and stress testing to be completed. b) Strategy and 3 year business plan in place from Apr 21. Monitored monthly by EMT c) Engaging with extra care suppliers d) Keeping in touch with networks to spot opportunities Actions: Innovations Group investigating new technologies in care – implementations and pilots ongoing
Operational - Effects of Noncompliance (Organisational) Breaches of: • GDPR • Environmental Health • HSE • Employment Law • Fire Regulations • Poor Governance • Cyber Security • CQC Compliance • Fraud	a) Internal Audit processes b) Annual Financial Audit c) QCS quality system in place d) Legal Advice e) Fire safety inspections f) Centralised database of relevant certification – M&C Schedule g) Planned programme of property maintenance h) ICT policy and security measures in place i) Fit and Proper Persons policy and procedures for Trustees and Trustee recruitment j) The Board of Trustees have reviewed and adopted the Governance Code k) Board have delegated to F&R the review of GDPR l) Cyber Security – Regular review of measures in place m) Audit programme both are service level and through QIP by Quality Team n) Staff trained in medication procedures o) Fire Safety Works programme commenced Actions: Implement EMAR system
Operational - Serious infection outbreak: • Viral/ Bacterial • Loss of income • Loss of Reputation • Reduction in staff / residents	a) Maintaining infection control systems & audit thereof b) Legionella Policy with planned inspections c) ASB staff cover to maintain continuity of practice delivery d) Regular updates on Best Practice e) Bi Annual Kitchen deep clean f) Chlorine dosing system roll out g) Proactive action plan and core competencies for infection control h) Annual Infection control statement completed for C&CQ k) Corona Virus - following government and NHS recommendations and keeping up to date on these. m)Ensuring staff have adequate PPE

As an organisation which provides care and support to vulnerable people, Avante Care and Support has policies in place to ensure the protection of vulnerable adults against abuse. The policies are included in Avante Care and Support's written Health and Safety policy and Quality Manuals which comply with the guidelines in the Home Office Code of Practice "Safe from Harm".

Being a provider of care home services and care in the community, Avante is subject to regulation and inspection by the Care Quality Commission, and has detailed policies, procedures and internal audit functions including mock inspections to ensure the required standards are met.

Avante Care and Support uses an Enhanced Disclosure & Barring Service check for staff, with the inclusion of a Barred List check for those working in a Regulated Activity as one part of a range of safeguarding tools for assessing the suitability of preferred candidates and volunteers and the continued employment of those in specific roles which require re-checking. Other tools include thoroughly confirming identity, qualifications, taking up and verifying references and examining dates of employment histories on application forms.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Avante Care & Support Limited for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

This Annual Report and Strategic Report were approved by the Board of Trustees on 26 September 2023 and signed on its behalf by:



Andrew Ireland
Chair of the Board of Trustees

Independent Auditor's Report to the Members of Avante Care and Support Limited

Opinion

We have audited the financial statements of Avante Care and Support Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2023 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2023, 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 and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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.

Other information continued

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

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

- adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or

- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of directors' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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.

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 design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Charitable Group and the sector in which it operates and considered the risk of the Charitable Group not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, tax legislation and distributable profits. In relation to the operations of the Charitable Group this included compliance with the Charities Act and SORP 2019, GDPR, employment law, safeguarding and health & safety including compliance with Care Quality Commission.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management and officers of the Charitable Group and a review of the risk management processes and procedures in place. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We reviewed systems and procedures to identify potential areas of management override risk.

We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates, including valuation of property, the defined benefit pension schemes, and the interest rate swap.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 and its trustees 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 and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

H Wilkinson

Helena Wilkinson BSc FCA DChA (Senior Statutory Auditor)

For and on behalf of
Price Bailey LLP
Chartered Accountants
Statutory Auditors

3rd Floor,
24 Old Bond St,
Mayfair,
London
W1S 4AP

10 October 2023

Simplified Operating Statement

for the year ended 31 March 2023

	Note	2023 £	2022 £
Charitable activities			
Income from Care Homes services	2	29,975,164	*25,264,104*
Expenditure on Care Home services	3	(27,900,911)	*(25,209,367)*
Surplus/(Deficit) on Care Home services		**2,074,253**	***54,737***
Income from Homes Care & Support services	2	2,577,493	*3,572,216*
Expenditure on Home Care & Support services	3	(2,983,416)	*(3,838,141)*
Deficit on Home Care & Support services		*(405,923)*	*(265,925)*
Surplus/(Deficit) from charitable activities		**1,668,330**	*(211,188)*
Voluntary and other activities			
Income from donations, legacies and grants		25,127	*1,891,134*
Other trading income		52,888	*8,554*
Miscellaneous income		5,366	*64,899*
Profit on sale of fixed assets		-	-
Income from voluntary and other activities		**83,381**	***1,964,587***
Surplus from voluntary and other activities		**83,381**	***1,964,587***
Net income before other recognised gains/losses		**1,751,711**	***1,753,399***

This Simplified Operating Statement should be read in conjunction with Note 6.

Consolidated Statement of Financial Activities (SOFA)

for the year ended 31 March 2023

		Unrestricted funds	Restricted funds	Total 2023	*Unrestricted funds*	*Restricted funds*	*Total as Restated 2022*
Income from:		£	£	£	£	£	£
Donations, legacies and grants		-	25,127	25,127	-	*1,891,134*	*1,891,134*
Charitable activities	2	32,552,657	-	32,552,657	*28,836,320*	-	*28,836,320*
Other trading income		52,888	-	52,888	*8,554*	-	*8,554*
Other income		5,366	-	5,366	*8,760*	-	*8,760*
Other income - furlough		-	-	-	56,139	-	*56,139*
Total income		**32,610,911**	**25,127**	**32,636,038**	***28,909,773***	***1,891,134***	***30,800,907***
Expenditure on:							
Charitable activities							
- Care Home services		27,870,312	30,599	27,900,911	*23,591,025*	*1,618,342*	*25,209,367*
- Home Care & Support services		2,982,921	495	2,983,416	*3,568,859*	*269,282*	*3,838,141*
Total expenditure	3	**30,853,233**	**31,094**	**30,884,327**	***27,159,884***	***1,887,624***	***29,047,508***
Net income/(expenditure)		**1,757,678**	(5,967)	**1,751,711**	***1,749,889***	***3,510***	***1,753,399***
Other recognised gains/losses							
Act'l gain/(loss) on pension liability	16	1,587,825	-	1,587,825	*1,189,968*	-	*1,189,968*
Net movement in funds		**3,345,503**	(5,967)	**3,339,536**	***2,939,857***	***3,510***	***2,943,367***
Balance b/fwd at 01 April							
As Previously Reported		**55,832,882**	**71,338**	**55,904,220**	***54,284,025***	***67,828***	***54,351,853***
Prior Year Adjustment					*(1,391,000)*	-	*(1,391,000)*
As Restated		**55,832,882**	**71,338**	**55,904,220**	***52,893,025***	***67,828***	***52,960,853***
Balance c/fwd at 31 March		**59,178,385**	**65,371**	**59,243,756**	***55,832,882***	***71,338***	***55,904,220***

All amounts relate to continuing activities.

All recognised and unrecognised gains and losses are included in the Statement of Financial Activities.

This statement is an Income & Expenditure Statement for the purposes of the Companies Act.

The notes on pages 25 to 53 form part of these financial statements

Balance Sheets

for the year ended 31 March 2023

		2023		Total as Restated 2022	
		Consolidated	Charity Only	*Consolidated*	*Charity Only*
Fixed assets	**Note**	**£**	**£**	*£*	*£*
Tangible fixed assets	6	63,267,348	63,267,348	*62,671,165*	*62,671,165*
Investment		-	1	*-*	*1*
		63,267,348	**63,267,349**	***62,671,165***	***62,671,166***
Current assets					
Debtors	7	3,327,624	2,026,397	*2,568,910*	*1,428,863*
Amounts owed by group undertakings	17	-	2,362,100	*-*	*2,201,725*
Short term deposits	1.11	3,031,066	3,031,066	*2,853,555*	*2,853,555*
Cash at bank and in hand	1.11	2,988,258	1,927,384	*4,120,132*	*3,058,453*
		9,346,948	**9,346,947**	***9,542,597***	***9,542,596***
Creditors: amounts falling due within one year					
Creditors falling due within one year	8	4,891,433	4,891,433	*4,949,725*	*4,949,725*
Capital repayments due within one year					
on long term loans	10	699,189	699,189	*699,189*	*699,189*
Creditors: amounts falling due within one year		**5,590,622**	**5,590,622**	***5,648,914***	***5,648,914***
Net current assets		**3,756,326**	**3,756,325**	***3,893,683***	***3,893,682***
Total assets less current liabilities		**67,023,674**	**67,023,674**	***66,564,848***	***66,564,848***
Creditors: amounts falling due after one year					
Interest rate swap liability		(14,849)	(14,849)	*(281,430)*	*(281,430)*
Bank loan accounts	10	(6,642,297)	(6,642,297)	*(7,341,487)*	*(7,341,487)*
Net assets excluding pension liability		**60,366,528**	**60,366,528**	***58,941,931***	***58,941,931***
Pension Asset	16	93,000	93,000	*-*	*-*
Pension liability	16	(1,215,772)	(1,215,772)	*(3,037,711)*	*(3,037,711)*
Net assets		**59,243,756**	**59,243,756**	***55,904,220***	***55,904,220***
Represented by:					
Unrestricted funds excluding pension liability		45,162,484	45,162,484	*43,731,920*	*43,731,920*
Pension liability		(1,122,772)	(1,122,772)	*(3,037,711)*	*(3,037,711)*
Revaluation reserve		15,138,673	15,138,673	*15,138,673*	*15,138,673*
Total unrestricted funds		**59,178,385**	**59,178,385**	***55,832,882***	***55,832,882***
Restricted funds		65,371	65,371	*71,338*	*71,338*
Balance carried forward at 31.03.2023		**59,243,756**	**59,243,756**	***55,904,220***	***55,904,220***

Approved and authorised by the Board of Trustees on 26 September 2023 and signed on its behalf by:

Andrew Ireland, Chair:



Consolidated Cash Flow Statement

for the year ended 31 March 2023

	Notes	2023	*Total as Restated 2022*
Cash flows from operating activities		£	£
Net income/(expenditure)		1,751,711	*1,753,399*
Pension contribution less current service and finance cost	16	(327,114)	*36,141*
Interest paid	4	349,788	*473,325*
Depreciation charge	6	1,179,756	*1,078,967*
Decrease/(increase) in debtors		(758,714)	*(346,327)*
(Decrease)/increase in creditors		(324,873)	*(255,552)*
Net cash generated from operating activities		**1,870,554**	***2,739,953***
Cash flows from investing activities			
Payments to acquire tangible fixed assets	6	(1,775,937)	*(973,169)*
Net cash generated from investing activities		**(1,775,937)**	***(973,169)***
Cash flows from financing activities			
Loans repaid		(699,189)	*(699,189)*
Interest paid on long-term loans	4	(349,788)	*(473,325)*
Net cash used by financing activities		**(1,048,977)**	***(1,172,514)***
Net Increase/(decrease) in cash		(255,174)	*1,293,459*
Cash and cash equivalents at beginning of year		(1,066,990)	*(2,360,448)*
Cash and cash equivalents at the end of the year		(1,322,164)	*(1,066,989)*

Analysis of net debt	**At 31.03.2022**	**Cash flow**	**At 31.03.2023**
Short-term deposits	2,853,555	177,511	3,031,066
Cash at bank and in hand	4,120,132	(1,131,874)	2,988,258
Net cash	6,973,687	(954,363)	6,019,324
Changes in debt; bank loan	(8,040,677)	699,189	(7,341,488)
Changes in net debt	**(1,066,990)**	**(255,174)**	**(1,322,164)**

Notes to the Accounts

for the year ended 31 March 2023

1 Accounting policies

The Charity was incorporated on 4 December 1990 and is domiciled and registered in the UK as a private company limited by guarantee (registered no. 2565021). The address of the registered office is:

De Gelsey House
1 Jubilee Way
Faversham
Kent
ME13 8GD

1.1 Basis of preparation of accounts

The financial statements have been prepared on a going concern basis under the historical cost convention, as modified by the revaluation of fixed assets, and in accordance with applicable accounting standards, the Charities SORP (FRS 102) applicable to charities preparing their accounts in accordance with FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK Generally Accepted Practice, as it applies from 1 January 2019. The functional currency being £ sterling.

Avante Care & Support meets the definition of a public benefit entity under FRS 102.

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

The financial statements of Avante Care & Support and its subsidiary company Avante Care Services are consolidated, on a line-by-line basis, to produce the Group financial statements. The consolidated entity is referred to as 'the Group'. No separate Statement of Financial Activities has been presented for Avante Care & Support as permitted by Section 408 of the Companies Act 2006. The charity has taken advantage of the exemptions in FRS 102 from the requirements to present a charity-only Cash Flow Statement and certain disclosures about the charity's financial instruments. The result for the year for the parent undertaking alone was net income of £1,751,711 (2022: £1,753,399) before recognised gains on Pension liability of £1,587,825 to give net movement in funds of £3,339,536 (2022: £2,943,367).

1.2 Fund accounting

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

Restricted funds are funds which must be used in accordance with the specific instructions imposed by the donor or funding body of which have been raised by the Charity for particular purposes.

Designated Funds: The Trustees, at their discretion, may set aside funds to cover specific future costs. Such funds are shown as designated funds within unrestricted funds. Where the Trustees decide such funds are no longer required for the purposes intended, they may be released by transfer to the general unrestricted funds.

1.3 Income

All income are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. No amounts are included in the financial statements for services donated by volunteers.

All income is accounted for on an accruals basis and therefore includes income paid in arrears, but excludes income received in advance, which is shown as deferred income within creditors due within one year.

For legacies, entitlement is taken on a case by case basis as the earlier of the date on which the charity is aware that probate has been granted and either: the estate has been finalised, final estate accounts have been received and notification has been made by the executor(s) to the charity that a distribution will be made; or when a notification has been made by the executor(s) to the charity of an intention to make a distribution prior to the end of the financial year and subsequently that distribution is received from the estate after the year end. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

1.4 Expenditure

Expenditure is included in the SOFA on an accruals basis, inclusive of any VAT which cannot be recovered. All direct expenditure is directly incurred in respect of the relevant activity. Costs attributable to staff working on more than one project or activity are allocated on the basis of time spent. Where costs cannot be directly attributable to particular activities, they have been allocated on the basis consistent with the use of resources.

Governance costs, separately identified, relate to the general running of the charity as opposed to costs of fundraising or charitable activity. Included within this category are costs associated with the strategic, as opposed to day to day, management of the charity's activities. Service Directors' costs are allocated to their respective services. All other Governance costs are allocated across both services based on turnover.

Redundancy and settlement payments are recognised at the leaving date of the member of staff and measured at the best estimate of expenditure required to settle the obligation at the reporting date.

1.5 Operating leases

Rentals and any associated incentives, under operating leases are charged to the SOFA on a straight line basis over the lease term.

1.6 Fixed assets

Items of equipment costing less than £300 are not treated as fixed assets, but are fully written off in the year of purchase.

Depreciation is provided from the date of purchase on a straight line basis on cost as follows:-

- Leasehold improvements	Remaining period of lease
- Computer equipment	25% per annum
- Fixtures and fittings	20% per annum
- Motor vehicles	20% per annum

The freehold properties have been revalued on an existing use basis. Depreciation has been provided for at the rate of 2% per annum on the buildings element contained within the revalued amount. The portfolio of freehold properties is revalued every 5 years and have been revalued as at 31 March 2019 by Savills plc.

Impairment reviews of Property, plant and equipment are undertaken if there are indications that the carrying values may not be recoverable or that the recoverable amounts may be less than the asset's carrying value.

Obsolescence reviews of computer equipment and fixtures and fittings are undertaken for assets fully depreciated for more than a financial year beyond full write down, and are treated as disposals in all but exceptional circumstances.

1.7 Current liabilities

Liabilities are recognised when the charity has an obligation to make payment to a third party. Capital repayments due on long-term loans, relating to instalments due in the next twelve months, are treated as current liabilities.

1.8 Tax status

Avante Care & Support is a registered charity and is exempt from taxation on its income and gains to the extent that they are applied in pursuance of the charitable purposes.

1.9 Going concern

The Charity has adequate resources to continue in operational existence for the foreseeable future. There are considerable cash reserves and, whilst the Charity has loan financing, this is secured against the fixed assets of the charity which have a greater value than the loan.
During the year to March 2023, occupancy improved following the impact of Covid in the previous year.
Agreement was reached with Barclays Bank in the year to 31st March 2023 to replace the Cashflow Covenant with a Debt Service Covenant.
All covenant tests including the original tests were, however, met in the year. Forecasts carried out as part of the year ended 31st March 2023 showed that all covenant tests will be met going forwards.
This combined with the cash flow forecast showing adequate reserves have lead Management and Trustees to conclude that it is appropriate to prepare the accounts on a going concern basis.

1.10 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, Trustees are required to make judgements, estimates and 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 on-going basis. Revision 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 the current and future periods.

The defined benefit pension schemes are revalued every three years and are also subject to annual valuations under FRS102. Management and Trustees review the valuations and assumptions each year in order to ensure they are felt to be reasonable. The figures involved are significant and can change year on year due to investment performance and changes in actuarial assumptions.
In the view of the Trustees, with exception of the pensions estimates referred to above, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the Balance Sheet date are likely to result in a material adjustment to their carrying amounts in the. next financial year.

1.11 Financial instruments

The Charity 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 the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits (funds held in instant access deposit accounts) and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's short and long term creditors excluding deferred income. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

Derivative financial instruments relate to interest rate swaps and are recognised at fair value and revalued annually at the reporting date using a valuation technique provided by the bank, with any gains or losses being reported in profit or loss.

	2023	2022 total as restated
Financial assets held at amortised cost	**£**	**£**
Debtors	3,327,624	*2,568,910*
Short-term deposits	3,031,066	*2,853,555*
Cash at bank and in hand	2,988,259	*4,120,132*
Less prepayments	(489,147)	*(453,149)*
	8,857,802	***9,089,448***

	2023	2022 total as restated
Financial liabilities held at amortised cost	**£**	**£**
Current creditors and accruals	4,241,753	*4,060,520*
Less deferred income	(352,230)	*(167,169)*
Bank loans	7,341,486	*8,040,676*
	11,231,009	***11,934,027***

	2023	2022 total as restated
Financial liabilities held at valuation	**£**	**£**
Interest rate swap liability	(73,745)	*402,165*
	(73,745)	***402,165***

1.12 Government Grants

Government grants are included in accordance with the performance model applicable under the charity SORP 2019.

1.13 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing bid price. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

1.14 Current Assets

Debtors are recognised at the settlement amounts due to the charitable company after any discount offered.
Prepayments are valued at the amount prepaid net of any discounts due.
Accrued income and tax recoverable is held at the best estimate of the amounts receivable as the balance sheet date.

1.15 Pension Scheme Accounting

The charitable company contributes towards defined contribution pension plans alongside defined benefit schemes and multi-employer schemes. The costs of the defined contribution schemes are included within staff costs and charged to appropriate funds of the charity. The charitable company has no liability beyond making contributions and paying across deductions from employees.

The multi-employer scheme and defined benefit schemes are described in more detail in note 16 to the accounts.

2 Income

	2023	*2022 total as restated*
Charitable activities	**£**	**£**
Care Homes	29,975,164	*25,264,104*
Home Care & Support	2,577,493	*3,572,216*
	32,552,657	***28,836,320***

	2023	*2022 total as restated*
Government grants	**£**	**£**
Covid-19 grant income - Infection Control, LFD Testing and Workforce Capacity	(131)	*1,870,041*
Furlough grants	-	*56,139*
	(131)	***1,926,180***

3 Expenditure

3.1 Analysis of total expenditure

Charitable activities	Staff costs £	Other direct costs £	Support costs £	Governance £	Total 2023 £
Care Homes	18,820,455	5,519,631	3,006,619	554,206	27,900,911
Home Care & Support	2,184,878	407,805	343,078	47,655	2,983,416
	21,005,333	**5,927,436**	**3,349,697**	**601,861**	**30,884,327**

Charitable activities	*Staff costs £*	*Other direct costs £*	*Support costs £*	*Governance £*	*Total as Restated 2022 £*
Care Homes	*17,303,984*	*5,130,557*	*2,320,512*	*454,314*	*25,209,367*
Home Care & Support	*2,960,153*	*415,954*	*397,796*	*64,238*	*3,838,141*
	20,264,137	***5,546,511***	***2,718,308***	***518,552***	***29,047,508***

3.2 Analysis of support costs

	Care Homes £	Home Care & Support £	Total 2023 £	*Care Homes £*	*Home Care & Support £*	*Total as Restated 2022 £*
Staff costs	2,098,837	239,493	2,338,330	*1,722,664*	*295,309*	*2,017,973*
Premises	102,973	11,750	114,723	*91,356*	*15,661*	*107,017*
Operating costs	792,243	90,401	882,644	*494,541*	*84,777*	*579,318*
Depreciation	12,566	1,434	14,000	*11,951*	*2,049*	*14,000*
	3,006,619	**343,078**	**3,349,697**	***2,320,512***	***397,796***	***2,718,308***

3.3 Analysis of governance costs

	Care Homes £	Home Care & Support £	Total 2023 £	*Care Homes £*	*Home Care & Support £*	*Total as Restated 2022 £*
Support costs	267,965	23,042	291,007	*219,425*	*31,026*	*250,451*
Audit	36,234	3,116	39,350	*29,096*	*4,114*	*33,210*
Valuations	10,122	870	10,992	*9,584*	*1,355*	*10,939*
Trustee expenses	17,352	1,492	18,844	*9,206*	*1,302*	*10,508*
Other	(35,970)	(3,093)	(39,063)	*(19,836)*	*(2,805)*	*(22,641)*
Strategy	258,502	22,228	280,730	*206,839*	*29,246*	*236,085*
	554,205	**47,655**	**601,860**	***454,314***	***64,238***	***518,552***

3.4 Auditor remuneration

		2023	2022 as Restated
Total remuneration payable to the charity's auditor in the period:		**£**	**£**
Statutory audit:	Charity	30,250	*25,850*
	Subsidiary	4,250	*3,150*
		34,500	***29,000***
Non-audit services:		6,864	*1,416*

3.5 Net Income

		2023	2022 as Restated
Net income is stated after charging:		**£**	**£**
Operating lease payments		684,372	*654,988*
Profit on sale of fixed assets		-	-
Depreciation		1,179,756	*1,078,967*
Auditors remuneration	Audit	34,500	*29,000*
VAT Advice	Additional work	6,864	*1,416*
		1,905,492	**1,764,371**

4 Interest payable

	2023	2022 as Restated
	£	**£**
On bank loans and overdrafts	349,788	*473,325*
	349,788	***473,325***

5 Operating leases

These are the commitments for operating leases during the coming year in respect of leases terminating:

		2023	2022 as Restated
		£	**£**
Under 1 year:	Land and buildings	632,609	*611,419*
	Others (motor vehicles, photocopiers, franking machines)	70,804	*75,808*
Within 2 to 5 years:	Land and buildings	2,561,428	*2,486,244*
	Others (motor vehicles, photocopiers, franking machines)	23,070	*93,874*
Over 5 years:	Land and buildings	18,636,986	*18,925,400*
	Others (motor vehicles, photocopiers, franking machines)	-	-
		21,924,897	***22,192,745***

During the year costs of £684,372 were incurred against the operating leases listed above (2022: £650,532).

6 Fixed assets

Consolidated and Charity

6.1 Analysis of movement of fixed assets

Cost/valuation	Freehold Property £	Leasehold Improv'ts £	Computer Equipment £	Fixtures & Fittings £	Motor Vehicles £	Work in Progress £	Total £
At 01.04.2022	63,223,078	158,714	788,410	1,843,227	192,870	134,107	66,340,406
Additions	146,415	268,853	52,328	998,615	-	309,726	1,775,937
Disposals	-	-	-	-	-	-	-
Revaluations/Impairments	-	-	-	-	-	-	-
Reclassification	(225,250)	225,250	-	-	-	-	-
At 31.03.2023	63,144,243	652,817	840,738	2,841,842	192,870	443,833	68,116,343
Depreciation							
At 01.04.2022	2,008,892	20,029	583,585	878,531	178,202	-	3,669,239
Charge for year	674,735	22,014	100,360	377,518	5,129	-	1,179,756
Disposals	-	-	-	-	-	-	-
Revaluations/Impairments	-	-	-	-	-	-	-
At 31.03.2023	2,683,627	42,043	683,945	1,256,049	183,331	-	4,848,995
Net book value							
As at 31.03.2023	60,460,616	610,774	156,793	1,585,793	9,539	443,833	63,267,348
As at 01.04.2022	*61,214,186*	*138,685*	*204,825*	*964,696*	*14,668*	*134,107*	*62,671,167*

The portfolio of properties was subject to a 5-yearly revaluation as at 31.03.2019. This was carried out by independent valuers, Savills. Savills valued the properties at their market value on the assumption they are fully operational and equipped to achieve their trading potential and are free from encumbrance.

The Work in Progress Additions figure of £309,726 relates to ongoing project works at Westgate-on-Sea.

6.2 Disposal of fixed assets

There were no Disposals during the year.

6.3 Comparable historic cost

If the freehold and long leasehold Property had not been included at valuation they would have been included under the historical cost convention as follows:

	2023	*2022 as Restated*
	£	£
Cost	51,147,393	*50,654,580*
Accumulated depreciation	(11,688,703)	*(10,822,209)*
Net book value	**39,458,690**	***39,832,371***

6.4 Capital commitments

Capital expenditure contracted for, unpaid at the year end and not provided for in the financial statements as at 31st March 2023 was £0 (2022: £58,344).

7 Current debtors

	2023		*2022 total as restated*	
	Consolidated	Charity Only	*Consolidated*	*Charity Only*
	£	£	£	£
Trade debtors	1,781,781	856,349	*1,668,825*	*914,764*
Other debtors	9,576	9,576	*6,876*	*6,876*
Prepayments	489,147	489,147	*453,149*	*453,149*
Accrued income	1,047,120	671,325	*440,060*	*54,074*
	3,327,624	**2,026,397**	***2,568,910***	***1,428,863***

8 Current creditors and accruals

	2023		*2022 total as restated*	
	Consolidated	Charity Only	*Consolidated*	*Charity Only*
	£	£	£	£
Interest rate swap asset/(liability)	(88,594)	(88,594)	*120,735*	*120,735*
Trade creditors	668,436	668,436	*1,043,849*	*1,043,849*
Other taxes and social security	738,274	738,274	*768,473*	*768,473*
Other creditors	1,433,085	1,433,085	*1,267,531*	*1,267,531*
Accruals	1,788,002	1,788,002	*1,581,971*	*1,581,971*
Deferred income (note 9)	352,230	352,230	*167,169*	*167,169*
	4,891,433	**4,891,433**	***4,949,728***	***4,949,728***

9 Deferred income accruals

Consolidated and Charity	Care fees £	Cash in advance £	Others £	Total 2023 £
Brought forward at 01.04.2022	136,898	30,196	75	167,169
Released in current year	(136,898)	(30,196)	(75)	(167,169)
Arising at 31.03.2023	244,144	108,087	-	352,230
Consolidated as at 31.03.2023	**244,144**	**108,087**	-	**352,230**
Charity only as at 31.03.2023	210,909	27,465	-	238,374

	Care fees £	*Cash in advance £*	*Others £*	*Total 2022 as Restated £*
Brought forward at 01.04.2021	*210,984*	*84,846*	*65,447*	*361,277*
Released in current year	*(210,984)*	*(84,846)*	*(65,372)*	*(361,202)*
Arising at 31.03.2022	*136,898*	*30,196*	-	*167,094*
Consolidated as at 31.03.2023	***136,898***	***30,196***	***75***	***167,169***
Charity only as at 31.03.2022	*159,668*	*32,319*	*2,201*	*194,188*

All deferred income at 31.03.2023 is in respect of fees or grants invoiced on or prior to 31.03.2023 but relating to periods after 31.03.2023, or payments in advance pending invoicing or contract reconciliation.

10 Creditors: Amounts falling due after more than one year

	2023 £	*2022 as Restated £*
Interest rate swap liability	14,849	*281,430*
Bank loans	6,642,297	*7,341,487*
	6,657,146	***7,622,917***

	Contractual obligation at 31.03.2023 £	*at 31.03.2022 as Restated £*
The total bank loans are repayable as follows:		
Within one year	699,189	*699,189*
Between one and two years	699,189	*699,189*
Between two and five years	2,097,568	*2,097,568*
After five years	3,845,540	*4,544,730*
	7,341,486	***8,040,676***

All loans and overdrafts are secured by a fixed and floating charge over the freehold Property of the charity, the net book value of the properties charged being £60,460,616 (2022: £61,214,186).

With effect from 15.05.2015, all previous bank loans were consolidated into a single term loan facility for £12,935,000 repayable over 18 years at a variable interest rate. The Charity has retained the existing swap agreements in order to mitigate the risk posed from movements in interest rates. The bank has valued the interest rate swap as an asset at £73,745 (2022: liability £1,403,779).

11 Residents' bank accounts

The Charity administers holding bank accounts on behalf of residents for the receipt and payment of the residents' Personal Allowances. These accounts have not been reflected in these financial statements as an asset or liability. The value held at 31.03.2023 was £16,388 (2022: £12,535).

12 Contingent liabilities

There are no known contingent liabilities arising from contract disputes (2022: £nil).

13 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	2023 Total £
Tangible fixed assets	63,267,348	-	63,267,348
Net current assets (excluding bank loans and swaps liability due)	4,301,550	65,371	4,366,921
Interest rate swap asset	73,745	-	73,745
Bank loans	(7,341,486)	-	(7,341,486)
Pension assets	(1,122,772)	-	(1,122,772)
	59,178,385	**65,371**	**59,243,756**

	Unrestricted funds £	*Restricted funds £*	*2022 Total as Restated £*
Tangible fixed assets	*62,671,165*	-	*62,671,165*
Net current assets (excluding bank loans and swaps liability)	*4,642,269*	*71,338*	*4,713,607*
Interest rate swap liability	*(402,165)*	-	*(402,165)*
Bank loans	*(8,040,676)*	-	*(8,040,676)*
Pension liabilities	*(3,037,711)*	-	*(3,037,711)*
	55,832,882	***71,338***	***55,904,220***

14 Funds analysis

	Unrestricted funds *	Revaluation/ Capital reserve	Restricted funds	2023 Total
	£	£	£	£
Brought forward at 01.04.2022	40,694,209	15,138,673	71,338	55,904,220
Net income/(Expenditure)	1,757,678	-	(5,967)	1,751,711
Revaluation gain/(loss) on Property	-	-	-	-
Actuarial gain on pension liability	1,587,825	-	-	1,587,825
Carried forward at 31.03.2023	**44,039,712**	**15,138,673**	**65,371**	**59,243,756**

	*Unrestricted funds * *	*Revaluation/ Capital reserve*	*Restricted funds*	*2022 Total as Restated*
	£	£	£	£
Brought forward at 01.04.2021	*39,145,352*	*15,138,673*	*67,828*	*54,351,853*
Net income/(Expenditure)	*1,749,889*	-	*3,510*	*1,753,399*
Revaluation gain/(loss) on Property	-	-	-	-
Actuarial gain on pension liability	*(201,032)*	-	-	*(201,032)*
Movement between reserves				-
Carried forward at 31.03.2022	***40,694,209***	***15,138,673***	***71,338***	***55,904,220***

The revaluation reserve is the revaluation surplus on the freehold Property. The freehold properties were revalued by Savills, surveyors and valuers, on an existing use basis in March 2019. Previous valuations were carried out in June 2014, March 2010, March 2005, March 2000 and June 1997.

Avante's policy is to revalue freehold Property every 5 years and the next valuation will therefore be carried out as at 31 March 2024.

The movement on restricted funds represents the net transactions for the year through amenity fund cash and bank accounts for the ten homes. The amenity funds, which are generated from fundraising activities for and by the individual homes, are treated as restricted funds for use by the individual homes concerned.

* Unrestricted funds are shown above after deduction of the FRS 102 pension deficits.

15 Trustee and employee information

15.1 Trustee information

No remuneration was paid to the Trustees during the year to 31st March 2023, (2022: £nil). Travel and training expenses of £1,678 in total were paid to 10 trustees during the year (2022: £3,553, to 7 trustees).
Payments totalling £17,117 were made in the year in respect of trustee recruitment. (2022: £6,955)
A payment of £15,320 was made in the year in respect of management liability insurance covering trustees and management (2022: £10,731).

15.2 Employee information

Employee costs during the year were:	2023 £	2022 as Restated £
Salaries and wages	18,875,693	*19,032,339*
Agency costs	2,779,010	*1,437,502*
Staff recruitment and training	349,526	*315,568*
Employer's social security costs	1,431,976	*1,305,996*
Employer's pension costs	606,570	*794,765*
	24,042,775	***22,886,170***

Analysed as:		
Charitable activities	21,132,709	*20,381,661*
Support costs	2,338,330	*2,017,973*
Governance costs	571,736	*486,536*
	24,042,775	***22,886,170***

Included in employee costs above are redundancy payments of:	40,471	*23,912*

Senior management

The number of employees whose emoluments for the year fell within each of £10,000 from £60,000 upwards was as follows:

	Number of employees	
Emoluments:	2023	2022
£60,000 to £70,000	2	*6*
£70,000 to £80,000	**1**	*2*
£80,000 to £90,000	3	-
£90,000 to £100,000	**1**	-
£100,000 to £110,000	**1**	-
£110,000 to £120,000	-	*1*
£120,000 to £130,000	**1**	*1*
£130,000 to £140,000	**1**	-

Retirement benefits are accruing for 8 of the above staff under defined benefit schemes.

The changes in numbers of employees in salary brackets is due to new Senior Management recruitment which was included for part year in 2022.

Number of employees

The average number of persons employed during the year was:

	2023	2022
Care & Support	889	*938*
Home Care & Support	146	*197*
Corporate	59	*40*
	1,094	*1,175*

The average number of full time equivalent persons employed during the year was:

	2023	2022
Care & Support	669	*683*
Home Care & Support	99	*136*
Corporate	51	*48*
	819	*867*

Remuneration of key management personnel

The key management personnel of the Charity comprise the Managing Director, Finance Director, Director of People & Oganisational Development Director of Quality, Director of Care Operations and Property & Development Director. The total employee benefits of the key management personnel of the Charity (including National Insurance) were £881,309 (2022: £665,891) of which £149,623 related to employer's pension costs (2022: £52,832). The increase in the year is due to new Senior Management recruitment which was included for part year in 2022.

16 Pension commitments and FRS 102 disclosures

Avante Care & Support participates in the pension schemes which are named below in the contributions table. The costs are charged to the Statement of Financial Activities as and when they are paid on a monthly basis. The pension cost charge for the period is detailed below. FRS 102 is fully effective and the following disclosures are required:

Pension liability

The liabilities of the four defined benefit pension schemes are shown on the balance sheet under long-term liabilities. The liabilities for Avante's share of the scheme deficit with the three local authorities pension schemes and the net present value of future deficit contributions on the SHPS scheme are as follows:

	As Restated 2022	Other Movements	Actuarial (gain)/loss	2023
	£	£	£	£
Kent County Council (KCC LGPS)	1,381,000	40,000	(1,421,000)	-
London Borough of Bexley (LBB LGPS)	-	(171,000)	78,000	(93,000)
Royal Borough of Greenwich (RBG LGPS)	533,711	37,886	(439,825)	131,772
Social Housing Pension Scheme (SHPS)	1,123,000	(234,000)	195,000	1,084,000
	3,037,711	(327,114)	(1,587,825)	**1,122,772**

	Rate of Contribution		2023 cost	E'ees in scheme at 31.03.23
	Employer's	Employee's	£	
SHPS CARE/60th (commenced 01.07.2020)	13.0%	9.1%	175,822	6
SHPS CARE/80th	9.8%	6.9%	308,921	12
SHPS FRP auto-enrolment	3.0%	5.0%	275,137	737
SHPS defined contribution scheme	up to 5.55%	Variable	29,571	13
KCC pensions (LGPS)	46.5%	5.8%, 6.5, 6.8 %	63,010	2
RBG pensions (LGPS)	16.5%	6.8%	17,261	2
LBB pensions (LGPS)	19.9%	5.5% 5.8% & 6.5%	28,931	3
			898,653	**775**

Analysis of scheme costs by scheme type

- Defined Contribution	304,708
- Defined Benefit	593,945
	898,653

16.1 Defined contribution schemes

Avante Care & Support participates in 2 defined contribution schemes provided by The Pensions Trust, one of which is an FRP scheme which is used for auto enrolment.

16.2 Defined benefit schemes

Avante Care & Support participates in four defined benefit pension schemes, all of which are detailed below:

Local Government Pension Schemes

The following 3 defined benefit schemes are Local Government Pension Schemes which are multi-employer schemes.

KENT COUNTY COUNCIL

The KCC LGPS is a funded defined benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2023 was £48,000 (2022: £65,000), of which employer's contributions totalled £42,000 (2022: £57,000) and employees' contributions totalled £6,000 (2022: £8,000). The agreed contribution rates for future years are 46.5% for employers and 5.8%, 6.5, 6.8 % for employees.

The last formal valuation of the scheme was performed at 31 March 2022 by a professionally qualified actuary. The valuation revealed a surplus of £1.33m giving a funding level of 116.7% (compared to £450k at 105.4% as at 31 March 2019).

To assess the value of the Employer's liabilities at 31 March 2023, the value of the Employer's liabilities calculated for the funding valuation at 31 March 2022 has been rolled forward, using financial assumptions that comply with FRS102.
Avante's estimated net asset is £991,000 as per the FRS102 valuation as at 31 March 2023 (2022: liability £-1381,000).
The major assumptions used were:

Financial assumptions	31.03.2023 % pa	31.03.2022 % pa	31.03.2021 % pa
Pension increases (CPI)	2.90	3.35	2.85
Salary increases	3.90	4.35	3.85
Discount rate	4.80	2.60	1.90

Mortality

Life expectancy is based on the S3PA tables with a multiplier of 110% for males and 115% for females. These base tables are then projected using the CMI 2020 Model, allowing for a long-term rate of improvement of 1.25% pa, smoothing parameter of 7.5, an initial addition parameter of 0.5% pa and a 2020 weighting of 25%. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	31.03.2023 AFTER CMI 2020 update	31.03.2023 BEFORE CMI 2020 update	*31.03.2022*
Retiring today			
Males	21.1	21.6	21.6
Females	23.5	23.7	23.7
Retiring in 20 years			
Males	22.3	23.0	23.0
Females	25.0	25.1	25.1

Balance sheet disclosures

Fair value of employer assets as Restated	31.03.2023 £'000s	*31.03.2022 £'000s*
Equities	5,815	*6,107*
Gilts	50	*58*
Bonds	1,197	*1,303*
Property	910	*1,111*
Cash	163	*201*
Target return portfolio	668	*698*
Infrastructure	310	-
	9,113	*9,478*

Balance sheet as Restated	£'000s	*£'000s*
Fair value of employer assets	9,113	9,478
Present value of funded liabilities	(8,122)	(10,859)
Restriction of Asset to Pension Asset Ceiling	(991)	-
	-	*(1,381)*

Revenue account costs

	Year to:	31.03.2023	*31.03.2022*
Revenue account recognition		**£'000s**	***£'000s***
Current service cost		41	59
Net interest on the defined liability (asset)		35	33
Administration expenses		6	6
		82	*98*

	Year to:	31.03.2023	*31.03.2022*
Reconciliation of defined benefit obligation		**£'000s**	***£'000s***
Opening defined benefit obligation		10,859	*11,373*
Current service cost		41	*59*
Interest cost		275	*212*
Contributions by members		6	*8*
Experience loss/(gain) on defined benefit obligation		775	*26*
Past service costs, including curtailments		-	-
Changes in financial assumptions		(3,081)	*(361)*
Change in demographic assumption		(198)	-
Estimated benefits paid		(555)	*(458)*
Closing defined benefit obligation		8,122	*10,859*

	Year to:	31.03.2023	*31.03.2022*
Reconciliation of opening & closing balances of the fair value of Fund assets		**£'000s**	***£'000s***
Opening fair value of Fund assets		9,478	*9,635*
Interest on assets		240	*179*
Return on assets less interest		(120)	*63*
Other actuarial gains/(losses)		28	-
Contributions by Scheme participants and other employers		6	*8*
Contributions by employer including unfunded		42	*57*
Estimated benefits paid plus unfunded net of transfers in		(555)	*(458)*
Administration expenses		(6)	*(6)*
Closing fair value of Fund assets		9,113	*9,478*

	31.03.2023	31.03.2022	31.03.2021	31.03.2020	31.03.2019
Amounts for current & previous periods as Restated	**£'000s**	**£'000s**	**£'000s**	**£'000s**	**£'000s**
Defined benefit obligation	(8,122)	(10,859)	(11,373)	(10,132)	(11,158)
Scheme assets	9,113	9,478	9,635	7,745	8,901
Surplus/(deficit)	991	(1,381)	(1,738)	(2,387)	(2,257)

	Year to:	31.03.2024
Projected expense		**£'000s**
Service cost		20
Net interest on the defined liability (asset)		(48)
Administration expenses		5
		(23)
Employer contributions		42

Sensitivity analysis

The following tables set out the impact of a small change in the rates on the defined benefit obligation and projected service cost:

	Year to:	31.03.2023	
		£'000s	
Adjustment to discount rate	+0.1%	0.0%	(0.1%)
Present value total obligation	7,331	8,122	9,071
Projected service cost	16	20	26
Adjustment to long term salary increase	+0.1%	0.0%	(0.1%)
Present value total obligation	8,140	8,122	8,104
Projected service cost	21	20	20
Adjustment to pension increases and deferred revaluation	+0.1%	0.0%	(0.1%)
Present value total obligation	9,062	8,122	7,329
Projected service cost	26	20	15
Adjustment to life expectancy assumptions	+1 Year	None	-1 Year
Present value total obligation	8,525	8,122	7,740
Projected service cost	21	20	20

	31.03.2023	*31.03.2022*
Remeasurement of the net assets / (defined liability)	**£'000s**	***£'000s***
Return on Fund assets in excess of interest	(120)	*63*
Other actuarial gains/(losses) on assets	28	-
Change in financial assumptions	3,081	*361*
Experience gain/(loss) on defined benefit obligation	(775)	*(26)*
Change in demographic assumptions	198	-
Remeasurement of the net assets / (defined liability)	**2,412**	***398***

LONDON BOROUGH OF BEXLEY

The LBB LGPS is a funded defined benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2023 was £164,000 (2022: £7,000), of which employer's contributions totalled £160,000 (2022: £0) and employees' contributions totalled £4,000 (2022: £7,000). The agreed contribution rates for future years are 19.9% for employers and 5.5% 5.8% & 6.5% for employees. Please note that as the Avante scheme was in credit there were no E'er contributions due in 2022.

The last formal valuation of the scheme was performed at 31 March 2022 by a professionally qualified actuary. The valuation revealed a surplus of £125 million, giving a funding level of 113% (compared to £11m at 101% as at 31 March 2019).

An actuarial valuation of Avante Care & Support's share in the scheme was carried out by a qualified independent actuary as at 31 March 2023 using the "projected unit credit" method to calculate the service cost. To assess the value of the employer's liabilities the actuaries have rolled forward the value of the liabilities reported as at the latest formal valuation allowing for the different financial assumptions required under FRS 102. The major assumptions used by the actuary were:

	31.03.2023	31.03.2022	31.03.2021
Financial assumptions	% pa	% pa	% pa
CPI inflation rate	2.7	3.5	2.7
Pension increase rate	2.8	3.6	2.8
Salary increases	4.2	5.0	4.2
Discount rate	4.9	2.8	2.1

Mortality

Life expectancy is based on the S3PA CMI 2018 (1.75%) tables (107% males, 91% females) for non-retired members. For retired members life expectancy is based on the same tables (102% males, 90% females). Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	Males	Females
Current pensioners	22.9	25.7
Future pensioners	21.8	24.0

Balance sheet disclosures

	31.03.2023	*31.03.2022*
Fair value of employer assets	£'000s	*£'000s*
Equities	4,080	*4,443*
Government bonds	3,698	*1,939*
Other bonds	-	*3,329*
Property	1,785	*1,607*
Cash/liquidity	1,020	*970*
Other	2,168	*2,185*
	12,751	*14,473*

Balance sheet as Restated	**£'000s**	***£'000s***
Fair value of employer assets	12,751	*14,473*
Present value of funded liabilities	(9,148)	*(13,082)*
Restriction of Asset to Pension Asset Ceiling	(3,510)	(1,391)
	93	-

Revenue account costs

	Year to:	**31.03.2023**	***31.03.2022***
Revenue account recognition		**£'000s**	***£'000s***
Current service cost		27	*35*
Net interest cost		(39)	*(15)*
Administration expenses		1	*1*
Past service cost (gain)		-	-
		(11)	*21*

	Year to:	**31.03.2023**	***31.03.2022***
Statement of other comprehensive income		**£'000s**	***£'000s***
Remeasurements (liabilities and assets)		(2,041)	*(681)*
Total remeasurements included in SOCI		(2,041)	*(681)*

	Year to:	**31.03.2023**	***31.03.2022***
Reconciliation of defined benefit obligation		**£'000s**	***£'000s***
Opening defined benefit obligation		13,082	*13,257*
Current service cost		27	*35*
Interest cost		360	*273*
Contributions by members		4	*7*
Past service cost/(gain)		(604)	-
Experience (gain)/loss		419	*35*
Actuarial losses/(gains)		(3,787)	*61*
Estimated benefits paid		(353)	*(586)*
Closing defined benefit obligation		**9,148**	***13,082***

	Year to:	**31.03.2023**	***31.03.2022***
Reconciliation of fair value of employer assets		**£'000s**	***£'000s***
Opening fair value of employer assets		14,473	*13,988*
Expected return on assets		399	*288*
Contributions by members		4	*7*
Contributions by employer		160	-
Actuarial gain/(loss)		(1,680)	*777*
Benefits paid		(604)	*(586)*
Administration expenses		(1)	*(1)*
Closing fair value of employer assets		**12,751**	***14,473***

Amounts for current & previous periods	31.03.2023 £'000s	31.03.2022 £'000s	31.03.2021 £'000s	31.03.2020 £'000s	31.03.2019 £'000s
Defined benefit obligation	(9,148)	(13,082)	(13,257)	(12,316)	(13,241)
Scheme assets	12,751	14,473	13,988	12,510	13,327
Surplus/(deficit)	3,603	1,391	731	194	86
Experience adj on scheme assets	(1,680)	777	1,702	(592)	909
Experience adj on scheme liabilities	(3,787)	61	1,402	(835)	686

Projected expense	Year to: 31.03.2024 £'000s
Service cost	14
Interest cost	(177)
Administration expenses	1
	(162)

Sensitivity analysis

The following table sets out the impact of a small change in the rates on the defined benefit obligation and projected service cost:

Year to: 31.03.2023 £'000s	Central	Discount rates	Inflation	Pay Growth	Increase in life expectancy
Adjustment to rate		+0.5%	+0.25%	+0.25%	1 Year
Present value total obligation	9,148	8,657	9,406	9,157	9,348
Projected service cost	14	12	14	14	14

ROYAL BOROUGH OF GREENWICH

The RBG LGPS is a funded defined benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2023 was £31,000 (2022: £36,000), of which employer's contributions totalled £23,000 (2022: £27,000) and employees' contributions totalled £8,000 (2022: £9,000). The agreed contribution rates for future years are 16.5% for employers and 6.8% for employees.

The last formal valuation of the Scheme was performed at 31 March 2022 by a qualified actuary. The valuation revealed a surplus of £52.1k, giving a funding level of 103.3% (compared to -£48.8k at 97% as at 31 March 2019).

An actuarial valuation of Avante Care & Support's share in the scheme involved projecting future cash flows to be paid from the Fund and placing a value on them. To assess the value of the employer's liabilities the actuaries have rolled forward the value of the liabilities reported as at the latest formal valuation allowing for the different financial assumptions required under FRS 102. The major assumptions used by the actuary were:

Financial assumptions	31.03.2023 % pa	31.03.2022 % pa	31.03.2021 % pa
Pension increases (CPI)	2.90	3.40	2.85
Salary increases	3.90	4.40	3.85
Discount rate	4.80	2.60	1.90

Mortality

Life expectancy is based on the S3PA tables with a multiplier of 90% for males and 95% for females. These base tables are then projected using the CMI 2020 Model, allowing for a long-term rate of improvement of 1.25% pa, smoothing parameter of 7.5, an initial addition parameter of 0.0% pa and a 2020 weighting of 25%. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	31.03.2023	*31.03.2022*
Retiring today		
Males	19.6	20.5
Females	23.0	23.4
Retiring in 20 years		
Males	21.0	22.0
Females	24.5	25.0

Balance sheet disclosures

Estimated asset allocation for Avante Care & Support	31.03.2023 £'000s	*31.03.2022 £'000s*
UK Equities	818.8	*950.1*
Other bonds	351.2	*287.9*
Property	154.2	*181.4*
Cash	26.5	*41.7*
Unitised insurance policies	-	-
UK & overseas unit trusts	192.8	*204.6*
	1,543.5	*1,665.7*

Balance sheet	£'000s	*£'000s*
Fair value of employer assets	1,543.5	*1,665.7*
Present value of funded liabilities	(1,675.3)	*(2,199.4)*
	(131.8)	*(533.7)*

Revenue account costs

Revenue account recognition	Year to: 31.03.2023 £'000s	31.03.2022 £'000s
Service cost	46.7	69.9
Net interest on the defined liability (asset)	13.6	11.2
Administration expenses	1.1	1.1
	61.3	82.2

Reconciliation of opening and closing balances of present value of the defined benefit obligation	Year to: 31.03.2023 £'000s	31.03.2022 £'000s
Opening defined benefit obligation	2,199.4	2,086.0
Current service cost	46.7	69.9
Interest cost	56.2	40.1
Change in financial assumptions	(787.0)	(49.0)
Change in demographic assumptions	(112.6)	-
Experience loss/(gain) on defined benefit obligation	352.4	5.3
Estimated benefits paid net of transfers in	(87.7)	38.0
Past service costs, including curtailments	-	-
Contributions by scheme participants and other employers	7.9	9.3
Closing defined benefit obligation	**1,675.3**	**2,199.4**

Reconciliation of opening and closing balances of present value of the fair value of Fund assets	Year to: 31.03.2023 £'000s	31.03.2022 £'000s
Opening fair value of Fund assets	1,665.7	1,484.4
Interest on assets	42.6	28.9
Return on assets less interest	(85.8)	79.2
Other actuarial gains/(losses)	(21.6)	-
Administration expenses	(1.1)	(1.1)
Contributions by employer including unfunded	23.4	27.0
Contributions by Scheme participants and other employers	7.9	9.3
Estimated benefits paid plus unfunded net of transfers in	(87.7)	38.0
Closing fair value of Fund assets	**1,543.5**	**1,665.7**

Amounts for current & previous periods	31.03.2023 £'000s	31.03.2022 £'000s	31.03.2021 £'000s	31.03.2020 £'000s	31.03.2019 £'000s
Defined benefit obligation	(1,675)	(2,199)	(2,086)	(1,914)	(2,291)
Scheme assets	1,543	1,666	1,484	1,253	1,817
Surplus/(deficit)	(132)	(534)	(602)	(661)	(474)

	Year to:	31.03.2024
Projected expense		**£'000s**
Service cost		21.0
Net interest on the defined liability (asset)		5.8
Administration expenses		1.0
		27.8
Employer contributions		23.4

Sensitivity analysis

The following tables set out the impact of a small change in the rates on the defined benefit obligation and projected service cost:

	Year to:	31.03.2023	
		£'000s	
Adjustment to discount rate	+0.1%	0.0%	(0.1%)
Present value total obligation	1,656	1,675	1,695
Projected service cost	20	21	22
Adjustment to long term salary increase	+0.1%	0.0%	(0.1%)
Present value total obligation	1,677	1,675	1,673
Projected service cost	21	21	21
Adjustment to pension increases and deferred revaluation	+0.1%	0.0%	(0.1%)
Present value total obligation	1,694	1,675	1,657
Projected service cost	22	21	20
Adjustment to life expectancy assumptions	+1 Year	None	-1 Year
Present value total obligation	1,771	1,675	1,585
Projected service cost	22	21	20

	31.03.2023	*31.03.2022*
Remeasurement of the net assets / (defined liability)	**£'000s**	***£'000s***
Return on Fund assets in excess of interest	(85.8)	*79.2*
Other actuarial gains/(losses) on assets	(21.6)	-
Change in financial assumptions	787.0	*49.0*
Change in demographic assumptions	112.6	-
Experience gain/(loss) on defined benefit obligation	(352.4)	*(5.3)*
Remeasurement of the net assets / (defined liability)	**439.8**	***123.0***

THE PENSIONS TRUST - SOCIAL HOUSING PENSION SCHEME

The company participates in the scheme, a multi-employer scheme which provides benefits to some 500 non-associated employers. The scheme is a defined benefit scheme in the UK.

The scheme is subject to the funding legislation outlined in the Pension Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupation pension schemes in the UK.

The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2020. This valuation revealed a deficit of £1,560m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

As at 31 March 2023 total scheme liabilities were £5,560,000, scheme assets were £4,476,000 giving a deficit of £(1,084,000) (2021: £582,000)

The total contribution made for the year ended 31 March 2023 was £477,000 (2021: £352,000), of which employer's contributions totalled £475,000 (2021: £321,000) and employees contributions totalled £2,000 (2021: £31,000). The agreed contribution rates for future years are 9.8% - 13.0% for employers and 6.9% - 9.1% for employees.

	Year to:	31.03.2023	*31.03.2022*
Fair value of plan assets, present values of DB obligation, and DB asset (liability)		**£'000s**	***£'000s***
Fair value of plan assets		4,476	6,350
Present value of defined benefit obligation		5,560	7,473
Surplus (deficit) in plan		(1,084)	(1,123)
Defined benefit asset (liability) to be recognised		(1,084)	(1,123)

	Year to:	31.03.2023
Reconciliation of opening and closing balances of the defined benefit obligation		**£'000s**
Defined benefit obligation at start of period		7,473
Current service cost		206
Expenses		7
Interest expense		209
Contributions by plan participants		2
Actuarial losses (gains) due to scheme experience		(259)
Actuarial losses (gains) due to changes in demographic assumptions		(13)
Actuarial losses (gains) due to changes in financial assumptions		(1,873)
Benefits paid and expenses		(192)
Defined benefit obligation at end of period		**5,560**

	Year to:	31.03.2023
Reconciliation of opening and closing balances of the fair value of plan assets		**£'000s**
Fair value of plan assets at start of period		6,350
Interest income		181
Experience on plan assets (excluding amounts included in interest income) - gain (loss)		(2,340)
Contributions by the employer		475
Contributions by plan participants		2
Benefits paid and expenses		(192)
Fair value of plan assets at end of period		**4,476**

The actual return on the plan assets (including any changes in share of assets) over the period ended 31 March 2023 was £630,000.

	Year to:	31.03.2023
Defined benefit costs recognised in Statement of Comprehensive Income (SOCI)		**£'000s**
Current service cost		206
Expenses		7
Net interest expense		28
Defined benefit costs recognised in Statement of Comprehensive Income (SoCI)		**241**

	Year to:	31.03.2023
Defined benefit costs recognised in Other Comprehensive Income (OCI)		**£'000s**
Experience on plan assets (excluding amounts included in net interest cost) - gain (loss)		(2,340)
Experience gains and losses arising on the plan liabilities - gain (loss)		259
Effects of changes in the demographic assumptions underlying the present value of the DB obligation - gain (loss)		13
Effects of changes in the financial assumptions underlying the present value of the DB obligation - gain (loss)		1,873
Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - gain (loss)		(195)
Total amount recognised in Other Comprehensive Income - gain (loss)		**(195)**

	Year to: 31.03.2023	*31.03.2022*
Assets	**£'000s**	***£'000s***
Global Equity	84	*1,218*
Absolute Return	48	*255*
Distressed Opportunities	135	*227*
Credit Relative Value	169	*211*
Alternative Risk Premia	8	*209*
Fund of Hedge Funds	-	*-*
Emerging Markets Debt	24	*185*
Risk Sharing	330	*209*
Insurance-Linked Securities	113	*148*
Property	193	*171*
Infrastructure	511	*452*
Private Debt	199	*163*
Opportunistic Illiquid Credit	192	*213*
High Yield	16	*55*
Opportunistic Credit	-	*23*
Cash	32	*22*
Corporate Bond Fund	-	*424*
Liquid Credit	-	*-*
Long Lease Property	135	*163*
Secured Income	205	*237*
Liability Driven Investment	2,062	*1,772*
Currency Hedging	9	*(25)*
Net Current Assets	11	*18*
Total assets	**4,476**	***6,350***

None of the fair values of the assets shown above include any direct investments in the employer's own financial instruments or any Property occupied by, or other assets used by, the employer.

Year to:	31.03.2023	*31.03.2022*
Key Assumptions	% pa	% pa
Discount Rate	4.89	2.79
Inflation (RPI)	3.20	3.66
Inflation (CPI)	2.72	3.23
Salary Growth	3.72	4.23
Allowance for commutation of pension for cash at retirement	75% of max allowance	75% of max allowance

Year to:	31.03.2023
Mortality assumptions adopted at 31.03.23 imply the following life expectancies at age 65	**Expectancy**
Male retiring in 2023	21.0
Female retiring in 2023	23.4
Male retiring in 2043	22.2
Female retiring in 2043	24.9

17 Related parties

There have been no related party transactions that require disclosure other than transactions with the wholly owned subsidiary company, Avante Care Services Ltd (a limited company that carries out trading activities on behalf of the charity registered in England & Wales no. 09402720). Transactions as below:

	Avante Care Services Ltd	
	2023 £	*As Restated 2022 £*
Balance at 01.04.2022	2,201,725	*1,595,311*
Recharges to Subsidiary	15,199,849	*16,861,336*
Management charge to Subsidiary	151,999	*168,613*
Repayments from Subsidiary	(15,509,573)	*(16,858,624)*
Gift Aid due to parent	318,100	*435,088*
Balance at 31.03.2023	2,362,100	*2,201,724*

Summary of Balance Sheet	Avante Care Services Ltd 2023 £	*As Restated 2022 £*
Current assets	2,362,100	2,201,725
Current liabilities	(2,362,100)	(2,201,724)
Net current assets/(liabilities)	-	1
Capital and reserves	-	1

Summary of Income and Retained Earnings	Avante Care Services Ltd 2023 £	As Restated 2022 £
Turnover	15,669,948	*17,465,037*
Cost of sales	(15,199,849)	*(16,861,336)*
Management fee	(151,999)	*(168,613)*
Gift Aid donation	(318,100)	*(435,088)*
Retained earnings at end of period	-	-

18 Acting as an agent

Avante Care & Support acted as an agent for the London Borough of Bexley by collecting fee income from clients and then passing these over to the London Borough of Bexley. This arrangement ended during the year.

	2023 £	As Restated 2022 £
Balance held as an agent at 31.03.2022	25,539	*556,945*
Amount invoiced as an agent during the year	(25,089)	*(20,483)*
Amount passed over to the London Borough of Bexley during the year	(450)	*(510,923)*
Balance held as an agent at 31.03.2023	(0)	***25,539***
Split of balance held:		
Debtors outstanding at year-end	(0)	*25,479*
Funds awaiting transfer to London Borough of Bexley	-	*60*
Balance at 31.03.2023	(0)	***25,539***

PRIOR PERIOD ADJUSTMENT

An adjustment has been made to the Financial Statements to restrict the Pension Asset Value as at 31st March 2022 to the Pension Asset Ceiling. This was previoulsy stated at £1,391m and has been restricted to £nil.

AVANTE CARE AND SUPPORT LIMITED

England & Wales - Charity number 1002727

Accounts

Annual Report and Financial Statements
for the year ended 31 March 2022

Avante Care and Support Limited

avante
care & support
'Everyone Matters'

Registered Office:
De Gelsey House
1 Jubilee Way
Faversham
Kent
ME13 8GD

Company No. 2565021 / Charity No. 1002727

Contents

for the year ended 31 March 2022

> Chairman's introduction 1

> Report of the Board of Trustees: Reference and administration details 2

> Report of the Board of Trustees: Governance, structure and management 3

> Report of the Board of Trustees: Statement of Public Benefit, Objectives and Activities 5

> Report of the Board of Trustees: Strategic report 7

> Independent auditor's report 18

> Simplified operating statement 21

> Consolidated statement of financial activities (SOFA) 22

> Balance sheets 23

> Consolidated cash flow statement 24

> Notes to the accounts 25

Chairman's Introduction

It is my pleasure to introduce this year's report.

Last year I reported on the effect of Covid, not really believing we would still be feeling its impact, albeit to a lesser extent. We are now better informed and able to manage the virus and I must, as before, give thanks to our staff for their commitment, kindness and compassion. We are nothing without our staff and this year we have focussed on what more we can do to support and help them give their best to our residents and service users.

As we have emerged from tight restrictions, we have reintroduced a number of activities that were postponed, in particular face -to-face training for staff and activities and initiatives to promote well-being for our resident's service users. We will need to continue this work to reaffirm Avante as a high-quality care provider with trained and supported staff.

The care sector did suffer under Covid but did not get the public recognition it so rightly deserved. The new Social Care reforms due to be introduced by the government aim to address this to a degree, but there is much to be done to ensure fair and equitable treatment of those working in and receiving care in this sector.

Although it has been a difficult year, Avante delivered its budget which is in no small part to the excellent leadership team. We have this year recruited very high calibre directors and added new strengths in marketing, all of which give strength and depth to the leadership team. This team is the strongest we have seen, and I am proud of their work in setting a forward thinking and innovative agenda to further advance Avante to our goal of being the go-to provider in all areas where we serve. We have projects underway for the development of two new care homes which we anticipate will begin construction this year and offer best practice accommodation to future residents. These plans were developed with staff and resident input to optimise use and provide a welcoming, safe and enjoyable environment.

Our own audits, those externally we commissioned and the CQC are the ways in which we measure ourselves. We have reintroduced on site auditing and have complied with CQC requests throughout the year to recognise good performance and identify where we can improve. I am pleased to say we have retained our ratings, but are also aware that there may be challenges as on site CQC inspections resume.

We are determined to recruit and retain staff who adopt the Avante values and do our utmost to continue to improve terms and conditions. We have funded an additional pay award in year and taken other steps to improve pay and conditions, but recognise we have more to do in terms of pay and also developing career pathways to build an excellent team in each of our homes and services.

This year we have addressed recommendations from our governance review and adopted the Charity Governance Code to make sure we apply best practice and hold ourselves to account.

With the opening up post Covid we will again promote the Eden Alternative, to provide stimulation and enjoyment to our residents and service users. As I have said before, we at Avante believe everyone has the right to experience joy, feel safe and enjoy their time with us. This principle remains unchanged and drives all our plans and daily working.



Jackie Churchward-Cardiff
27th September 2022

Avante Care and Support Limited

Report of the Board of Trustees
for the year ended 31 March 2022

The Board presents the consolidated report and financial statements of Avante Care and Support for the year ended 31 March 2022. The accounts (financial statements) have been prepared in accordance with the Charities SORP (FRS102) applicable to charities preparing their accounts in accordance with FRS102 the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK Generally Accepted Practice. The report and statements also comply with the Companies Act 2006 as Avante Care and Support is a Company limited by guarantee. The Trustees' Report is also a Directors' Report for the purposes of Company Law. The Strategic Report is included at item 5 within this report.

1. Reference & Administration Details

Avante Care and Support was formed in 1990 and is a registered charity and company limited by guarantee.

Board of Trustees[1]

Jackie Churchward-Cardiff (Jan 2018)	Chairman (Jan 2018)
Andrew Ireland (Aug 2018)	Chairman of Finance & Resources Committee (Sep 2018) & Deputy Chairman (April 2021)
Gillian Gibb (Jun 2017)	Chairman of Care & Quality Committee (Aug 2018)
Mark Hosea (Jan 2018)	
Finbarr Murray (Feb 2018)	
Nikki Patel Arjuna (Jun 2019 – May 2021)	
Peter Gingell (Sep 2020)	
Stephen King (Sep 2020)	
Michael Wilshaw (Sep 2020)	
Joanna Audley (Mar 2021)	
Sureshraj Anandraj (Nov 2021)	

Principal and Registered Office
Avante Care and Support Ltd.
De Gelsey House
1 Jubilee Way
Faversham
Kent ME13 8GD

Auditor	Price Bailey LLP, 3rd Floor, 24 Old Bond St, Mayfair, London W1S 4AP
Bankers	Barclays Bank Plc, Churchill Place, London
Solicitors	Thomson Snell & Passmore, Heathervale House, 2-4 Vale Avenue, Tunbridge Wells, Kent TN1 1DJ
	Boys & Maughan, India House, Hawley Street, Margate, Kent
Company Number	2565021
Charity Number	1002727

Appointment of Auditor

A resolution will be proposed at the Board of Trustees Meeting on 27 September 2022 that Price Bailey LLP be re-appointed Auditor of Avante Care & Support for the year ending 31 March 2023.

[1] Dates of Appointment are shown in brackets

2. Governance, Structure & Management

2.1 Governance

Avante Care and Support has no share capital and is a registered charity. The guarantee of each member is limited to £1. The governing document is the Articles of Association of the company, which was updated in June 2015 and members of the Board of Trustees are the members and non-executive Directors of the Company.

Avante Care and Support's Articles of Association provide for a minimum of 6 and a maximum of 18 Trustees. Trustees are appointed for a fixed term of three years, with each new appointment to be reviewed after the first year. Trustees shall cease to be Trustees at the end of the fixed term, but may be reappointed up to a maximum of 3 terms or 9 years.

The Board continually keeps under review its membership and the breadth of skills and expertise to ensure proper governance. When required, advertisements for new Trustees are placed with appropriate recruitment agencies. Prior to appointment, potential Trustees will be interviewed and meet with the Chairman and members of the Executive Management Team and Trustees. CVs are circulated to the Board of Trustees and any new appointment is agreed by the Board as a whole. The Board was strengthened by one new Trustee during the year.

When new Trustees are appointed, each Trustee is provided with a Trustee Handbook which contains information, including the organisation's Standing Orders, a number of principal policies and procedures and Charity Commission Guidance. New Trustees meet with the Chairman and individually with the Executive Management Team and are invited to visit the offices and services. Trustees' training needs are assessed and met through attendance at workshops and conferences, coaching with existing Trustees as well as through the provision of regular briefings and policy documents.

During the year the Board of Trustees met on 6 occasions, 2 of which were virtual meetings, and took part in one Away Day with senior managers which provided more time for members to have detailed discussions on strategy review and development and policy.

During the year the Board of Trustees and Executive Management Team took part in an externally managed governance review and, having reviewed the recommendations, agreed an action plan at the September 2021 Board meeting with a target for completion of all actions by September 2022. Updates on the action plan have been reported at each Board of Trustees meeting with the final report likely to be at the September 2022 meeting. The Board has adopted the Charity Governance code and its seven principles are published with each Board Meeting agenda papers.

The Board is supported in its work by the:

- Finance & Resources Committee which met on 4 occasions
- Care & Quality Committee which met on 4 occasions
- Chairman's Group which did not need to meet during the year
- Remuneration Committee which met on 2 occasions during the year

The meetings are generally held on a quarterly basis, with Chairman's Group only meeting when required. Due to the pandemic some meetings were attended remotely during the year.

The Remuneration Committee has the fully delegated power of the Board of Trustees to review and amend organisational remuneration policies and is responsible for setting, authorising and reviewing the remuneration of Executive Management Team members. All business of the Committee is minuted, and the minutes are presented to the next Board meeting for discussion and confirmation.

From time to time Executive Management Team salaries are reviewed by benchmarking by an external agency such as Hays. This was carried out in December 2020 and all salary levels were found to be appropriate with no adjustments required.

It is through the Board of Trustees, the Finance & Resources Committee, the Care & Quality Committee, the Remuneration Committee and the Chairman's Group that the activities of Avante Care and Support are controlled. Each Committee has its own Terms of Reference and their reports and minutes of meetings are a standing agenda item for the full Board meetings.

2.1.1 Disclosure of Information to the Auditor

Insofar as each of the Trustees of the company at the date of approval of this report is aware, there is no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the 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 company's auditor is aware of that information.

2.2 Structure

With effect from January 2016 Avante Care and Support novated most of its Local Authority contracts to its wholly owned subsidiary company, Avante Care Services Limited. The contracts were then subcontracted to the charity to deliver the services in the usual way. This was put in place to ensure that Avante is set up in the most effective way for tax efficiency.

Avante Care Services is a company limited by shares, with Avante Care and Support being the only shareholder. The Managing Director and the Finance Director are the Directors of the subsidiary company.

Responsibility for the day-to-day management of Avante Care & Support Limited's business is delegated to the Managing Director and, through him, the Executive Management Team as detailed in Standing Orders. The Managing Director is the principal adviser to the Board of Trustees and together with the Executive Management Team reports to them on the organisation's performance against the Strategic and Operational plans approved by the Board each year.

2.3 Management & Staffing

2.3.1 Executive Management Team

The Executive Management Team is collectively responsible for delivering the organisation's Mission and performance in every area of activity.

The members of the Executive Management Team are as follows:-

- The Managing Director, Stuart Cross who is responsible to the Board, supported by the members of the Executive Team, for the strategy and leadership of the organisation. He is supported by the Operations Management Team for the delivery and quality of the services provided. Following the departure of Gina Small in November 2021, he is now also responsible for Avante's Marketing activities

- The Finance Director, Deputy Managing Director and Company Secretary, Debbie Norman, is responsible for Financial Accounting, Planning and Control, Information and Communication Technology and providing support to and deputising for the Managing Director.

- Following the retirement of the previous Human Resources Director, Derek Lindars, in August 2021, a new Director of People and Organisational Development, Veronica Anthony-David was appointed and joined Avante in November 2021. She is responsible for all staff-related matters including central recruitment services and organisational and workforce development.

- The Director of Quality, Jacqui Morris, is responsible for the provision of a range of internal consultancy and support services to our operational business units as well as leading on quality standards, compliance and management information. Following the retirement of the Human Resources Director, the responsibility for Learning and Development moved to the Director of Quality.

- The Director of Care Operations, Gina Small, left Avante in November 2021. A recruitment exercise was undertaken and Sarah-Jane Clapson joined Avante, as Director of Care Operations, in January 2022. She is responsible for the delivery and quality of all care services provided.

- The Director of Property and Development, Chris Francis, is responsible for the maintenance and improvement of Avante's properties as well as leading on the development and acquisition of new property based services. Following the retirement of the Human Resources Director, the responsibility for Health and Safety moved to the Director of Property and Development.

Each member of the Executive Management Team is responsible for ensuring that they employ staff with the necessary skills and qualifications to carry out the required roles within the organisation and uphold the aims and values of Avante Care and Support.

2.3.2 Disabled Persons

Avante Care and Support is committed to equality of employment and values diversity. Its policies ensure that it does not discriminate on the basis of factors such as disability in the selection and development of employees.

2.3.3 Volunteers

Avante and its residents and service users are usually fortunate to benefit from volunteers who support our services, however, due to the pandemic, and restrictions that applied during the year the number of volunteers was reduced. It was, however, an improvement on the previous year when only essential visitors were allowed into the homes and so volunteers were unable to give their usual valuable support.

In total it is estimated that the economic value of the time given by volunteers in 2021/22 was in excess of £6k (2019/20 £34k). This was through approximately 6 regular volunteers giving approximately 600 hours of their time. We hope that this activity will increase now that it is safe to do so.

2.3.4 Statement of Public Benefit

Under the Charities Act 2011, charities are required to demonstrate that their aims are for the public benefit. The two key principles which must be met in this context are, first, that there must be an identifiable benefit or benefits; and, secondly, that the benefit must be to the public, or a section of the public. Charity Trustees must ensure that they carry out their charity's aims for the public benefit, must have regard to the Charity Commission's guidance and must report on public benefit in their Annual Report.

Avante's Board of Trustees regularly monitors and reviews the success of the organisation in meeting its mission, values and objectives which are supported by the business plan.

We look for innovative ways to enhance our services and to engage with the community. Having the Eden Alternative as the philosophy of care encourages this engagement and we welcome and encourage initiatives such as:-

- sharing our spaces with organisations like the MS Society.
- inviting the neighbourhood to special events giving them an opportunity to view the services that we provide.
- We engage with the local schools; school children visit the home for events such as Harvest Festival and during the Christmas period and interact with the residents. We also receive invites from schools to events like community teas
- Homes hold regular Church services which gives our residents a chance to worship and join in with singing hymns and they can have a blessing by the vicar if they wish too.
- We have had local community singers visit us
- We also engage with local Supermarkets who deliver fruits and gifts to our staff and residents.

We offer Dementia Friends training to all of our staff which not only improves their knowledge, but equips them to help people in the wider community when a need arises.

Avante's Vision is:-
Communities where everyone has a vibrant and fulfilling life

Avante's Mission is:-
To enable the journey through care by providing personalised home support and residential services

Avante's Mission is supported by our Values.

Avante's Values are:-

Supporting	**– providing supportive communities & services**
Personal	**– providing individual care and support**
Attentive	**– nurturing individual needs**
Relationship Centred	**– forming and maintaining important relationships**
Kind	**– selfless, supportive care**
Listening	**– everybody matters**
Enabling	**– everybody to reach their full potential**

The Trustees confirm, in the light of the guidance, that Avante's mission and values fully meet the public benefit test and that all the activities of the charity, detailed under section 4 of this report, are undertaken in pursuit of its mission.

3. Objectives

The objects for which the Company is established are the relief of persons permanently or temporarily resident, or for the time being resident in England, "who are of necessitous circumstances, or suffer or are recovering or convalescing from some physical or mental illness or disability, or are elderly people, or are younger people, adolescents or children".

4. Activities

Avante undertook its charitable activities through two main services; the residential care homes and care in people's own homes in the community. During the year, like most providers of care, although improvements were made during the year, our occupancy in care homes and hours delivered in the community continued to be impacted by the Covid 19 Pandemic. The services also had to manage in the ongoing difficult circumstances dealing with stricter regimes of infection control, difficulty with supplies of protective clothing and equipment and most difficult of all, the impact on the health of residents and service users as well as our staff. Occupancy and services delivered should, therefore be taken in the context of the unprecedented difficulties during the year.

4.1 Care Homes - Caring for and supporting older people, many of whom have dementia, through our registered care homes, providing residential care, nursing care, respite care and day care services.

We provided care and support during the year for an average of 563 older people (566 in 2020/21) in our 10 Care Homes for both Residential and Day Care, although Day Care Services remained closed for much of the year. Over 80% of our residents have high dependency needs resulting from dementia and Alzheimer's and nursing care requirements. The demand for our services fluctuated throughout the year due to the pandemic and infection rates. In March 2021 Occupancy was 77.9% but by the year-end had improved to 85.2%. The average for the year ended 31 March 2022 was 82.5%. (77.3% during 2020/21).

The majority of our residents are funded by Social Services Departments which continue to face unprecedented financial pressures. This means that the average fee increase received during the year was generally less than the real increase in the costs of providing these services, which included the significant impact of the further increase in National Living Wage. This imbalance between fees and increased costs has continued to place pressure on Avante Care and Support's finances alongside the effects of the pandemic. At the year-end 33.7% (31.2% during 2020/21) of our service users were self-funded and actual numbers were 196 (169 2020/21) compared to a budget of 205 (253 2020/21) which again, affected Avante's income. Self-funder placements reduced significantly due to the pandemic and were slower to recover towards normal levels than local authority placements.

Avante Care and Support remains a preferred provider for the care of older people with Kent County Council, Medway Council, the London Borough of Bexley and the Royal Borough of Greenwich. In addition, we are commissioned by a variety of other Local Authorities and NHS organisations to provide services to individual residents.

4.2 Home Care & Support - Supporting older people through a range of domiciliary and home care services as well as people with learning disabilities and other support needs in the community.

Our Home Care service supported 435 people (508 in 2020/21) in their own homes who are frail and vulnerable or may have dementia, a physical disability or may require care after a period in hospital. These services include personal care, support with medication, assistance with meals, getting up and going to bed, domestic support and shopping. The reduction in service users has been mainly due to the difficulties in recruiting staff as demand for services has remained high.

Avante Care & Support is an accredited supplier of care services in the London Borough of Bexley and for Kent County Council. Our Home Care service also provides intermediate and continuing care to NHS patients. During the year, 20.7% (17.5% 2020/21) of the service was delivered to self-funded customers.

4.3 Facts and Figures about our Services

As at 31/3/2022	Income £	No. of clients/service users/customers	Staff Employed
Care Homes	25,264,104	563	878
Home Care & Support	3,572,216	435	170

Note:
Income figures exclude rental, miscellaneous, bar & café and COVID Grant income.
Staff Employed figures above are different from those contained in Note 15 of the accounts as the figures in the note are average monthly persons employed. The figures shown above are as at 31 March 2022 and exclude corporate support functions.

Comparatives as at 31/3/2021

As at 31/3/2021	Income £	No. of clients/service users/customers	Staff Employed
Care Homes	24,646,155	566	1,022
Home Care & Support	3,988,838	508	222

5. Strategic Report

5.1 Achievements and Performance against Objectives set

In March 2021, the Board agreed the new 3 year strategy for 2021/24 with a supporting 3 year Business Plan which was approved in June 2021.

The goals for the Strategic Plan 2021-24 are:

1. Care quality improvement
2. Improving our financial performance
3. Service development
4. Workforce Development

Each Strategic Goal is underpinned by three key objectives aimed at enabling each goal to be achieved.

Performance commentary

The year has been dominated by the direct impact of Covid-19 on our homes and services, and the indirect impact of focussing our attention and efforts into dealing with the effects of the pandemic.

While we were on target prior to the Omicron variant regarding occupancy, self-funders and agency costs, the second half of the year proved far more challenging. Consequently, we have not met a number of the aspirations and targets that we set at the beginning of the year.

Nevertheless, we have seen good progress in most areas, not least, with the exception of Riverdale Court, in maintaining our ratings with CQC and generating an above budget financial surplus. We have also made good progress in developing our services with the agreement to enter a lease at West Malling if planning permission is obtained, and a number of new initiatives to improve staff engagement and morale.

Four out of ten KPIs were achieved, with occupancy, the number of self-funders, staff turnover and agency usage adversely affected by Omicron. It was positive that Care Plan reviews were ahead of the KPI, but there is still a good deal of work required to improve the level of supervisions. This year we will be implementing a new Performance Development Review programme to drive greater understanding of the need for effective line management of frontline staff.

5.2 Financial Review

For 2021/22 there was a budgeted loss of £1,360,061, the budget having been set during the pandemic with, the ongoing financial implications of lower occupancy causing the anticipated loss. The actual surplus achieved was £1,753,399 (2020/21 £1,415,277) i.e. £3,113,460 better than budget. This partly due to the SWAPS revaluation which resulted in a gain of £607,858. However, without the Government funding of £1,926,180 (2021/22 £2,908,815) and the underspend in the Planned Maintenance Programme of £192,500 there would have been a net loss. This is due, in the main, to the reduction in occupancy and, therefore, income in the care homes. There were also high staffing costs at some points particularly over Christmas and the New Year due to infection outbreaks where staff were either ill or needing to self-isolate and the resulting requirement to bring in agency staff and pay premiums to encourage staff to take on additional shifts. In addition, the impacts of the current recruitment crisis were starting to be felt in the first quarter of 2022.

Some of the additional costs were offset by the receipt of government funding in the form of Furlough, Infection Control, LFD Testing and Workforce Capacity grants.

Some costs were reduced due to the pandemic; for example, where, following Government advice, HQ staff moved to working from home, costs such as stationery, copying, printing and postage were reduced as processes had been adapted to become paper free and communication by email rather than post continued to be the default. Similarly, utility costs such as electricity, water and telephones calls were also reduced as the office was unoccupied for periods during the year. There was also a saving in travel costs as people were encouraged not to travel and the organisation continued with new ways of working and communicating, carrying out many meetings via platforms such as Zoom and Microsoft Teams. Another reduction in costs was due to the fact that contractors were unable to enter the homes during periods of lockdown to carry out planned maintenance and improvements – although money was saved during the year this created a further backlog of work that was required and will still need to be carried out in the coming year, effectively putting our 10 year plan behind by circa 18 months.

The "Simplified Operating Statement" shows the underlying performance of the two services.

Of the total resources expended, 79% (2020/21 79%) of expenditure was on staff costs including training and recruitment, but excluding redundancy and notice costs. The increase in the percentage of total costs spent on staff costs is due to the significant increase in the National Living Wage, as well as premiums paid to staff to encourage them to take on additional shifts whilst their colleagues were unable to work to sickness or self-isolation.

Trustees aim to keep overhead costs as low as reasonably possible to ensure that maximum resources can be expended on service provision without compromising on central resources required to manage and develop the organisation.

Under FRS102 there is a requirement to recognise defined benefit pension scheme surpluses or deficits in the balance sheet. Avante has four defined benefit schemes and, according to the actuarial valuations as at 31 March 2022, had defined benefit pension scheme net liabilities of £1.647 million (2021 £2.801 million). This figure included a surplus on the London Borough of Bexley Scheme of £1.391m. Compared to the valuation for March 2021, there has been a total deficit reduction of £1.154m during the year made up of an actuarial gain of £1.190m and revenue account adjustments of £36k. (See note 16 for further information and a breakdown between the 4 schemes).

Avante Care and Support is committed to continually enhancing and developing its services and although it was impossible to carry out the planned work during the year, when contractors were able to go into the homes, work restarted and outstanding works have been carried forward into the 2022/23 programme and the 10 year plan has been updated.

It should be noted that a certain level of surpluses are required in order to meet the organisation's bank loan covenants and to make the capital repayments on the loans. Despite the challenging circumstances, Avante Care and Support fully met its loan covenant requirements at 31 March 2022.

5.2.1 Investment Policy

Current operating requirements mean that Avante does not have funds available to invest on a long term basis and does not therefore, at present, have an Investment Policy. Funds held as working capital, however, are in normal circumstances, invested overnight with Barclay's interest earning accounts to ensure that maximum benefit is achieved by earning interest on balances held. In the current economic situation, however, interest rates are too low for any benefit to be gained from overnight investment.

5.2.2 Fundraising

The majority of Avante's income is through contracts for services provided and the charity does not, therefore, carry out any significant fundraising activities. Avante Care and Support is fully aware of the requirements of the current fundraising regulations and confirm that there has been no fundraising function in the year and that no requests for donations are made either directly or through third-party fundraising agents or organisations. No complaints have been received in the years ended March 2021 and 2022. Costs relating to advertising, marketing and events are included within support costs.

5.2.3 Reserves Policy

The cash reserves policy is considered each year, bearing in mind that as a charitable organisation, our primary stakeholders are our beneficiaries and our financial objectives are to maximise the value to those beneficiaries. Due to the uncertain financial climate and the related changes in access to funding and income stability, a full review of the policy is carried out each year whilst updating the strategic business plan and financial forecasts. The financial forecasts include a detailed cash flow forecast which enables Management to check that sufficient cash reserves will be in place to meet known costs, working capital requirements, to allow for contingencies and to meet the bank loan covenant requirements. The review includes assessing the current policy and performance, analysing funds held, sources of income and a review of risk areas, committed expenditure and effects on beneficiaries.

Avante needs to ensure that it has adequate reserves in order that it can continue to care for and support service users in unforeseen circumstances should funding from any source temporarily cease. Free reserves are also necessary to meet working capital requirements as well as to allow for the development of new initiatives (where we would incur expenditure in advance of anticipated income).

Following a review in March 2018, having considered income variability and risks relating to income as well as financial obligations and their flexibility, it was agreed that the policy should be to work towards holding reserves of £1.8 million (circa one month's expenditure) over the next five years. This figure was felt to be a reasonable buffer and it was agreed that setting a higher level of minimum reserves (e.g. 2-3 months) would reduce the opportunity to use the monies available to develop the organisation .Following the annual review, it was agreed that having achieved and exceeded the one month target at March 2019, Avante should continue to aim to hold reserves of £1.8 million. The level of reserves held has served the organisation well during the pandemic and it was agreed that this should be sufficient going forwards.

It is acknowledged that reserves will fluctuate based on performance, extraordinary events such as asset disposals, new service developments and if reserves are called upon. There may be occasions, due to exceptional circumstances, when Trustees may agree to override the required level for a temporary period.

Avante has a five year financial forecast which had been regularly updated and has been amended to allow for the financial impact of the COVID-19 pandemic. The forecast shows that, despite lower occupancy, the target level of reserves is still exceeded and are forecast to continue to increase. The forecast is considered to be prudent and Management are confident that, Avante maintains sufficient cash and reserves to continue operating and still be able to deal with any unforeseen issues.

The Charity SORP definition of reserves excludes amounts which could only be realised on disposal of assets used by the Charity to carry out its activities.

Using this definition, at the end of the year the charity holds reserves of £4.418 million of unrestricted funds (2020/21 £3.63m), which is £2.618 million more than the agreed policy level as detailed above. Detailed, current, cash flow forecasts are in place and these show that Avante can fully meet its cash requirements in the medium term future.

5.2.4 Land and Buildings

The land and buildings are held at valuations; the latest valuation was carried out as at 31 March 2019 and resulted in a valuation gain of £7.56 million.

The Charity SORP recognises that charities, as is the case for Avante, often hold tangible fixed assets primarily to provide services to their beneficiaries rather than for generating cash flows and that it would, therefore, be inappropriate to measure value in use by reference to the charity's cash flow. In such circumstances, it is often more appropriate to regard value in use as the present value of the asset's service potential.

SORP para 12.16 then specifically recognises that *"The demand or need for the services provided by a charity using an asset may fluctuate over time and a temporary reduction in demand is not necessarily an indication of its impairment. Similarly, an asset's service potential may not always be fully utilised and surplus capacity at certain periods will not always indicate impairment."*

Many charities and service providers will still be going through a period of disruption with changes to their operating methods and practices and as part of this charities may be holding assets which become less used, in Avante's case this means lower occupancy of its care homes.

Trustees are required to consider at least annually when preparing the charity's financial statements whether there is an indication that the carrying value of any of the charity's assets have been impaired. They will therefore need to consider whether any reduction in use of the charity's assets is temporary or longer-term and, if longer-term, whether an impairment provision should be made to reduce the carrying value of the relevant assets in the financial statements.

Having reviewed Avante's nine freehold Care Homes, management do not believe that any of the homes are or have any areas that are degraded, obsolete or no longer have the same earning potential. Capital additions were reviewed to ensure that any significant additions could be considered to add value to the properties. There were no significant additions to existing properties during the year.

One older care home, Pilgrims View in Snodland, had previously been earmarked for a programme of improvements and, in the course of analysing the best plan for the future of the home, a pipework survey was carried out which identified that if we were to go ahead with a refurbishment that included provision of ensuites then replacement pipework would be required at a cost of circa £381k. The home, however, is currently operating without issues and we would only carry out the works if a larger improvement programme were undertaken. Advice was sought form Savills in 2021 about the impact of this upon the valuation of the asset and they advised that the likely impairment of the value would be between 30% and 50% of the works required. At worst case scenario this would amount to £190k. The view of management, is not to put through an impairment on this basis as there is also a revaluation reserve against the home which provides a buffer if the home were to be disposed of.

The review also concluded that there is no long term impairment in the value of the assets due to the pandemic (as valued by Savills at March 2019) and that the market will recover to previous levels over the next 18 months. This is backed up by views of experts in the market who rightly say that an admission to a care home is a matter of necessity rather than choice and the predictions of numbers of older people and therefore potential care home admissions continues to rise and has not been affected by the pandemic. This has been evidenced by the significant improvement in occupancy during the year as well as post year end.

Having commissioned a report from Savills on the maintenance requirements of the care homes over the next 10 years management are of the view that the maintenance required is not unusual considering the varying ages of our care homes. Avante has a skilled Property Team who manage the maintenance requirements and the 10 year Planned Maintenance Programme, which is reviewed each year, informs the annual maintenance programme that is included within Avante's budget and forecasts.
A recent fire safety review has indicated that there are potentially significant improvements required to fire doors and compartmentalisation across our homes which will be factored into the financial forecasts over the next 5 to 10 years. Work is currently being undertaken to categorise the works between essential and desirable and they will then be prioritised, costed and planned. Expenditure has been budgeted starting in 2022/23. Although the works required overall may amount to a significant sum, these works will be an improvement to current measures and management do not consider the requirements to be detrimental to then values of the buildings which are still fully operational.

Management are also of the view that its Head office building has not suffered an impairment and although there are temporary reductions in the number of staff working at Head Office due to the pandemic, this will eventually return to normal.

In conclusion, Avante's management have carried out an impairment review and have concluded that no adjustments to the values of the fixed assets are necessary.

5.2.5 Stakeholder Engagement

The Board of Trustees must act in accordance with a set of general duties. These duties are detailed in section 172(1) of the U.K. Companies Act 2006, which is summarised as follows:

'A Director of a Company must act in the way he/she considers, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

1. *The likely consequences of any decision in the long term*
2. *The interests of the Company's employees*
3. *The need to foster the Company's business relationships with suppliers, customers and others*
4. *The impact of the Company's operations on the community and the environment*
5. *The desirability of the Company maintaining a reputation for high standards of business conduct, and*
6. *The need to act fairly as between members of the Company.'*

We believe that to have the greatest impact for our residents and service users, now and in the future, we must take account of what is important to our stakeholders. This is best achieved through proactive engagement. In accordance with the charities SORP (FRS 102) we have outlined examples how we engage with employees and taken care of their interests, as well as how we have engaged with the beneficiaries. By understanding our stakeholders, we can factor into Trustee and Management discussions the potential impact of our decisions on each stakeholder group and consider their needs and concerns, in accordance with s172 of the Companies Act 2006.

Avante Care and Support Ltd. consider that they have fulfilled their duties and have acted in a way in which is most likely to promote the success of the charity for the benefit of its stakeholders as a whole in the following ways:

Employees & Volunteers:

Avante's Directors have fostered and sustained staff engagement through a variety of activities and measures and these are set out below.

Information is regularly and systematically cascaded through management meetings with the purpose of updating colleagues in relation to progress towards the achievement of strategic business objectives. Newsletters, staff notices and email communications with staff also cascade relevant information to all and at each workplace. Registered Managers meet with their teams each day to discuss the day to day work and achievement against key performance indicators.

To support good engagement and performance, Avante has comprehensive mechanisms that mirror ACAS guidance for fairly and transparently resolving employee disputes and performance concerns that Avante may have with employees.

During the year, the Managing Director has continued to send regular emails to all staff updating them on the current situation with the pandemic, reminding them of requirements, for example infection control, and thanking them for their hard work and dedication.

Avante recognises good performance and long service through performance related pay and the award of vouchers that employees may choose to spend as they wish. Letters of thanks are also sent to explain why the award is made. At Christmas 2021 every member of staff received a Christmas card expressing Avante's thanks for their contribution during a particularly difficult year and vouchers providing a modest financial award.

It has become custom to hold an awards ceremony each year and staff are invited to nominate colleagues for awards, encompassing all staff roles, and nominations were considered and judged. A representative group of staff are invited to the ceremony to applaud colleagues and pay tribute to those who were judged to have demonstrated outstanding excellence within their field of work. The awards ceremony also recognises the valued contribution of our volunteers who generously give their time and service for the benefit of Avante's beneficiaries. Due to the pandemic it was not possible to hold a ceremony in 2021, but an event has been planned for 2022.

Residents and Service Users:

Residents and service users are consulted on changes within the service and regular surveys are carried out. As with staff surveys, the results are analysed and action plans are created to address any issues or suggestions for improvement.

Suppliers and funders:

We engage with our suppliers and funders, make them aware of our values and keep them up to date with Avante's plans for the future. We share our newsletters on line with all stakeholders.

Community and Environment:

We encourage our services to engage with communities in which they operate which leads to some very beneficial links and joint activities which benefit both our service users and the community e.g. our care homes often link up with schools or cub and scout groups and enjoy activities such as carol services or camping out. Although activities were put on hold during the pandemic, they are now starting to resume.

In terms of the environment, Avante have an environmental policy and continuously review how we can have a positive effect on the environment and mitigate any negative effect through waste and emissions, building design etc.

5.2.6 Streamlined Energy & Carbon Reporting (SECR)

From financial years beginning on or after 1 April 2019, large UK companies are required to report publicly on their UK energy use and carbon emissions within their Directors' Report. This requirement has been implemented by the Department for Business, Energy and Industrial Strategy (BEIS).

Streamlined Energy & Carbon Reporting will impact any companies, LLPs and groups that exceed at least two of the following three thresholds in the preceding financial year:

- £36m annual turnover
- £18m balance sheet total
- 250 employees

SECR aims to bring the benefits of carbon and energy reporting to more businesses. The reporting framework is intended to encourage the implementation of energy efficiency measures, with both economic and environmental benefits, supporting companies in cutting costs and improving productivity at the same time as reducing carbon emissions.

Avante is committed to reducing energy use and carbon emissions and as such has so far introduced modest measures such as replacing lighting with low energy bulbs, updating boilers to more efficient models, use of grey water at its Head Office and conscientious use of gas and electricity throughout it care homes and offices.

For the future, Avante aims to include energy efficient measures in its new developments and will make use of the most energy efficient methods of heating and lighting including solar panels and ground heat sources where possible.

Year-Ended March 2022		
	2022	**2021**
UK energy use		
kWh	8,907,503	8,882,430
Associated greenhouse gas emissions		
Tonnes CO2 equivalent	1,786,873	1,789,649
Intensity ratio		
Emissions per £1 of turnover	17.3	17.3

Note: Associated greenhouse gases have been calculated using data from supplier invoices and conversion factors published on gov.uk.

UK energy use covers the operation of 10 care homes and home care services. Energy use and emissions have increased slightly during the year, but emissions per £1 of turnover have remained static year on year.

5.2.7 Going Concern

Accounting standards require the Trustees to consider the appropriateness of the going concern basis when preparing the financial statements. An entity is a going concern unless the Trustees intend that the charity will cease its activities, or has no realistic alternative but to do so.

In assessing whether the going concern assumption is appropriate, the Trustees are required to take into account all available information about the future, which is at least, but is not limited to, twelve months from the date when the financial statements are authorised for issue.

The environment in which Avante ordinarily operates is a challenging one, but that has been exacerbated by the COVID-19 pandemic which has seriously affected the social care sector. The pandemic has affected both income, due to reductions in care home occupancy, and costs such as additional PPE requirements, additional equipment and the costs of adapting the way we work. We have been fortunate to receive support from Government funding and free PPE supplies which has helped with additional costs, but has not addressed the issue of lower occupancy in our care homes and reduced hours delivered in our Home Care services.

Avante's Executive Team and Trustees believe, however, that having laid good foundations by implementing the strategy and business plan validated by Deloitte and approved by Barclays in 2015 we became a stronger, better placed organisation. Having followed this with the achievements against our business plan, we have focussed on improving quality, continuing to strengthen our financial position and made steps to secure appropriate opportunities for growth and diversification. We have a track record of implementing improvements and our new 3 year business plan will build on the achievements to date ensuring that we are sufficiently robust to survive into the future in a post COVID environment.

Avante has a ten year financial forecast which is updated using industry views on the recovery of occupancy levels, following the pandemic. The forecast, which is updated regularly, is based on up to date actual and market data and assumes a steady improvement in occupancy with a gradual return to Avante's normal occupancy rate of 92% by December 2024. Avante is already ahead of its budgeted occupancy improvement trajectory; having reached 90% occupancy in August 2022 versus the budget of 86% with self-funding residents at 213 compared to the budget of 184. In addition Management have taken measures such as recruiting a post to carry out assessments to help to continue to improve on this by speeding up the process from enquiry to admission. On this basis, Avante maintains sufficient cash and reserves levels to continue to operate in the period to December 2024 and reserves continue to grow from then onwards.

Avante have the support of the lending bank, Barclays, in terms of covenant compliance and have maintained dialogue with them throughout the year, keeping them informed of forecasts and any potential issues. The budget forecast for 2021/22 showed that multiple covenants would be breached during this year of recovery and an agreement was reached to waive the covenants that would be breached up until 31 March 2022 and replace them with measures of minimum cash and EBITDA levels which are forecast to be met. Due to improved performance, however, all original covenant tests were met during the year. The bank have also committed to reviewing the covenant position for 2022/23 as the current year's performance becomes clearer and will put in place further amendments should they be necessary.

Having refinanced its loan portfolio in May 2015, Avante consolidated its loans into one 18 year repayment loan. The loan is secured against the charity's fixed assets which have a greater value than the loan financing; the loan to value ratio at 31 March 2022 was 13.1% (2021 14.2%) This facility ensures that Avante's existing loan funding is secure in the medium term.

As part of its Going Concern review Management and Trustees have considered any uncertainties such as levels of occupancy and security of contracts and have concluded that, due to Avante's good track record of improving performance, its good relations with commissioners of services and the forecast levels of EBITDA and cash, these are not material.

Should the results not turn out as forecast there are measures which can be taken to deal with any issues that arise including engaging the support of Barclays Bank, sell loss making services and, if necessary, consider posts that could be made redundant without impacting service delivery.

Management confirms that the organisation has adequate resources to continue its operations for the foreseeable future and believe that the strategies detailed below in its 3 year strategy will continue to improve performance and help to ensure that we remain a financially strong organisation. Management and Trustees conclude, therefore, that it is appropriate to prepare the accounts on a going concern basis.

5.3 Plans for future periods

In March 2021, the Board agreed a new strategy, supported by a 3 year Business Plan, with a focus on forward momentum with the following key strategic goals:

1. Care quality improvement
2. Improving financial performance
3. Service development
4. Workforce development

In order to achieve these strategic goals, three key objectives have been agreed for each goal, providing focus and direction to our work:

Goal 1 - Care quality improvement

Key objectives:

i) We will create and deliver the concept of a positive journey with Avante through age, including a range of services extending from advice at the point of contact to end of life care

ii) We will develop a clear USP and brand, and enhance our marketing to differentiate Avante as a provider of high-quality care

iii) We will deliver the Digital Strategy, maximising the use of technology and innovating to improve care and support we deliver

Goal 2 - Improving financial performance

Key objectives:

i) We will institute a financial recovery plan following the COVID-19 pandemic to ensure our financial performance returns to pre-pandemic levels by March 2023

ii) Each home and service will be set and will achieve a minimum expected EBITDA so that all homes and services will generate an improving net surplus

iii) We will generate a development fund to pay for future growth opportunities and a programme of improvement to our existing properties in order to improve them to an agreed minimum standard

Goal 3 - Service development

Key objectives:

i) We will devise and implement an agreed minimum design standard for new opportunities and all existing homes

ii) We will implement a programme of development in our existing homes to maximise their economic life

iii) We will pursue a programme of developments, acquisitions and divestments in order to grow our homes and home care services at the rate of one every 18 months

Goal 4 – Workforce development

Key objectives:

i) We will develop a positive, forward thinking and innovative culture so that Avante is known for being an organisation that empowers its staff to deliver the very highest quality care

ii) We will recruit and retain the best staff through accentuating our brand, demonstrably valuing staff and providing competitive remuneration, high quality training and career development.

iii) We will develop our staff so they are comfortable to make recommendations and take decisions that meet our vision, values and mission, and so they become more accountable for local performance and take ownership of their homes and services in order to meet resident and service user needs.

5.4 Principal Risks & Uncertainties

Avante has a comprehensive Risk Management Policy which was introduced following work carried out by a Trustee-led working party, and which is regularly reviewed. As part of the last review the register was separated into Strategic and Operational level risks in order to allow the Board of Trustees to focus on the strategic risks. An Organisational Risk Committee, made up from Avante's Executive Management Team, meets at least three times a year to review the Corporate Risk Register and reports to the Board of Trustees at every meeting.

In order to mitigate risks, Avante Care and Support has measures and controls in place and these are reviewed at the Organisational Risk Committees and the actions on the Operational risks are also reviewed at the sub-committees of the Board. At each meeting, the Committee also considers whether any additional risks need to be added to the register.

The top Operational and Strategic risks identified, as well as the actions taken or to be taken are, in no particular order, as follows:-

Identified Risk	Management/Actions
Legal Action against the organisation; • Losing Employment Tribunal • Breach of Health & Safety Regulations • Legal Action or other claims taken by Families • GDPR • Claims due to Covid	a) Ongoing Management Health & Safety Training b) Fire and H&S action plans implemented c) CQIs to monitor compliance d) In house programme of audits and inspections e) Trustees and Officers Liability cover incl abuse in place f) Central coordination of responses to legal action g) QCS quality system in place h) Quality Improvement programme in place i) Duty of Candour training for RMs delivered and standard response templates in place j) Following Infection Control Procedures k) Marketing to monitor posts to social media including Linked In to prevent occurrences of Covid related complaints and report on any Covid related issues. l) Ensure staff compliance and adherence to correct PPE and infection control usage and procedures through refresher training. m) Procedures audit under infection control audits. n) Ensure medication systems and practice are compliant.

Failure to meet bank loan covenants as a consequence of another primary risk: • Bank would have right to recall/renegotiate terms of loans. • Risk of need to dispose of assets to repay • Increased future borrowing costs • Technical insolvency due to bank not waiving rights under breach	a) Monthly reporting, scrutiny and review of management accounts. b) Quarterly/monthly updated y/e & 10yr forecasts c) Continuous Improvement Plans for each service, home and department. d) Forecasting & Managing cash flow e) Controlling debtors/creditors f) EMT oversight of income, costs and cash flow g) Strategic KPIs – compiled monthly and sent to Board and Bank h) Operational KPIs and KMIs available on intranet i) Setting of budget to enable covenant compliance j) Finance Strategy in Place k) new tests set for 2021/22 during recovery period Action: Maintain dialogue with the bank
Effects of Noncompliance (Organisational) Breaches of: • GDPR • Environmental Health • HSE • Employment Law • Fire Regulations • Poor Governance • Cyber Security • CQC Compliance • Fraud	a) Internal Audit processes b) Annual Financial Audit c) QCS quality system in place d) Legal Advice e) Fire safety inspections f) Centralised database of relevant certification – M&C Schedule g) Planned programme of property maintenance h) ICT policy and security measures in place i) Fit and Proper Persons policy and procedures for Trustees and Trustee recruitment j) The Board of Trustees have reviewed and adopted the Governance Code k) Board have delegated to F&R the review of GDPR l) Cyber Security – Regular review of measures in place m) Audit programme both are service level and through QIP by Quality Team n) Staff trained in medication procedures Actions: Review medication systems Explore availability / compatibility of EMAR systems Prioritise Fire Safety compliance actions
Debt crystallisation - regarding last man standing or unaffordability of pensions schemes: • Increase in contribution rates and take up. • Brexit - Impact on costs • Increase in NLW over business plan projections • LGPS - McCloud and GMP issues - potential additional contributions	a) Prudent assumptions in business plan & budget. b) SHPS DC scheme providing protection for DB schemes c) Awareness of risk timelines for members d) First Actuarial - advisor to assist with strategy development and providing ongoing support and keeping us abreast of developments e) Pension Strategy agreed and in place. f) FS scheme closed 30/06/2019 and staff moved to CARE scheme. g) Remain vigilant to any deterioration in our pension deficits h) Maintain membership numbers Actions: Carry out next phase of LGPS negotiations with FA – awaiting LA revised policies Ensure valuations consider McCloud and GMP issues
Disaster in a service location where people live & work: • Fire • Flood • Explosion • Gas Leak • Legionella • Loss of utilities for 8 hours or more • Asbestos	a) Insurance maintained for building & business interruption b) Fire plans in place and regularly reviewed and audited c) Business Continuity Plan in place d) Contractor contingency plans e) Central Register of certificates and compliance in place f) Training, inspections and audits regarding Health & Safety compliance g) Planned installation of sprinklers in all homes to be completed when major refurbishments are undertaken.

	Action: User friendly action plans for Fire RA recommendations Induction manuals and kitchen floor plans Sprinkler systems to be installed in kitchens BCP to be updated and scenario planning to take place
Supply Side Risks • Staffing • Day to Day Supplies	Good recruitment procedures New Director of People & Organisational Development recruited Actions: More recruitment fairs Improve recruitment process from advert to mobilisation Review suppliers
Serious infection outbreak: • Viral/ Bacterial • Loss of income • Loss of Reputation • Reduction in staff / residents	a) Maintaining infection control systems & audit thereof b) Legionella Policy with planned inspections c) ASB staff cover to maintain continuity of practice delivery d) Regular updates on Best Practice e) Bi Annual Kitchen deep clean f) Chlorine dosing system roll out in progress – 4 homes complete g) Proactive action plan and core competencies for improved infection control h) Annual Infection control statement completed for C&CQ (report on reviews and audits) i) Added to service visit to ensure that any audit findings are monitored. k) Corona Virus - following government and NHS recommendations and keeping up to date on these. m)Ensuring staff have adequate PPE n) Operational measures to minimise the spread of infection (isolation suites, safe deployment of staff, closing offices) o)Regular testing of staff and residents and service users Actions: Roll out Chlorine Dosing Systems to remaining homes
Damage to reputation: • Social media 'attack' • Adverse reporting on the organisation • Untoward death or abuse • Service closure / transfer • Increased CQC scrutiny • Increased Public Health scrutiny • Increased Police scrutiny • Increased Safeguarding scrutiny	a) Quality Audit and inspection programme and procedures b) Agreed HR policies and training c) Good Communications, social media and Marketing Policy d) Infection control measures e) incident reporting and EMT and Board oversight f) Head of Sales & Marketing providing more senior oversight for communications
Loss of income: • LA retendering of commissioned services at uneconomic rates • Unable to provide LA reconfigured services • LA / CQC sanctions re Safeguarding /Compliance causing embargos • Closure of homes or reduction of beds/ loss of services • Reduction in private income • More competition in the market • Failure to adapt to changing market requirements • Public spending cuts resulting in lower fee levels • Reduction in placements due to COVID	a) Marketing of services b) Seeking growth opportunities and diversification c) EMT monitoring of performance via KPIs d) Quality control inspections including external / Mock Inspections e) Proactive management – Needs Assessment tool in place to ensure that changes in needs are being recorded correctly to achieve appropriate fees. f) Networking and relationships with Commissioners g) Review of potential new business opportunities. h) Ongoing research into private market and health and social care integration i) Service development plan for each home j) Care and home care strategy and workforce development strategy in place. k) Continue to improve our financial performance through increasing occupancy and the number of self-funding residents – budget management – new targets set each year

	m) Continued investment in our homes to ensure that they remain attractive to self-funding residents. Increasing annual PMP budget to complete improvement plan n) Quality strategy o) minimise costs where appropriate p) new enquiry framework and assessment officer in place q) Property strategy r) Virtual tours in place Actions: Implement revised Needs Assessment Tool and room banding policy to achieve appropriate fees
Changing World: • Keeping up with competitors in terms of technology. • Recruitment of Staff	a) Forecast in place to enable scenario planning and stress testing to be completed. b) Strategy and 3 year business plan in place from Apr 21. Monitored monthly by EMT c) Engaging with extra care suppliers Actions: Innovations Group investigating new technologies in care - pilots ongoing Look at enhanced rates for ASB staff to cover Home Care. Look at acquiring a Home Care business.

As an organisation which provides care and support to vulnerable people, Avante Care and Support has policies in place to ensure the protection of vulnerable adults against abuse. The policies are included in Avante Care and Support's written Health and Safety policy and Quality Manuals which comply with the guidelines in the Home Office Code of Practice "Safe from Harm".

Being a provider of care home services and care in the community, Avante is subject to regulation and inspection by the Care Quality Commission, and has detailed policies, procedures and internal audit functions including mock inspections to ensure the required standards are met.

Avante Care and Support uses an Enhanced Disclosure & Barring Service check for staff, with the inclusion of a Barred List check for those working in a Regulated Activity as one part of a range of safeguarding tools for assessing the suitability of preferred candidates and volunteers and the continued employment of those in specific roles which require re-checking. Other tools include thoroughly confirming identity, qualifications, taking up and verifying references and examining dates of employment histories on application forms.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Avante Care & Support Limited for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

This Annual Report and Strategic Report were approved by the Board of Trustees on 27 September 2022 and signed on its behalf by:



Jackie Churchward-Cardiff
Chairman of the Board of Trustees

Independent Auditor's Report to the Trustees and Members of Avante Care and Support Limited

Opinion

We have audited the financial statements of Avante Care and Support Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2022 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 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 and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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.

Other information continued

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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.

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 design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Charitable Group and the sector in which it operates and considered the risk of the Charitable Group not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, tax legislation and distributable profits. In relation to the operations of the Charitable Group this included compliance with the Charities Act and SORP 2019, GDPR, employment law, safeguarding and health & safety including compliance with Care Quality Commission.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management and officers of the Charitable Group and a review of the risk management processes and procedures in place. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We reviewed systems and procedures to identify potential areas of management override risk.

We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates, including valuation of property, the defined benefit pension scheme, and the interest rate swap.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 and its trustees 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 and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

HWilkinson

Helena Wilkinson BSc FCA DChA (Senior Statutory Auditor)

For and on behalf of
Price Bailey LLP
Chartered Accountants
Statutory Auditors

3rd Floor,
24 Old Bond St,
Mayfair,
London
W1S 4AP

Date: 28 October 2022

Simplified Operating Statement

for the year ended 31 March 2022

	Note	2022 £	2021 £
Charitable activities			
Income from Care Homes services	2	25,264,104	*24,646,155*
Expenditure on Care Home services	3	(25,209,367)	*(26,123,576)*
Surplus/(Deficit) on Care Home services		**54,737**	***(1,477,421)***
Income from Homes Care & Support services	2	3,572,216	*3,988,838*
Expenditure on Home Care & Support services	3	(3,838,141)	*(4,058,895)*
Deficit on Home Care & Support services		**(265,925)**	***(70,057)***
Deficit from charitable activities		**(211,188)**	***(1,547,478)***
Voluntary and other activities			
Income from donations, legacies and grants		1,891,134	*2,335,254*
Other trading income		8,554	*7,312*
Miscellaneous income		64,899	*612,889*
Profit on sale of fixed assets		-	*7,300*
Income from voluntary and other activities		**1,964,587**	***2,962,755***
Surplus from voluntary and other activities		**1,964,587**	***2,962,755***
Net income before other recognised gains/losses		**1,753,399**	***1,415,277***

This Simplified Operating Statement should be read in conjunction with Note 6.

Consolidated Statement of Financial Activities (SOFA)

for the year ended 31 March 2022

		Unrestricted funds	Restricted funds	Total 2022	*Unrestricted funds*	*Restricted funds*	*Total 2021*
Income from:		£	£	£	£	£	£
Donations, legacies and grants		-	1,891,134	1,891,134	-	*2,335,254*	*2,335,254*
Charitable activities	2	28,836,320	-	28,836,320	*28,634,993*	-	*28,634,993*
Other trading income		8,554	-	8,554	*7,312*	-	*7,312*
Other income		8,760	-	8,760	*17,535*	-	*17,535*
Other income - furlough		56,139	-	56,139	595,354	-	*595,354*
Proceeds on sale of fixed assets		-	-	-	*7,300*	-	*7,300*
Total income		**28,909,773**	**1,891,134**	**30,800,907**	***29,262,494***	***2,335,254***	***31,597,748***
Expenditure on:							
Charitable activities							
- Care Home services		23,591,025	1,618,342	25,209,367	*24,027,085*	*2,096,491*	*26,123,576*
- Home Care & Support services		3,568,859	269,282	3,838,141	*3,815,876*	*243,019*	*4,058,895*
Total expenditure	3	**27,159,884**	**1,887,624**	**29,047,508**	***27,842,961***	***2,339,510***	***30,182,471***
Net income/(expenditure)		**1,749,889**	**3,510**	**1,753,399**	***1,419,533***	***(4,256)***	***1,415,277***
Other recognised gains/losses							
Act'l gain/(loss) on pension liability	16	1,189,969	-	1,189,969	*632,704*	-	*632,704*
Net movement in funds		**2,939,858**	**3,510**	**2,943,368**	***2,052,237***	***(4,256)***	***2,047,981***
Balance b/fwd at 01 April 2021		**54,284,025**	**67,828**	**54,351,853**	***52,231,788***	***72,084***	***52,303,872***
Balance c/fwd at 31 March 2022		**57,223,883**	**71,338**	**57,295,221**	***54,284,025***	***67,828***	***54,351,853***

All amounts relate to continuing activities.

All recognised and unrecognised gains and losses are included in the Statement of Financial Activities.

This statement is an Income & Expenditure Statement for the purposes of the Companies Act.

The notes on pages 29 to 57 form part of these financial statements

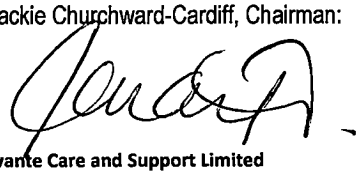
Balance Sheets

for the year ended 31 March 2022

		2022		2021	
		Consolidated	Charity Only	*Consolidated*	*Charity Only*
Fixed assets	**Note**	**£**	**£**	**£**	**£**
Tangible fixed assets	6	62,671,165	62,671,165	*62,776,963*	*62,776,963*
Investment		-	1	-	*1*
		62,671,165	**62,671,166**	***62,776,963***	***62,776,964***
Current assets					
Debtors	7	2,568,910	1,428,863	*2,222,583*	*1,564,557*
Amounts owed by group undertakings	17	-	2,201,725	-	*1,595,311*
Short term deposits	1.11	2,853,555	2,853,555	*2,694,684*	*2,694,684*
Cash at bank and in hand	1.11	4,120,132	3,058,453	*3,684,734*	*2,747,448*
		9,542,597	**9,542,596**	***8,602,001***	***8,602,000***
Creditors: amounts falling due within one year					
Creditors falling due within one year	8	4,949,725	4,949,725	*4,794,121*	*4,794,121*
Capital repayments due within one year					
on long term loans	10	699,189	699,189	*699,189*	*699,189*
Creditors: amounts falling due within one year		**5,648,914**	**5,648,914**	***5,493,310***	***5,493,310***
Net current assets		**3,893,683**	**3,893,682**	***3,108,691***	***3,108,690***
Total assets less current liabilities		**66,564,848**	**66,564,848**	***65,885,654***	***65,885,654***
Creditors: amounts falling due after one year					
Interest rate swap liability		(281,430)	(281,430)	*(692,586)*	*(692,586)*
Bank loan accounts	10	(7,341,487)	(7,341,487)	*(8,040,676)*	*(8,040,676)*
Net assets excluding pension liability		**58,941,931**	**58,941,931**	***57,152,392***	***57,152,392***
Pension Asset	16	1,391,000	1,391,000	*731,000*	*731,000*
Pension liability	16	(3,037,711)	(3,037,711)	*(3,531,539)*	*(3,531,539)*
Net assets		**57,295,220**	**57,295,220**	***54,351,853***	***54,351,853***
Represented by:					
Unrestricted funds excluding pension liability		43,731,920	43,731,920	*41,945,891*	*41,945,891*
Pension liability		(1,646,711)	(1,646,711)	*(2,800,539)*	*(2,800,539)*
Revaluation reserve		15,138,673	15,138,673	*15,138,673*	*15,138,673*
Total unrestricted funds		**57,223,882**	**57,223,882**	***54,284,025***	***54,284,025***
Restricted funds		71,338	71,338	*67,828*	*67,828*
Balance carried forward at 31.03.2022		**57,295,220**	**57,295,220**	***54,351,853***	***54,351,853***

Approved and authorised by the Board of Trustees on 27 September 2022 and signed on its behalf by:

Jackie Churchward-Cardiff, Chairman:



Consolidated Cash Flow Statement

for the year ended 31 March 2022

	Notes	2022 £	2021 £
Cash flows from operating activities			
Net income/(expenditure)		1,753,399	*1,415,277*
Pension contribution less current service and finance cost	16	36,141	*(196,681)*
Interest paid	4	473,325	*516,364*
Depreciation charge	6	1,078,967	*1,003,011*
(Profit) on sale of fixed assets		-	*1,588*
Decrease/(increase) in debtors		(346,327)	*112,659*
(Decrease)/increase in creditors		(255,552)	*(221,080)*
Net cash generated from operating activities		**2,739,953**	***2,631,138***
Cash flows from investing activities			
Payments to acquire tangible fixed assets	6	(973,169)	*(3,473,039)*
Receipts on disposal of tangible fixed assets		-	*7,300*
Net cash generated from investing activities		**(973,169)**	***(3,465,739)***
Cash flows from financing activities			
Loans repaid		(699,189)	*(699,189)*
Interest paid on long-term loans	4	(473,325)	*(516,364)*
Net cash used by financing activities		**(1,172,514)**	***(1,215,553)***
Net Increase/(decrease) in cash		1,293,458	*(1,350,965)*
Cash and cash equivalents at beginning of year		(2,360,448)	*(1,009,483)*
Cash and cash equivalents at the end of the year		(1,066,990)	*(2,360,448)*

Analysis of net debt	**At 31.03.2021**	**Cash flow**	**At 31.03.2022**
Short-term deposits	2,694,684	158,871	2,853,555
Cash at bank and in hand	3,684,734	435,398	4,120,132
Net cash	6,379,418	594,269	6,973,687
Changes in debt; bank loan	(8,739,866)	699,189	(8,040,677)
Changes in net debt	**(2,360,448)**	**1,293,458**	**(1,066,990)**

Notes to the Accounts

for the year ended 31 March 2022

1 Accounting policies

The Charity was incorporated on 4 December 1990 and is domiciled and registered in the UK as a private company limited by guarantee (registered no. 2565021). The address of the registered office is:

De Gelsey House
1 Jubilee Way
Faversham
Kent
ME13 8GD

1.1 Basis of preparation of accounts

The financial statements have been prepared on a going concern basis under the historical cost convention, as modified by the revaluation of fixed assets, and in accordance with applicable accounting standards, the Charities SORP (FRS 102) applicable to charities preparing their accounts in accordance with FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK Generally Accepted Practice, as it applies from 1 January 2019. The functional currency being £ sterling.

Avante Care & Support meets the definition of a public benefit entity under FRS 102.

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

The financial statements of Avante Care & Support and its subsidiary company Avante Care Services are consolidated, on a line-by-line basis, to produce the Group financial statements. The consolidated entity is referred to as 'the Group'. No separate Statement of Financial Activities has been presented for Avante Care & Support as permitted by Section 408 of the Companies Act 2006. The charity has taken advantage of the exemptions in FRS 102 from the requirements to present a charity-only Cash Flow Statement and certain disclosures about the charity's financial instruments. The result for the year for the parent undertaking alone was net income of £30,800,907 (2021: £31,597,748) before recognised gains on Pension liability of £1,189,969 to give net movement in funds of £2,943,368 (2021: £2,047,981).

1.2 Fund accounting

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

Restricted funds are funds which must be used in accordance with the specific instructions imposed by the donor or funding body of which have been raised by the Charity for particular purposes.

Designated Funds: The Trustees, at their discretion, may set aside funds to cover specific future costs. Such funds are shown as designated funds within unrestricted funds. Where the Trustees decide such funds are no longer required for the purposes intended, they may be released by transfer to the general unrestricted funds.

1.3 Income

All income are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. No amounts are included in the financial statements for services donated by volunteers.

All income is accounted for on an accruals basis and therefore includes income paid in arrears, but excludes income received in advance, which is shown as deferred income within creditors due within one year.

For legacies, entitlement is taken on a case by case basis as the earlier of the date on which the charity is aware that probate has been granted and either: the estate has been finalised, final estate accounts have been received and notification has been made by the executor(s) to the charity that a distribution will be made; or when a notification has been made by the executor(s) to the charity of an intention to make a distribution prior to the end of the financial year and subsequently that distribution is received from the estate after the year end. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

1.4 Expenditure

Expenditure is included in the SOFA on an accruals basis, inclusive of any VAT which cannot be recovered. All direct expenditure is directly incurred in respect of the relevant activity. Costs attributable to staff working on more than one project or activity are allocated on the basis of time spent. Where costs cannot be directly attributable to particular activities, they have been allocated on the basis consistent with the use of resources.

Governance costs, separately identified, relate to the general running of the charity as opposed to costs of fundraising or charitable activity. Included within this category are costs associated with the strategic, as opposed to day to day, management of the charity's activities. Service Directors' costs are allocated to their respective services. All other Governance costs are allocated across both services based on turnover.

Redundancy and settlement payments are recognised at the leaving date of the member of staff and measured at the best estimate of expenditure required to settle the obligation at the reporting date.

1.5 Operating leases

Rentals and any associated incentives, under operating leases are charged to the SOFA on a straight line basis over the lease term.

1.6 Fixed assets

Items of equipment costing less than £300 are not treated as fixed assets, but are fully written off in the year of purchase.

Depreciation is provided from the date of purchase on a straight line basis on cost as follows:-

- Leasehold improvements	Remaining period of lease
- Computer equipment	25% per annum
- Fixtures and fittings	20% per annum
- Motor vehicles	20% per annum

The freehold properties have been revalued on an existing use basis. Depreciation has been provided for at the rate of 2% per annum on the buildings element contained within the revalued amount. The portfolio of freehold properties is revalued every 5 years and have been revalued as at 31 March 2019 by Savills plc.

Impairment reviews of Property, plant and equipment are undertaken if there are indications that the carrying values may not be recoverable or that the recoverable amounts may be less than the asset's carrying value.

Obsolescence reviews of computer equipment and fixtures and fittings are undertaken for assets fully depreciated for more than a financial year beyond full write down, and are treated as disposals in all but exceptional circumstances.

1.7 Current liabilities

Liabilities are recognised when the charity has an obligation to make payment to a third party. Capital repayments due on long-term loans, relating to instalments due in the next twelve months, are treated as current liabilities.

1.8 Tax status

Avante Care & Support is a registered charity and is exempt from taxation on its income and gains to the extent that they are applied in pursuance of the charitable purposes.

1.9 Going concern

The Charity has adequate resources to continue in operational existence for the foreseeable future. There are considerable cash reserves and, whilst the Charity has significant loan financing, this is secured against the fixed assets of the charity which have a greater value than the loan financing. During the year to March 2022, as in the previous year, occupancy was impacted by Covid, but was bolstered with government grants to help with infection control and workforce capacity issues. Forecasts carried out as part of the year ended 31st March 2021 Going Concern Assesment showed that, due to the lower occupancy starting point, and therefore lower EBITDA, several loan covenant tests would be breached.
Agreement was, therefore, reached with Barclays Bank to waive these covenants and replace them with tests that were forecast to be met in 2021-2022. All covenant tests including the original tests were, however, met in the year. Forecasts carried out as part of the year ended 31st March 2022 showed that the cashflow covenant may be breached in two quarters. The bank have confirmed their ongoing support should the breaches materialise. This combined with the cash flow forecast showing adequate reserves have lead Management and Trustees to conclude that it is appropriate to prepare the accounts on a going concern basis.

1.10 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, Trustees are required to make judgements, estimates and 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 on-going basis. Revision 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 the current and future periods.

The defined benefit pension schemes are revalued every three years and are also subject to annual valuations under FRS102. Management and Trustees review the valuations and assumptions each year in order to ensure they are felt to be reasonable. The figures involved are significant and can change year on year due to investment performance and changes in actuarial assumptions.
In the view of the Trustees, with exception of the pensions estimates referred to above, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the Balance Sheet date are likely to result in a material adjustment to their carrying amounts in the. next financial year.

1.11 Financial instruments

The Charity 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 the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits (funds held in instant access deposit accounts) and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's short and long term creditors excluding deferred income. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

Derivative financial instruments relate to interest rate swaps and are recognised at fair value and revalued annually at the reporting date using a valuation technique provided by the bank, with any gains or losses being reported in profit or loss.

	2022	2021
Financial assets held at amortised cost	**£**	**£**
Debtors	2,568,910	*2,222,583*
Short-term deposits	2,853,555	*2,694,684*
Cash at bank and in hand	4,120,132	*3,684,734*
Less prepayments	(453,149)	*(352,287)*
	9,089,448	***8,249,714***

	2022	2021
Financial liabilities held at amortised cost	**£**	**£**
Current creditors and accruals	4,060,520	*3,690,339*
Less deferred income	(167,169)	*(361,277)*
Bank loans	8,040,676	*8,739,865*
	11,934,027	***12,068,927***

	2022	2021
Financial liabilities held at valuation	**£**	**£**
Interest rate swap liability	402,165	*1,010,023*
	402,165	***1,010,023***

1.12 Government Grants

Government grants are included in accordance with the performance model applicable under the charity SORP 2019.

1.13 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing bid price. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

1.14 Current Assets

Debtors are recognised at the settlement amounts due to the charitable company after any discount offered.
Prepayments are valued at the amount prepaid net of any discounts due.
Accrued income and tax recoverable is held at the best estimate of the amounts receivable as the balance sheet date.

1.15 Pension Scheme Accounting

The charitable company contributes towards defined contribution pension plans alongside defined benefit schemes and multi-employer schemes. The costs of the defined contribution schemes are included within staff costs and charged to appropriate funds of the charity. The charitable company has no liability beyond making contributions and paying across deductions from employees.

The multi-employer scheme and defined benefit schemes are described in more detail in note 16 to the accounts.

Notes to the Accounts

for the year ended 31 March 2022

2 Income

	2022	2021
Charitable activities	£	£
Care Homes	25,264,104	24,646,155
Home Care & Support	3,572,216	3,988,838
	28,836,320	**28,634,993**

	2022	2021
Government grants	£	£
Covid-19 grant income - Infection Control, LFD Testing and Workforce Capacity	1,870,041	2,313,461
Furlough grants	56,139	595,354
	1,926,180	**2,908,815**

A number of grants were received throughout the year from the local authorities in the areas in which Avante operates. The grants were made to cover a variety of measures such as ensuring staff were paid when self-isolating, absent through contracting Covid-19, encouraging staff to work extra time during workforce shortages, limiting movement of staff within and between our care homes, time spent on PCR and LFD testing measures, additional recruitment costs, staff retention bonuses and improvements to staff facilities.

The grants were made with these specific stipulations attached and Avante has completed returns to the local authorities to evidence the funds have been spent appropriately. Where the funds granted could not be spent in full, these have been returned to the local authority or deferred at the year end pending further guidance from the local authority concerned.

Funding throughout the year was periodically phased. As one scheme came to an end another scheme started.

Avante took advantage of the government furlough scheme during the financial year to ensure all staff remained employed.

Notes to the Accounts

for the year ended 31 March 2022

3 Expenditure

3.1 Analysis of total expenditure

Charitable activities	Staff costs £	Other direct costs £	Support costs £	Governance £	Total 2022 £
Care Homes	17,303,984	5,130,557	2,320,512	454,314	25,209,367
Home Care & Support	2,960,153	415,954	397,796	64,238	3,838,141
	20,264,137	**5,546,511**	**2,718,308**	**518,552**	**29,047,508**

Charitable activities	*Staff costs £*	*Other direct costs £*	*Support costs £*	*Governance £*	*Total 2021 £*
Care Homes	*18,225,041*	*5,355,971*	*2,113,434*	*429,130*	*26,123,576*
Home Care & Support	*3,155,929*	*471,450*	*362,064*	*69,452*	*4,058,895*
	21,380,970	***5,827,421***	***2,475,498***	***498,582***	***30,182,471***

3.2 Analysis of support costs

	Care Homes £	Home Care & Support £	Total 2022 £	*Care Homes £*	*Home Care & Support £*	*Total 2021 £*
Staff costs	1,722,664	295,309	2,017,973	*1,528,087*	*261,785*	*1,789,872*
Premises	91,356	15,661	107,017	*54,966*	*9,416*	*64,382*
Operating costs	494,541	84,777	579,318	*518,429*	*88,815*	*607,244*
Depreciation	11,951	2,049	14,000	*11,952*	*2,048*	*14,000*
	2,320,512	**397,796**	**2,718,308**	***2,113,434***	***362,064***	***2,475,498***

3.3 Analysis of governance costs

	Care Homes £	Home Care & Support £	Total 2022 £	*Care Homes £*	*Home Care & Support £*	*Total 2021 £*
Support costs	219,425	31,026	250,451	*193,887*	*31,380*	*225,267*
Audit	29,096	4,114	33,210	*33,963*	*5,497*	*39,460*
Valuations	9,584	1,355	10,939	*9,536*	*1,543*	*11,079*
Trustee expenses	9,206	1,302	10,508	*6,259*	*1,013*	*7,272*
Other	(19,836)	(2,805)	(22,641)	*(18,957)*	*(3,068)*	*(22,025)*
Strategy	206,839	29,246	236,085	*204,442*	*33,088*	*237,530*
	454,314	**64,238**	**518,552**	***429,130***	***69,453***	***498,583***

Notes to the Accounts

for the year ended 31 March 2022

3.4 Auditor remuneration

		2022	2021
Total remuneration payable to the charity's auditor in the period:		£	£
Statutory audit:	Charity	25,850	*24,150*
	Subsidiary	3,150	*2,950*
		29,000	***27,100***
Non-audit services:		1,416	*19,372*

3.5 Net Income

		2022	2021
Net income is stated after charging:		£	£
Operating lease payments		654,988	*110,392*
Profit on sale of fixed assets		-	*1,588*
Depreciation		1,078,967	*1,003,011*
Auditors remuneration	Audit	29,000	*27,100*
Corpt Tax	Additional work	-	*2,775*
VAT Advice	Additional work	1,416	*1,059*
Land and Property Tax advice	Additional work	-	*15,538*
		1,764,371	**1,161,463**

4 Interest payable

	2022	2021
	£	£
On bank loans and overdrafts	473,325	*516,364*
	473,325	***516,364***

5 Operating leases

These are the commitments for operating leases during the coming year in respect of leases terminating:

		2022	2021
		£	£
Under 1 year:	Land and buildings	611,419	*588,887*
	Others (motor vehicles, photocopiers, franking machines)	75,808	*75,808*
Within 2 to 5 years:	Land and buildings	2,486,244	*2,417,092*
	Others (motor vehicles, photocopiers, franking machines)	93,874	*169,682*
Over 5 years:	Land and buildings	18,925,400	*19,183,392*
	Others (motor vehicles, photocopiers, franking machines)	-	-
		22,192,745	***22,434,861***

During the year costs of £654,988 were incurred against the operating leases listed above (2021: £110,392).

6 Fixed assets

Consolidated and Charity

6.1 Analysis of movement of fixed assets

Cost/valuation	Freehold Property £	Leasehold Improv'ts £	Computer Equipment £	Fixtures & Fittings £	Motor Vehicles £	Work in Progress £	Total £
At 01.04.2021	62,995,243	25,969	749,992	1,754,396	192,870	45,656	65,764,126
Additions	227,833	132,745	62,225	461,915	-	88,451	973,169
Disposals	-	-	(23,806)	(373,084)	-	-	(396,890)
Revaluations/Impairments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
At 31.03.2022	63,223,076	158,714	788,411	1,843,227	192,870	134,107	66,340,405
Depreciation							
At 01.04.2021	1,331,275	14,679	508,920	959,216	173,073	-	2,987,163
Charge for year	677,620	5,349	98,470	292,399	5,129	-	1,078,967
Disposals	-	-	(23,806)	(373,084)	-	-	(396,890)
Revaluations/Impairments	-	-	-	-	-	-	-
At 31.03.2022	2,008,895	20,028	583,584	878,531	178,202	-	3,669,240
Net book value							
As at 31.03.2022	61,214,181	138,686	204,827	964,696	14,668	134,107	62,671,165
As at 01.04.2021	*61,663,968*	*11,290*	*241,072*	*795,180*	*19,797*	*45,656*	*62,776,963*

The portfolio of properties was subject to a 5-yearly revaluation as at 31.03.2019. This was carried out by independent valuers, Savills. Savills valued the properties at their market value on the assumption they are fully operational and equipped to achieve their trading potential and are free from encumbrance.

The Work in Progress Additions figure of £88,451 relates to ongoing project works at Westgate-on-Sea.

6.2 Disposal of fixed assets

Disposals of computer equipment and fixtures & fittings partly represent the removal from the register of old, obsolete and fully depreciated assets (see note 1.6).

6.3 Comparable historic cost

If the freehold and long leasehold Property had not been included at valuation they would have been included under the historical cost convention as follows:

	2022	*2021*
	£	*£*
Cost	50,654,580	*50,301,625*
Accumulated depreciation	(10,822,209)	*(9,959,457)*
Net book value	**39,832,371**	***40,342,168***

6.4 Capital commitments

Capital expenditure contracted for, unpaid at the year end not provided for in the financial statements - £ (2021: £58,344).

7 Current debtors

	2022		*2021*	
	Consolidated	Charity Only	*Consolidated*	*Charity Only*
	£	£	*£*	*£*
Trade debtors	1,668,825	914,764	*1,272,972*	*1,043,441*
Other debtors	6,876	6,876	*6,876*	*6,876*
Prepayments	453,149	453,149	*352,287*	*352,287*
Accrued income	440,060	54,074	*590,448*	*161,953*
	2,568,910	**1,428,863**	***2,222,583***	***1,564,557***

8 Current creditors and accruals

	2022		*2021*	
	Consolidated	Charity Only	*Consolidated*	*Charity Only*
	£	£	*£*	*£*
Interest rate swap liability	120,735	120,735	*317,437*	*317,437*
Trade creditors	1,043,849	1,043,849	*762,232*	*762,232*
Other taxes and social security	768,473	768,473	*786,345*	*786,345*
Other creditors	1,267,531	1,267,531	*1,331,754*	*1,331,754*
Accruals	1,581,971	1,581,971	*1,235,076*	*1,235,076*
Deferred income (note 9)	167,169	167,169	*361,277*	*361,277*
	4,949,728	**4,949,728**	***4,794,121***	***4,794,121***

Notes to the Accounts

for the year ended 31 March 2022

9 Deferred income accruals

Consolidated and Charity	Care fees	Cash in advance	Others	Total 2022
	£	£	£	£
Brought forward at 01.04.2021	210,984	84,846	65,447	361,277
Released in current year	(210,984)	(84,846)	(65,372)	(361,202)
Arising at 31.03.2022	136,898	30,196	-	167,094
	136,898	**30,196**	**75**	**167,169**
As at 31.03.2022	74,487	18,118	75	92,680

	Care fees	*Cash in advance*	*Others*	*Total 2021*
	£	*£*	*£*	*£*
Brought forward at 01.04.2020	*186,716*	*25,948*	*2,483*	*215,147*
Released in current year	*(49,716)*	*(25,948)*	*(282)*	*(75,946)*
Arising at 31.03.2021	*73,984*	*84,846*	*63,246*	*222,076*
	210,984	***84,846***	***65,447***	***361,277***
As at 31.03.2021	*159,668*	*32,319*	*2,201*	*194,188*

All deferred income at 31.03.2022 is in respect of fees or grants invoiced on or prior to 31.03.2022 but relating to periods after 31.03.2022, or payments in advance pending invoicing or contract reconciliation.

10 Creditors: Amounts falling due after more than one year

	2022	*2021*
	£	*£*
Interest rate swap liability	281,430	*692,586*
Bank loans	7,341,487	*8,040,676*
	7,622,917	***8,733,262***

	Contractual obligation at 31.03.2022	*at 31.03.2021*
The total bank loans are repayable as follows:	£	*£*
Within one year	699,189	*699,189*
Between one and two years	699,189	*699,189*
Between two and five years	2,097,568	*2,097,568*
After five years	4,544,730	*5,243,919*
	8,040,676	***8,739,865***

All loans and overdrafts are secured by a fixed and floating charge over the freehold Property of the charity, the net book value of the properties charged being £61,214,181 (2021: £61,663,968).

With effect from 15.05.2015, all previous bank loans were consolidated into a single term loan facility for £12,935,000 repayable over 18 years at a variable interest rate. The Charity has retained the existing swap agreements in order to mitigate the risk posed from movements in interest rates. The bank has valued the interest rate swap liability at £402,165 (2021: £1,403,779).

Notes to the Accounts

for the year ended 31 March 2022

11 Residents' bank accounts

The Charity administers holding bank accounts on behalf of residents for the receipt and payment of the residents' personal allowances. These accounts have not been reflected in these financial statements as an asset or liability. The value held at 31.03.2022 was £12,535 (2021: £21,583).

12 Contingent liabilities

There are no known contingent liabilities arising from contract disputes (2021: £nil).

13 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	2022 Total £
Tangible fixed assets	62,671,165	-	62,671,165
Net current assets (excluding bank loans and swaps liability due)	4,642,269	71,338	4,713,607
Interest rate swap liability	(402,165)	-	(402,165)
Bank loans	(8,040,676)	-	(8,040,676)
Pension liabilities	(1,646,711)	-	(1,646,711)
	57,223,882	**71,338**	**57,295,220**

	Unrestricted funds £	*Restricted funds £*	*2021 Total £*
Tangible fixed assets	*62,776,963*	-	*62,776,963*
Net current assets (excluding bank loans and swaps liability)	*4,057,489*	*67,828*	*4,125,317*
Interest rate swap liability	*(1,010,023)*	-	*(1,010,023)*
Bank loans	*(8,739,865)*	-	*(8,739,865)*
Pension liabilities	*(2,800,539)*	-	*(2,800,539)*
	54,284,025	***67,828***	***54,351,853***

Notes to the Accounts

for the year ended 31 March 2022

14 Funds analysis

	Unrestricted funds * £	Revaluation/ Capital reserve£	Restricted funds £	2022 Total £
Brought forward at 01.04.2021	39,145,352	15,138,673	67,828	54,351,853
Net income/(Expenditure)	1,749,889	-	3,510	1,753,399
Actuarial gain on pension liability	1,189,969	-	-	1,189,969
Carried forward at 31.03.2022	**42,085,210**	**15,138,673**	**71,338**	**57,295,221**

	*Unrestricted funds * £*	*Revaluation/ Capital reserve £*	*Restricted funds £*	*2021 Total £*
Brought forward at 01.04.2020	*37,093,115*	*15,138,673*	*72,084*	*52,303,872*
Net income/(Expenditure)	*1,419,533*	-	*(4,256)*	*1,415,277*
Actuarial gain on pension liability	*632,704*	-	-	*632,704*
Carried forward at 31.03.2021	***39,145,352***	***15,138,673***	***67,828***	***54,351,853***

The revaluation reserve is the revaluation surplus on the freehold Property. The freehold properties were revalued by Savills, surveyors and valuers, on an existing use basis in March 2019. Previous valuations were carried out in June 2014, March 2010, March 2005, March 2000 and June 1997.

Avante's policy is to revalue freehold Property every 5 years and the next valuation will therefore be carried out as at 31 March 2024.

The movement on restricted funds represents the net transactions for the year through amenity fund cash and bank accounts for 10 homes and grants received from Local Authorities in the year in respect of COVID-19. The amenity funds, which are generated from fundraising activities for and by the individual homes, are treated as restricted funds for use by the individual homes concerned. Similarly, grants received in respect of COVID-19 were used by the individual services for the specific designated purposes under the terms of the grant.

* Unrestricted funds are shown above after deduction of the FRS 102 pension deficits.

15 Trustee and employee information

15.1 Trustee information

No remuneration was paid to the Trustees during the year (2021: £nil). Travel and training expenses of £3,553 in total were paid to 7 trustees during the year (2021: £672, 7 trustees).

A payment of £10,731 was made in the year in respect of management liability insurance covering trustees and management (2021: £7,349).

Notes to the Accounts

for the year ended 31 March 2022

15.2 Employee information

	2022	2021
Employee costs during the year were:	£	£
Salaries and wages	19,032,339	*20,344,527*
Agency costs	1,437,502	*1,303,309*
Staff recruitment and training	315,568	*180,787*
Employer's social security costs	1,305,996	*1,362,348*
Employer's pension costs	794,765	*589,590*
	22,886,170	***23,780,561***
Analysed as:		
Charitable activities	20,381,661	*21,527,892*
Support costs	2,017,973	*1,789,872*
Governance costs	486,536	*462,797*
	22,886,170	***23,780,561***
Included in employee costs above are redundancy payments of:	23,912	-

Senior management

The number of employees whose emoluments for the year fell within each of £10,000 from £60,000 upwards was as follows:

	Number of employees	
	2022	2021
Emoluments:		
£60,000 to £70,000	6	*2*
£70,000 to £80,000	2	*3*
£80,000 to £90,000	-	*1*
£90,000 to £100,000	-	*1*
£100,000 to £110,000	-	-
£110,000 to £120,000	1	*1*
£120,000 to £130,000	1	*1*

Retirement benefits are accruing for 4 of the above staff under defined benefit schemes.

Number of employees

The average number of persons employed during the year was:

	2022	2021
Care & Support	938	*1,095*
Home Care & Support	197	*228*
Corporate	40	*54*
	1,175	*1,377*

The average number of full time equivalent persons employed during the year was:

	2022	2021
Care & Support	683	715
Home Care & Support	136	135
Corporate	31	47
	850	897

Remuneration of key management personnel

The key management personnel of the Charity comprise the Managing Director, Finance Director, Director of People & Oganisational Development (part Yr) Director of Quality, Director of Care Operations and Property & Development Director. The total employee benefits of the key management personnel of the Charity (including National Insurance) were £665,891 (2021: £714,967) of which £52,832 related to employer's pension costs (2021: £62,958).

16 Pension commitments and FRS 102 disclosures

Avante Care & Support participates in the pension schemes which are named below in the contributions table. The costs are charged to the Statement of Financial Activities as and when they are paid on a monthly basis. The pension cost charge for the period is detailed below. FRS 102 is fully effective and the following disclosures are required:

Pension liability

The liabilities of the four defined benefit pension schemes are shown on the balance sheet under long-term liabilities. The liabilities for Avante's share of the scheme deficit with the three local authorities pension schemes and the net present value of future deficit contributions on the SHPS scheme are as follows:

	2021	Other Movements	Actuarial (gain)/loss	2022
	£	£	£	£
Kent County Council (KCC LGPS)	1,738,000	41,000	(398,000)	1,381,000
London Borough of Bexley (LBB LGPS)	(731,000)	21,000	(681,000)	(1,391,000)
Royal Borough of Greenwich (RBG LGPS)	601,539	55,141	(122,969)	533,711
Social Housing Pension Scheme (SHPS)	1,192,000	(81,000)	12,000	1,123,000
	2,800,539	**36,141**	**(1,189,969)**	**1,646,711**

	Rate of Contribution		2022 cost	E'ees in scheme at 31.03.22
	Employer's	Employee's	£	
SHPS CARE/60th (commenced 01.07.2020)	13.0%	9.1%	139,864	6
SHPS CARE/80th	9.8%	6.9%	224,790	14
SHPS FRP auto-enrolment	3.0%	5.0%	238,827	818
SHPS defined contribution scheme	up to 5%	Variable	10,302	6
KCC pensions (LGPS)	46.5%	5.8%, 6.5, 6.8 %	56,837	4
RBG pensions (LGPS)	18.5%	3.4%, 6.5% 6.8%	27,017	3
LBB pensions (LGPS)	19.8%	5.5% 5.8% & 6.5%	-	8
			697,637	**859**

Analysis of scheme costs by scheme type	
- Defined Contribution	249,129
- Defined Benefit	448,508
	697,637

16.1 Defined contribution schemes

Avante Care & Support participates in 2 defined contribution schemes provided by The Pensions Trust, one of which is an FRP scheme which is used for auto enrolment.

16.2 Defined benefit schemes

Avante Care & Support participates in four defined benefit pension schemes, all of which are detailed below:

Local Government Pension Schemes

The following 3 defined benefit schemes are Local Government Pension Schemes which are multi-employer schemes.

KENT COUNTY COUNCIL

The KCC LGPS is a funded defined benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2022 was £65,000 (2021: £74,000), of which employer's contributions totalled £57,000 (2021: £65,000) and employees' contributions totalled £8,000 (2021: £9,000). The agreed contribution rates for future years are 46.5% for employers and 5.8%, 6.5, 6.8 % for employees.

The last formal valuation of the scheme was performed at 31 March 2019 by a professionally qualified actuary. The valuation revealed a surplus of £450k giving a funding level of 105.4% (compared to 93.2% as at 31 March 2016).

To assess the value of the Employer's liabilities at 31 March 2022, the value of the Employer's liabilities calculated for the funding valuation at 31 March 2019 has been rolled forward, using financial assumptions that comply with FRS102.
Avante's estimated net liability is £1,738,000 as per the FRS102 valuation as at 31st March 2022 (2021: £2,387,000).
The major assumptions used were:

Financial assumptions	31.03.2022 % pa	31.03.2021 % pa	31.03.2020 % pa
Pension increases (CPI)	3.35	2.85	2.00
Salary increases	4.35	3.85	3.00
Discount rate	2.60	1.90	2.35

Mortality

Life expectancy is based on the S3PA tables with a multiplier of 110% for males and 115% for females. These base tables are then projected using the CMI 2020 Model, allowing for a long-term rate of improvement of 1.25% pa, smoothing parameter of 7.5, an initial addition parameter of 0.5% pa and a 2020 weighting of 25%. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	31.03.2022 AFTER CMI 2020 update	31.03.2022 BEFORE CMI 2020 update	*31.03.2021*
Retiring today			
Males	21.6	21.6	21.6
Females	23.7	23.7	23.6
Retiring in 20 years			
Males	23.0	23.0	22.9
Females	25.1	25.1	25.1

Balance sheet disclosures

Fair value of employer assets	31.03.2022 £'000s	*31.03.2021 £'000s*
Equities	6,107	*6,205*
Gilts	58	*57*
Bonds	1,303	*1,203*
Property	1,111	*997*
Cash	201	*478*
Target return portfolio	698	*695*
	9,478	*9,635*

Balance sheet	£'000s	*£'000s*
Fair value of employer assets	9,478	9,635
Present value of funded liabilities	(10,859)	(11,373)
	(1,381)	*(1,738)*

Notes to the Accounts

for the year ended 31 March 2022

Revenue account costs

Revenue account recognition	Year to: 31.03.2022 £'000s	31.03.2021 £'000s
Current service cost	59	52
Net interest on the defined liability (asset)	33	55
Administration expenses	6	6
	98	113

Reconciliation of defined benefit obligation	Year to: 31.03.2022 £'000s	31.03.2021 £'000s
Opening defined benefit obligation	11,373	10,132
Current service cost	59	52
Interest cost	212	233
Contributions by members	8	9
Experience loss/(gain) on defined benefit obligation	26	(166)
Past service costs, including curtailments	-	-
Changes in financial assumptions	(361)	1,680
Change in demographic assumption	-	(118)
Estimated benefits paid	(458)	(449)
Closing defined benefit obligation	10,859	11,373

Reconciliation of opening & closing balances of the fair value of Fund assets	Year to: 31.03.2022 £'000s	31.03.2021 £'000s
Opening fair value of Fund assets	9,635	7,745
Interest on assets	179	178
Return on assets less interest	63	2,093
Other actuarial gains/(losses)	-	-
Contributions by Scheme participants and other employers	8	9
Contributions by employer including unfunded	57	65
Estimated benefits paid plus unfunded net of transfers in	(458)	(449)
Administration expenses	(6)	(6)
Closing fair value of Fund assets	9,478	9,635

Amounts for current & previous periods	31.03.2022 £'000s	31.03.2021 £'000s	31.03.2020 £'000s	31.03.2019 £'000s	31.03.2018 £'000s
Defined benefit obligation	(10,859)	(11,373)	(10,132)	(11,158)	(11,497)
Scheme assets	9,478	9,635	7,745	8,901	8,639
Surplus/(deficit)	(1,381)	(1,738)	(2,387)	(2,257)	(2,858)

	Year to:	31.03.2023
Projected expense		**£'000s**
Service cost		55
Net interest on the defined liability (asset)		36
Administration expenses		5
		96
Employer contributions		57

Sensitivity analysis

The following tables set out the impact of a small change in the rates on the defined benefit obligation and projected service cost:

	Year to:	31.03.2022	
		£'000s	
Adjustment to discount rate	+0.1%	0.0%	(0.1%)
Present value total obligation	10,714	10,859	11,006
Projected service cost	54	55	56
Adjustment to long term salary increase	+0.1%	0.0%	(0.1%)
Present value total obligation	10,863	10,859	10,855
Projected service cost	55	55	55
Adjustment to pension increases and deferred revaluation	+0.1%	0.0%	(0.1%)
Present value total obligation	11,002	10,859	10,718
Projected service cost	56	55	54
Adjustment to life expectancy assumptions	+1 Year	None	-1 Year
Present value total obligation	11,437	10,859	10,311
Projected service cost	57	55	52

	31.03.2022	***31.03.2021***
Remeasurement of the net assets / (defined liability)	**£'000s**	***£'000s***
Return on Fund assets in excess of interest	63	*2,093*
Other actuarial gains/(losses) on assets	-	-
Change in financial assumptions	361	*(1,680)*
Experience gain/(loss) on defined benefit obligation	(26)	*166*
Change in demographic assumptions	-	*118*
Remeasurement of the net assets / (defined liability)	**398**	***697***

LONDON BOROUGH OF BEXLEY

The LBB LGPS is a funded defined benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2022 was £7,000 (2021: £8,000), of which employer's contributions totalled £0,000 (2021: £0,000) and employees' contributions totalled £7,000 (2021: £8,000). The agreed contribution rates for future years are 19.8% for employers and 5.5% 5.8% & 6.5% for employees. Please note that as the Avante scheme is in credit there are no E'er contributions due.

The last formal valuation of the scheme was performed at 31 March 2019 by a professionally qualified actuary. The valuation revealed a surplus of £11 million, giving a funding level of 101% (compared to 94% as at 31 March 2016).

An actuarial valuation of Avante Care & Support's share in the scheme was carried out by a qualified independent actuary as at 31 March 2022 using the "projected unit credit" method to calculate the service cost. To assess the value of the employer's liabilities the actuaries have rolled forward the value of the liabilities reported as at the latest formal valuation allowing for the different financial assumptions required under FRS 102. The major assumptions used by the actuary were:

	31.03.2022	31.03.2021	31.03.2020
Financial assumptions	% pa	% pa	% pa
CPI inflation rate	3.5	2.7	2.1
Pension increase rate	3.6	2.8	2.2
Salary increases	5.0	4.2	3.6
Discount rate	2.8	2.1	2.4

Mortality

Life expectancy is based on the S3PA CMI 2018 (1.75%) tables (107% males, 91% females) for non-retired members. For retired members life expectancy is based on the same tables (102% males, 90% females). Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	Males	Females
Current pensioners	22.3	25.1
Future pensioners	23.9	27.1

Balance sheet disclosures

	31.03.2022	*31.03.2021*
Fair value of employer assets	£'000s	*£'000s*
Equities	4,443	*5,693*
Government bonds	1,939	*2,000*
Other bonds	3,329	*2,126*
Property	1,607	*1,511*
Cash/liquidity	970	*1,301*
Other	2,185	*1,357*
	14,473	*13,988*

Notes to the Accounts

for the year ended 31 March 2022

Balance sheet	**£'000s**	***£'000s***
Fair value of employer assets	14,473	*13,988*
Present value of funded liabilities	(13,082)	*(13,257)*
	1,391	*731*

Revenue account costs

	Year to:	**31.03.2022**	***31.03.2021***
Revenue account recognition		**£'000s**	***£'000s***
Current service cost		35	*43*
Net interest cost		(15)	*(3)*
Administration expenses		1	*1*
Past service cost (gain)		-	*-*
		21	*41*

	Year to:	**31.03.2022**	***31.03.2021***
Statement of other comprehensive income		**£'000s**	***£'000s***
Remeasurements (liabilities and assets)		(681)	*(578)*
Total remeasurements included in SOCI		(681)	*(578)*

	Year to:	**31.03.2022**	***31.03.2021***
Reconciliation of defined benefit obligation		**£'000s**	***£'000s***
Opening defined benefit obligation		13,257	*12,316*
Current service cost		35	*43*
Interest cost		273	*291*
Contributions by members		7	*8*
Past service cost/(gain)		-	*-*
Experience (gain)/loss		35	*(278)*
Actuarial losses/(gains)		61	*1,402*
Estimated benefits paid		(586)	*(525)*
Closing defined benefit obligation		**13,082**	***13,257***

	Year to:	**31.03.2022**	***31.03.2021***
Reconciliation of fair value of employer assets		**£'000s**	***£'000s***
Opening fair value of employer assets		13,988	*12,510*
Expected return on assets		288	*294*
Contributions by members		7	*8*
Contributions by employer		-	*-*
Actuarial gain/(loss)		777	*1,702*
Benefits paid		(586)	*(525)*
Administration expenses		(1)	*(1)*
Closing fair value of employer assets		**14,473**	***13,988***

Amounts for current & previous periods	31.03.2022 £'000s	31.03.2021 £'000s	31.03.2020 £'000s	31.03.2019 £'000s	31.03.2018 £'000s
Defined benefit obligation	(13,082)	(13,257)	(12,316)	(13,241)	(12,688)
Scheme assets	14,473	13,988	12,510	13,327	12,572
Surplus/(deficit)	1,391	731	194	86	(116)
Experience adj on scheme assets	777	1,702	(592)	909	(27)
Experience adj on scheme liabilities	61	1,402	(835)	686	377

Projected expense	Year to: 31.03.2023 £'000s
Service cost	34
Interest cost	(39)
Administration expenses	1
	(4)

Sensitivity analysis

The following table sets out the impact of a small change in the rates on the defined benefit obligation and projected service cost:

Year to: 31.03.2022 £'000s	Central	Discount rates	Inflation	Pay Growth	Increase in life expectancy
Adjustment to rate		+0.1%	+0.1%	+0.1%	1 Year
Present value total obligation	13,082	12,924	13,242	13,091	13,490
Projected service cost	34	34	35	34	36

ROYAL BOROUGH OF GREENWICH

The RBG LGPS is a funded defined benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2022 was £36,000 (2021: £23,000), of which employer's contributions totalled £27,000 (2021: £17,000) and employees' contributions totalled £9,000 (2021: £6,000). The agreed contribution rates for future years are 18.5% for employers and 3.4%, 6.5% 6.8% for employees.

The last formal valuation of the Scheme was performed at 31 March 2019 by a qualified actuary. The valuation revealed a deficit of £45 million, giving a funding level of 97% (compared to 91% as at 31 March 2016).

An actuarial valuation of Avante Care & Support's share in the scheme involved projecting future cash flows to be paid from the Fund and placing a value on them. To assess the value of the employer's liabilities the actuaries have rolled forward the value of the liabilities reported as at the latest formal valuation allowing for the different financial assumptions required under FRS 102. The major assumptions used by the actuary were:

Financial assumptions	31.03.2022 % pa	31.03.2021 % pa	31.03.2020 % pa
Pension increases (CPI)	3.40	2.85	1.95
Salary increases	4.40	3.85	2.95
Discount rate	2.60	1.90	2.30

Mortality

Life expectancy is based on the S3PA tables with a multiplier of 90% for males and 95% for females. These base tables are then projected using the CMI 2020 Model, allowing for a long-term rate of improvement of 1.25% pa, smoothing parameter of 7.5, an initial addition parameter of 0.0% pa and a 2020 weighting of 25%. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	31.03.2022 AFTER CMI 2020 update	31.03.2022 BEFORE CMI 2020 update	*31.03.2021*
Retiring today			
Males	20.5	20.5	20.5
Females	23.4	23.4	23.3
Retiring in 20 years			
Males	22.0	22.0	21.9
Females	25.0	25.0	24.9

Balance sheet disclosures

Estimated asset allocation for Avante Care & Support	31.03.2022 £'000s	*31.03.2021* *£'000s*
UK Equities	950.1	*137.4*
Other bonds	287.9	*248.3*
Property	181.4	*131.5*
Cash	41.7	*18.5*
Unitised insurance policies	-	*579.7*
UK & overseas unit trusts	204.6	*369.1*
	1,665.7	*1,484.5*

Balance sheet	£'000s	*£'000s*
Fair value of employer assets	1,665.7	*1,484.4*
Present value of funded liabilities	(2,199.4)	*(2,086.0)*
	(533.7)	*(601.6)*

Notes to the Accounts

for the year ended 31 March 2022

Revenue account costs

	Year to:	31.03.2022	*31.03.2021*
Revenue account recognition		**£'000s**	***£'000s***
Service cost		69.9	*37.4*
Net interest on the defined liability (asset)		11.2	*15.0*
Administration expenses		1.1	*1.2*
		82.2	*53.6*

	Year to:	31.03.2022	*31.03.2021*
Reconciliation of opening and closing balances of present value of the defined benefit obligation		**£'000s**	***£'000s***
Opening defined benefit obligation		2,086.0	*1,914.4*
Current service cost		69.9	*37.4*
Interest cost		40.1	*43.1*
Change in financial assumptions		(49.0)	*233.1*
Change in demographic assumptions		-	*(30.8)*
Experience loss/(gain) on defined benefit obligation		5.3	*(30.8)*
Estimated benefits paid net of transfers in		38.0	*(86.0)*
Past service costs, including curtailments		-	-
Contributions by scheme participants and other employers		9.3	*5.6*
Closing defined benefit obligation		**2,199.4**	***2,086.0***

	Year to:	31.03.2022	*31.03.2021*
Reconciliation of opening and closing balances of present value of the fair value of Fund assets		**£'000s**	***£'000s***
Opening fair value of Fund assets		1,484.4	*1,253.5*
Interest on assets		28.9	*28.1*
Return on assets less interest		79.2	*267.2*
Other actuarial gains/(losses)		-	-
Administration expenses		(1.1)	*(1.2)*
Contributions by employer including unfunded		27.0	*17.3*
Contributions by Scheme participants and other employers		9.3	*5.6*
Estimated benefits paid plus unfunded net of transfers in		38.0	*(86.0)*
Closing fair value of Fund assets		**1,665.7**	***1,484.5***

	31.03.2022	31.03.2021	31.03.2020	31.03.2019	31.03.2018
Amounts for current & previous periods	**£'000s**	**£'000s**	**£'000s**	**£'000s**	**£'000s**
Defined benefit obligation	(2,199)	(2,086)	(1,914)	(2,291)	(2,176)
Scheme assets	1,666	1,484	1,253	1,817	1,734
Surplus/(deficit)	(534)	(602)	(661)	(474)	(442)

	Year to:	31.03.2023
Projected expense		**£'000s**
Service cost		66.4
Net interest on the defined liability (asset)		13.5
Administration expenses		1.2
		81.2
Employer contributions		27.0

Sensitivity analysis

The following tables set out the impact of a small change in the rates on the defined benefit obligation and projected service cost:

	Year to:	31.03.2022	
		£'000s	
Adjustment to discount rate	+0.1%	0.0%	(0.1%)
Present value total obligation	2,172	2,199	2,227
Projected service cost	65	66	67
Adjustment to long term salary increase	+0.1%	0.0%	(0.1%)
Present value total obligation	2,200	2,199	2,199
Projected service cost	66	66	66
Adjustment to pension increases and deferred revaluation	+0.1%	0.0%	(0.1%)
Present value total obligation	2,226	2,199	2,173
Projected service cost	67	66	65
Adjustment to life expectancy assumptions	+1 Year	None	-1 Year
Present value total obligation	2,348	2,199	2,061
Projected service cost	69	66	64

	31.03.2022	*31.03.2021*
Remeasurement of the net assets / (defined liability)	**£'000s**	***£'000s***
Return on Fund assets in excess of interest	79.2	*267.2*
Other actuarial gains/(losses) on assets	-	-
Change in financial assumptions	49.0	*(233.1)*
Change in demographic assumptions	-	*30.8*
Experience gain/(loss) on defined benefit obligation	(5.3)	*30.8*
Remeasurement of the net assets / (defined liability)	**123.0**	***95.7***

THE PENSIONS TRUST - SOCIAL HOUSING PENSION SCHEME

The company participates in the scheme, a multi-employer scheme which provides benefits to some 500 non-associated employers. The scheme is a defined benefit scheme in the UK.

The scheme is subject to the funding legislation outlined in the Pension Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupation pension schemes in the UK.

The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2020. This valuation revealed a deficit of £1,560m. A Recovery Plan has been put in place with the aim of removing this deficit by 30 September 2026.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

As at 31 March 2022 total scheme liabilities were £7,473,000, scheme assets were £6,350,000 giving a deficit of £(1,123,000) (2021: £582,000)

The total contribution made for the year ended 31 March 2022 was £369,000 (2021: £352,000), of which employer's contributions totalled £366,000 (2021: £321,000) and employees contributions totalled £3,000 (2021: £31,000). The agreed contribution rates for future years are 9.8% - 13.0% for employers and 6.9% - 9.1% for employees.

	Year to:	31.03.2022	*31.03.2021*
Fair value of plan assets, present values of DB obligation, and DB asset (liability)		**£'000s**	***£'000s***
Fair value of plan assets		6,350	6,421
Present value of defined benefit obligation		7,473	7,613
Surplus (deficit) in plan		(1,123)	(1,192)
Defined benefit asset (liability) to be recognised		(1,123)	(1,192)

	Year to:	31.03.2022
Reconciliation of opening and closing balances of the defined benefit obligation		**£'000s**
Defined benefit obligation at start of period		7,613
Current service cost		255
Expenses		6
Interest expense		162
Contributions by plan participants		3
Actuarial losses (gains) due to scheme experience		231
Actuarial losses (gains) due to changes in demographic assumptions		(119)
Actuarial losses (gains) due to changes in financial assumptions		(519)
Benefits paid and expenses		(159)
Defined benefit obligation at end of period		**7,473**

Reconciliation of opening and closing balances of the fair value of plan assets	Year to: 31.03.2022 £'000s
Fair value of plan assets at start of period	6,421
Interest income	138
Experience on plan assets (excluding amounts included in interest income) - gain (loss)	(419)
Contributions by the employer	366
Contributions by plan participants	3
Benefits paid and expenses	(159)
Fair value of plan assets at end of period	**6,350**

The actual return on the plan assets (including any changes in share of assets) over the period ended 31 March 2022 was £630,000.

Defined benefit costs recognised in Statement of Comprehensive Income (SOCI)	Year to: 31.03.2022 £'000s
Current service cost	255
Expenses	6
Net interest expense	24
Defined benefit costs recognised in Statement of Comprehensive Income (SoCI)	**285**

Defined benefit costs recognised in Other Comprehensive Income (OCI)	Year to: 31.03.2022 £'000s
Experience on plan assets (excluding amounts included in net interest cost) - gain (loss)	(419)
Experience gains and losses arising on the plan liabilities - gain (loss)	(231)
Effects of changes in the demographic assumptions underlying the present value of the DB obligation - gain (loss)	119
Effects of changes in the financial assumptions underlying the present value of the DB obligation - gain (loss)	519
Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - gain (loss)	(12)
Total amount recognised in Other Comprehensive Income - gain (loss)	**(12)**

Notes to the Accounts

for the year ended 31 March 2022

	Year to:	31.03.2022	*31.03.2021*
Assets		**£'000s**	***£'000s***
Global Equity		1,218	*1,024*
Absolute Return		255	*355*
Distressed Opportunities		227	*185*
Credit Relative Value		211	*202*
Alternative Risk Premia		209	*242*
Fund of Hedge Funds		-	*1*
Emerging Markets Debt		185	*259*
Risk Sharing		209	*234*
Insurance-Linked Securities		148	*154*
Property		171	*133*
Infrastructure		452	*428*
Private Debt		163	*153*
Opportunistic Illiquid Credit		213	*163*
High Yield		55	*192*
Opportunistic Credit		23	*176*
Cash		22	-
Corporate Bond Fund		424	*379*
Liquid Credit		-	*77*
Long Lease Property		163	*126*
Secured Income		237	*267*
Liability Driven Investment		1,772	*1,632*
Currency Hedging		(25)	-
Net Current Assets		18	*39*
Total assets		**6,350**	***6,421***

None of the fair values of the assets shown above include any direct investments in the employer's own financial instruments or any Property occupied by, or other assets used by, the employer.

Year to:	31.03.2022	*31.03.2021*
Key Assumptions	**% pa**	**% pa**
Discount Rate	2.79	2.12
Inflation (RPI)	3.66	3.31
Inflation (CPI)	3.23	2.84
Salary Growth	4.23	3.84
Allowance for commutation of pension for cash at retirement	75% of max allowance	75% of max allowance

Year to:	31.03.2022
Mortality assumptions adopted at 31.03.22 imply the following life expectancies at age 65	**Expectancy**
Male retiring in 2022	21.1
Female retiring in 2022	23.7
Male retiring in 2042	22.4
Female retiring in 2042	25.2

17 Related parties

There have been no related party transactions that require disclosure other than transactions with the wholly owned subsidiary company, Avante Care Services Ltd (a limited company that carries out trading activities on behalf of the charity registered in England & Wales no. 09402720). Transactions as below:

	Avante Care Services Ltd	
	2022	***2021***
	£	**£**
Balance at 01.04.2021	1,595,311	*1,636,122*
Recharges to Subsidiary	16,861,336	*16,756,084*
Management charge to Subsidiary	168,613	*167,561*
Repayments from Subsidiary	(16,858,624)	*(17,315,125)*
Gift Aid due to parent	435,088	*350,669*
Balance at 31.03.2022	2,201,724	*1,595,311*

	Avante Care Services Ltd	
Summary of Balance Sheet	**2022**	***2021***
	£	**£**
Current assets	2,201,725	1,595,312
Current liabilities	(2,201,724)	(1,595,311)
Net current assets/(liabilities)	1	1
Capital and reserves	1	1

Summary of Income and Retained Earnings	Avante Care Services Ltd 2022 £	*2021 £*
Turnover	17,465,037	*17,274,314*
Cost of sales	(16,861,336)	*(16,756,084)*
Management fee	(168,613)	*(167,561)*
Gift Aid donation	(435,088)	*(350,669)*
Retained earnings at end of period	-	-

18 Acting as an agent

Avante Care & Support act as an agent for the London Borough of Bexley by collecting fee income from clients and then passing these over to the London Borough of Bexley.

Year to:	31.03.2022	*31.03.2021*
Balance held as an agent at 31.03.2021	556,945	*540,402*
Amount invoiced as an agent during the year	(20,483)	*609,045*
Amount passed over to the London Borough of Bexley during the year	(510,923)	*(592,502)*
Balance held as an agent at 31.03.2022	**25,539**	***556,945***
Split of balance held:		
Debtors outstanding at year-end	25,479	*321,835*
Funds awaiting transfer to London Borough of Bexley	60	*235,110*
Balance at 31.03.2022	**25,539**	***556,945***

AVANTE CARE AND SUPPORT LIMITED

England & Wales - Charity number 1002727

Accounts

Annual Report and Financial Statements

for the year ended 31 March 2021

Avante Care and Support Limited

avante
care & support
'Everyone Matters'

Registered Office:
De Gelsey House
1 Jubilee Way
Faversham
Kent
ME13 8GD

Company No. 2565021 / Charity No. 1002727

Contents

for the year ended 31 March 2021

> Chairman's introduction 1

> Report of the Board of Trustees: Reference and administration details 2

> Report of the Board of Trustees: Governance, structure and management 3

> Report of the Board of Trustees: Objectives 5

> Report of the Board of Trustees: Activities 6

> Report of the Board of Trustees: Strategic report 7

> Independent auditor's report 22

> Simplified operating statement 25

> Consolidated statement of financial activities (SOFA) 26

> Balance sheets 27

> Consolidated cash flow statement 28

> Notes to the accounts 29

Chairman's Introduction

It is my pleasure to introduce this year's report.

This year has been like no other because of the Covid pandemic, and I must first thank our staff for their dedication to our residents and service users. There were very many examples of our staff going above and beyond to keep people safe and to support their well-being. Given that no visiting was allowed, our staff also became proxy family for many residents and did their very best to keep people connected.

Our staff are at the core of Avante and are our greatest asset. Covid also impacted the staff, a few of whom required hospitalisation and are still recovering. We will do all we can to support their return to health.

Covid, particularly in wave 2 had a profound effect and we are now working our way back to 'normal', albeit in a Covid world. We will continue to make infection control and safety our priority. Every one of our staff understand and are committed to maintaining a safe and happy environment for our residents and service users.

This year, despite Covid, we continued to invest in services where possible and also embedded Chaucer House into our portfolio having taken it over in March 2020. In August 2020 we acquired a site at Westgate on Sea on which we plan to build a new care home to serve this community.

Despite the challenging environment Avante managed its resources to again maintain financial sustainability. That said, we received support from the Government via Local Authorities in relation to Covid which was vital for us, and I would like to express our gratitude for the help and advice received.

We continued to work with the CQC through virtual assessments and retained our good ratings. This is no mean feat given the operating environment we faced. We are not, however, complacent and will need to focus on maintaining high standards and operate our services safely. As part of this we have commissioned a governance review to check compliance with our obligations and good practice, and will adopt the Charity Governance Code.

Avante continued to develop our staff and swiftly updated delivery methods and moved training on-line to ensure inductions continued, mandatory training was carried out and updated and enhanced infection control training was delivered. In addition, ongoing development and support continued.

Through our Philosophy of Care, the Eden Alternative, we have been able to provide enriching activities and a vibrant and fulfilling life for our residents and service users. This is testament to our belief that everyone has the right to enjoyment and well-being. This principle will remain and be delivered through our strategies for Care, Finance, Workforce and Quality.



Jackie Churchward-Cardiff
28 September 2021

Avante Care and Support Limited

Report of the Board of Trustees
for the year ended 31 March 2021

The Board presents the consolidated report and financial statements of Avante Care and Support for the year ended 31 March 2021. The accounts (financial statements) have been prepared in accordance with the Charities SORP (FRS102) applicable to charities preparing their accounts in accordance with FRS102 the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK Generally Accepted Practice. The report and statements also comply with the Companies Act 2006 as Avante Care and Support is a Company limited by guarantee. The Trustees' Report is also a Directors' Report for the purposes of Company Law. The Strategic Report is included at item 5 within this report.

1. Reference & Administration Details

Avante Care and Support was formed in 1990 and is a registered charity and company limited by guarantee.

Board of Trustees[1]

Jackie Churchward-Cardiff (Jan 2018)	Chairman (Jan 2018)
Peter Smallridge (Sep 2011 – Sep 2020)	Chairman (Jan 2012 – Dec 2017)
Peter Horn (Apr 2017 – Mar 2021)	Deputy Chairman (Jun 2018 – Mar 2021)
Andrew Ireland (Aug 2018)	Chairman of Finance & Resources Committee (Sep 2018) & Deputy Chairman (April 2021)
Gillian Gibb (Jun 2017)	Chairman of Care & Quality Committee (Aug 2018)
Robert Perkins (May 2011 – May 2020)	
Mark Hosea (Jan 2018)	
Finbarr Murray (Feb 2018)	
Nikki Patel Arjuna (Jun 2019 – May 2021)	
Peter Gingell (Sep 2020)	
Stephen King (Sep 2020)	
Michael Wilshaw (Sep 2020)	
Joanna Audley (Mar 2021)	

Patron
Mr Robert Bushell (Sep 2015 – Sep 2020)

Principal and Registered Office
Avante Care and Support Ltd.
De Gelsey House
1 Jubilee Way
Faversham
Kent ME13 8GD

Auditor	Price Bailey LLP, 3rd Floor, 24 Old Bond St, Mayfair, London W1S 4AP
Bankers	Barclays Bank Plc, Churchill Place, London
Solicitors	Thomson Snell & Passmore, Heathervale House, 2-4 Vale Avenue, Tunbridge Wells, Kent TN1 1DJ
	Boys & Maughan, India House, Hawley Street, Margate, Kent
Company Number	2565021
Charity Number	1002727

Appointment of Auditor

The Board of Trustees has agreed that the appointment of Auditors for Avante Care and Support Limited should be retendered for the year ended 31 March 2021. Price Bailey LLP were appointed following the tender process and Crowe U.K. LLP resigned accordingly.

[1] Dates of Appointment are shown in brackets

2. Governance, Structure & Management

2.1 Governance

Avante Care and Support has no share capital and is a registered charity. The guarantee of each member is limited to £1. The governing document is the Articles of Association of the company, which was updated in June 2015 and members of the Board of Trustees are the members and non-executive Directors of the Company.

Avante Care and Support's Articles of Association provide for a minimum of 6 and a maximum of 18 Trustees. Trustees are appointed for a fixed term of three years, with each new appointment to be reviewed after the first year. Trustees shall cease to be Trustees at the end of the fixed term, but may be reappointed up to a maximum of 3 terms or 9 years.

The Board continually keeps under review its membership and the breadth of skills and expertise to ensure proper governance. When required, advertisements for new Trustees are placed with appropriate recruitment agencies. Prior to appointment, potential Trustees will be interviewed and meet with the Chairman and members of the Executive Management Team and Trustees. CVs are circulated to the Board of Trustees and appointment is agreed by the Board as a whole. The Board was strengthened by 4 new Trustees during the year.

When new Trustees are appointed, each Trustee is provided with a Trustee Handbook which contains information, including the organisation's Standing Orders, a number of principal policies and procedures and Charity Commission Guidance. New Trustees meet with the Chairman and individually with the Executive Management Team and are invited to visit the offices and services. Trustees' training needs are assessed and met through attendance at workshops and conferences, coaching with existing Trustees as well as through the provision of regular briefings and policy documents.

During the year the Board of Trustees met on 4 occasions and took part in one Away Day with senior managers which provided more time for members to have detailed discussions on strategy review and development and policy.

The Board of Trustee and Executive Management Team have recently taken part in an externally managed governance review and having received the resulting report will review the recommendations at the next Away Day in November 2021.

The Board is supported in its work by the:

- Finance & Resources Committee which met on 5 occasions
- Care & Quality Committee which met on 4 occasions
- Chairman's Group which did not need to meet during the year
- Remuneration Committee which met on 2 occasions during the year

The meetings are generally held on a quarterly basis, with Chairman's Group only meeting when required. Due to the pandemic the meetings were all attended remotely during the year.

The Remuneration Committee has the fully delegated power of the Board of Trustees to review and amend organisational remuneration policies and is responsible for setting, authorising and reviewing the remuneration of Executive Management Team members. All business of the Committee is minuted, and the minutes are presented to the next Board meeting for discussion and confirmation.

From time to time Executive Management Team salaries are reviewed by benchmarking by an external agency such as Hays. This was carried out in December 2020 and all salary levels were found to be appropriate with no adjustments required.

It is through the Board of Trustees, the Finance & Resources Committee, the Care & Quality Committee, the Remuneration Committee and the Chairman's Group that the activities of Avante Care and Support are controlled. Each Committee has its own Terms of Reference and their reports and minutes of meetings are a standing agenda item for the full Board meetings.

2.1.1 Disclosure of Information to the Auditor

Insofar as each of the Trustees of the company at the date of approval of this report is aware, there is no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the 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 company's auditor is aware of that information.

2.2 Structure

With effect from January 2016 Avante Care and Support novated most of its Local Authority contracts to its wholly owned subsidiary company, Avante Care Services Limited. The contracts were then subcontracted to the charity to deliver the services in the usual way. This was put in place to ensure that Avante is set up in the most effective way for tax efficiency.

Avante Care Services is a company limited by shares, with Avante Care and Support being the only shareholder. The Managing Director and the Finance Director are the Directors of the subsidiary company.

Responsibility for the day-to-day management of the organisation's business is delegated to the Managing Director and, through him, the Executive Management Team as detailed in Standing Orders. The Managing Director is the principal adviser to the Board of Trustees and together with the Executive Management Team reports to them on the organisation's performance against the Strategic and Operational plans approved by the Board each year.

2.3 Management & Staffing

2.3.1 Executive Management Team

The Executive Management Team is collectively responsible for delivering the organisation's Mission and performance in every area of activity.

The members of the Executive Management Team are as follows:-

- The Managing Director, Stuart Cross who is responsible to the Board, supported by the members of the Executive Team, for the strategy and leadership of the organisation. He is supported by the Operations Management Team for the delivery and quality of the services provided.
- The Finance Director, Deputy Managing Director and Company Secretary, Debbie Norman, is responsible for Financial Accounting, Planning and Control, Information and Communication Technology and providing support to and deputising for the Managing Director.
- The Human Resources Director, Derek Lindars, was responsible for all staff-related matters including learning and development, central recruitment services, workforce development and Health and Safety until he retired in August 2021. A new Director of People and Organisational Development has been appointed and is due to join Avante in November 2021.
- The Director of Quality, Jacqui Morris, is responsible for the provision of a range of internal consultancy and support services to our operational business units as well as leading on quality standards, compliance and management information.
- The Director of Care Operations, Gina Small, is responsible for the delivery and quality of the care services provided as well as Marketing activities.
- The Director of Property and Development, Chris Francis, was appointed in February 2020 and is responsible for the maintenance and improvement of Avante's properties as well as leading on the development and acquisition of new property based services.

Each member of the Executive Management Team is responsible for ensuring that they employ staff with the necessary skills and qualifications to carry out the required roles within the organisation and uphold the aims and values of Avante Care and Support.

2.3.2 Disabled Persons

Avante Care and Support is committed to equality of employment and values diversity. Its policies ensure that it does not discriminate on the basis of factors such as disability in the selection and development of employees.

2.3.3 Volunteers

Avante and its service users are usually fortunate to benefit from volunteers who support our services, however, due to the pandemic, only essential visitors were allowed into the homes and so volunteers were unable to give their usual valuable support.

In total it is estimated that the economic value of the time given by volunteers in 2019/20 was in excess of £34k. This was through approximately 9 regular volunteers giving approximately 3,816 hours of their time. We hope that this activity will be able to resume when it is safe to do so.

2.3.4 Statement of Public Benefit

Under the Charities Act 2011, charities are required to demonstrate that their aims are for the public benefit. The two key principles which must be met in this context are, first, that there must be an identifiable benefit or benefits; and, secondly, that the benefit must be to the public, or a section of the public. Charity Trustees must ensure that they carry out their charity's aims for the public benefit, must have regard to the Charity Commission's guidance and must report on public benefit in their Annual Report.

Avante's Board of Trustees regularly monitors and reviews the success of the organisation in meeting its mission, values and objectives which are supported by the business plan.

The services look for innovative ways to enhance our services and to engage with the community. Having the Eden Alternative as the philosophy of care encourages this engagement and we welcome and encourage initiatives such as sharing our spaces with organisations like the MS Society. We offer Dementia Friends training to all of our staff which not only improves their knowledge, but equips them to help people in the wider community when a need arises.

Avante's Vision is:-
Communities where everyone has a vibrant and fulfilling life

Avante's Mission is:-
To enable the journey through care by providing personalised home support and residential services

Avante's Mission is supported by our Values.

Avante's Values are:-

Supporting	**– providing supportive communities & services**
Personal	**– providing individual care and support**
Attentive	**– nurturing individual needs**
Relationship Centred	**– forming and maintaining important relationships**
Kind	**– selfless, supportive care**
Listening	**– everybody matters**
Enabling	**– everybody to reach their full potential**

The Trustees confirm, in the light of the guidance, that Avante's mission and values fully meet the public benefit test and that all the activities of the charity, detailed under section 4 of this report, are undertaken in pursuit of its mission.

3. Objectives

The objects for which the Company is established are the relief of persons permanently or temporarily resident, or for the time being resident in England, "who are of necessitous circumstances, or suffer or are recovering or convalescing from some physical or mental illness or disability, or are elderly people, or are younger people, adolescents or children".

The previous Strategic Plan was intended to run for three years, ending in March 2020, however, following the strategy training with the Institute of Directors in August 2019, it was agreed that it would be beneficial to run the strategy on for another year to March 2021 and use the time to apply to Avante the analytical techniques learned at the training. Avante then held an Away Day in August 2020 to discuss the strategic direction of Avante from April 2021 to March 2024.

It was agreed at the Away Day in 2020 that the new Strategic Plan should continue to focus on three fundamental issues – care, finance and growth.

The previous Strategic Goals were therefore retained with the addition of Workforce Development, recognising the importance of our staff in delivering our goals. These goals will provide the framework to enable Avante to move forward and develop as a forward thinking, dynamic care provider.

In March 2021, the Board agreed the new 3 year strategy for 2021/24 with a supporting 3 year Business Plan which was approved in June 2021.

The goals for the Strategic Plan 2021-24 are:

1. Care quality improvement
2. Improving our financial performance
3. Service development
4. Workforce Development

Each Strategic Goal is underpinned by three key objectives aimed at enabling each goal to be achieved.

4. Activities

Avante undertook its charitable activities through two main services; the residential care homes and care in people's own homes in the community. During the year, like most providers of care, our occupancy in care homes and hours delivered in the community were heavily impacted by the Covid 19 Pandemic. The services also had to manage in very difficult circumstances dealing with new stricter regimes of infection control, difficulty with supplies of protective clothing and equipment and most difficult of all, the impact on the health of residents and service users as well as our staff. Occupancy and services delivered should, therefore be taken in the context of the unprecedented difficulties during the year.

4.1 Avante Care and Support - Caring for and supporting older people, many of whom have dementia, through our registered care homes, providing residential care, nursing care, respite care and day care services.

We provided care and support during the year for an average of 566 older people (675 in 2019/20) in our 10 Care Homes for both Residential and Day Care. Over 80% of our residents have high dependency needs resulting from dementia and Alzheimer's and nursing care requirements. The demand for our services fluctuated throughout the year due to the pandemic. In March 2020 Occupancy was 91.6% but fell in April 2020 to 83.3% as the effects began to take hold. Levels recovered by September to 85.5% but then fell to the lowest point of 74.1% in February 2021 following the second wave. At the year-end occupancy was 75.3% and the average for the year ended 31 March 2021 was 77.3%. (93.0% during 2019/20).

The majority of our residents are funded by Social Services Departments which continue to face unprecedented financial pressures. This means that the average fee increase received during the year was generally less than the real increase in the costs of providing these services, which included the significant impact of the further increase in National Living Wage. This imbalance between fees and increased costs has continued to place pressure on Avante Care and Support's finances alongside the effects of the pandemic. At the year-end 31.2% (37.2% during 2019/20) of our service users were privately funded and actual numbers were 169 compared to a budget of 253 which again, affected Avante's income. Private placements reduced significantly due to the pandemic and have been slower to recover to normal levels than local authority placements.

Avante Care and Support remains a preferred provider for the care of older people with Kent County Council, Medway Council, the London Borough of Bexley and the Royal Borough of Greenwich. In addition, we are commissioned by a variety of other Local Authorities to provide services to individual residents.

4.2 Avante Home Care & Support - Supporting older people through a range of domiciliary and home care services as well as people with learning disabilities and other support needs in the community.

Our domiciliary care service supported more than 500 people (459 in 2019/20) in their own homes who are frail and vulnerable or may have dementia, a physical disability or may require care after a period in hospital. These services include personal care, support with medication, assistance with meals, getting up and going to bed, domestic support and shopping. The growth in service users has been mainly in private fee payers as well as more specialised services such as continuing care and rehabilitation.

Avante Home Care & Support is an accredited supplier of care services in the London Borough of Bexley and for Kent County Council. Avante Home Care & Support also provides intermediate and continuing care to NHS patients. A growing proportion of the service is delivered to private customers.

4.3 Facts and Figures about our Services

As at 31/3/2021	Income £	No. of clients/service users/customers	Staff Employed
Avante Care Homes	24,646,155	566	1,022
Avante Home Care & Support	3,988,838	508	222

Note: Staff Employed figures above are different from those contained in Note 15 of the accounts as the figures in the note are average monthly persons employed. The figures shown above are as at 31 March 2021 and exclude corporate support functions.

5. Strategic Report

5.1 Achievements and Performance against Objectives set

The 3 year strategy to March 2020 was extended to March 2021 as explained in point 3. above. The Strategy was set in March 2017 and had a focus on forward momentum with goals around care quality, financial performance and service development:

Care quality improvement
Improving financial performance
Service development

Three key objectives were agreed in order to achieve each strategic goal, and these, together with achievement against the goals, is outlined below.

Goal 1 - Care quality improvement

Key objectives:

We will implement the Eden Alternative as our care philosophy across Avante, including Home Care.
- Eden accreditation achieved in all services, except Chaucer House

All care homes and home care services will be rated 'Good' or 'Outstanding', with one outstanding criteria, preferably Well Led
- All homes and services are Good or Outstanding, except Chaucer House. Riverdale Court is Outstanding in Well Led.

Each care home and home care service will have a local business plan and budget designed to improve quality
- Not implemented as successfully as hoped; mixed levels of understanding and buy-in.

Goal 2 - Improving financial performance

Key objectives:

We will increase the number of self-funders in our care homes and home care
- Number of self-funders care homes – 2017-18 - 193; 2020-21 - 253 (budget) – up 31% (though not achieved post-Covid)
- Number of self-funders home care (hours) – 2017-18 - 28,700; 2020-21 - 36,000 – up 25%

We will increase the fees we charge to self-funders and Local Authorities
- Average fees – 2017-18 - £682; 2020-21 - £827 – up 21%

We will reduce staff costs as a percentage of our income
- % of staff costs to income – 2017-18 - 65.4%; 2020-21 - 64.2%.
  (Whilst the improvement may appear insignificant, it should be noted that this is against the stated policy aim of improving our pay rates towards the NCF average, and the generous pay awards that have been made as a result.)

This has led to an ongoing improved financial performance although in 2020/21 this has been impacted by Covid:
- Income for 2017-18 was £24.6m; for 2020-21 it is £31.6m – up 29%
- EBITDA for 2017-18 was £4.719m; for 2020-21 it is £4.880m – up 3%

Goal 3 - Service development

Key objectives:

We will research and take opportunities to develop our services
- Completed investment programme – Court Regis, Weybourne
- Increased spend on existing estate – 2017-18 £502,000; 2020-21 - £1.3m – up 160%

We will seek new opportunities to contract profitably with statutory authorities
- Opportunities investigated but largely uneconomic; we exited the Kent Home Care tender as it was not financially viable

We will have a medium to long term ambition to grow by acquiring or developing new homes or services
- Acquired Chaucer House; bought land at Westgate on Sea

Broadly, the achievements show that the plan has been successfully implemented with significant progress seen in our financial performance and also in improving care quality.

5.2 Financial Review

Following several years of consolidation, the last three years saw a marked improvement in surpluses generated by the Care Homes and Home Care services.

The financial statements for 2019/20 showed a surplus of £4,418,870 including the profit on the sale of Barnetts Care home and £1,243,918 excluding the profit on sale.

In 2020/21 the budgeted surplus was £1,435,042, the budget having been set without knowledge of the impending pandemic. The actual surplus achieved was £1,415,277 i.e. £19,765 worse than budget. However, without the Government funding of £2,930,608 and the underspend in the Planned Maintenance Programme of £576,567 as well as some other extraordinary income then there would have been a net loss. This is due, in the main, to the reduction in occupancy and, therefore, income in the care homes. Avante also bore unexpected additional costs such as a significant insurance premium increase (circa 60%) and increases in the unit cost and quantity of PPE. There were also high staffing costs at some points due to infection outbreaks where staff were either ill or needing to self-isolate and the resulting requirement to bring in agency staff and pay premiums to encourage staff to take on additional shifts. There was a need to purchase additional equipment such as laptops and related costs to enable more people to work remotely

Some of the additional costs were offset by the receipt of government funding in the form of Furlough, Infection, LFD Testing and Workforce Capacity grants. There was no help, however, to cover the lost income due to reduced occupancy.

Some costs were reduced due to the pandemic; for example, where virtually all HQ staff moved to working from home, costs such as stationery, copying, printing and postage were reduced as processes were adapted to become paper free and communication by email rather than post became the norm. Similarly, utility costs such as electricity, water and telephones calls were also reduced as the office was mainly unoccupied. There was also a saving in travel costs as people were encouraged not to travel and the organisation adapted its way of working and communicating and carried out all meetings via platforms such as Zoom and Microsoft Teams. Another reduction in costs was due to the fact that contractors were unable to enter the homes during periods of lockdown to carry out planned maintenance and improvements – although money was saved during the year this created a backlog of work that was required and will still need to be carried out in the coming year, effectively putting our 10 year plan behind by 12 months.

The "Simplified Operating Statement" shows the underlying performance of the two services.

Of the total resources expended, 79% (2019/20 77%) of expenditure was on staff costs including training and recruitment, but excluding redundancy and notice costs. The increase in the percentage of total costs spent on staff costs is due to the significant in the National Living Wage, as well as premiums paid to staff to encourage them to take on additional shifts whilst their colleagues were unable to work to sickness or self-isolation.

Trustees aim to keep overhead costs as low as reasonably possible to ensure that maximum resources can be expended on service provision without compromising on central resources required to manage and develop the organisation.

Under FRS102 there is a requirement to recognise defined benefit pension scheme surpluses or deficits in the balance sheet. According to the actuarial valuations, as at 31 March 2021, Avante had defined benefit pension scheme net liabilities of £2.801 million (2020 £3.630 million). This figure include a surplus on the London Borough of Bexley Scheme of £731k. Compared to the valuation for March 2020, there has been a total deficit reduction of £829k during the year made up of an actuarial gain of £633k and revenue account adjustments of £197k. (See note 16 for further information and a breakdown between the 4 schemes).

Avante Care and Support is committed to continually enhancing and developing its services and although it was impossible to carry out the planned work during the year, when contractors were able to go into the homes, work restarted and outstanding works have been carried forward into the 2021/22 programme and the 10 year plan has been updated.

It should be noted that a certain level of surpluses are required in order to meet the organisation's bank loan covenants and to make the capital repayments on the loans. Despite the challenging circumstances, Avante Care and Support fully met its loan covenant requirements at 31 March 2021.

5.2.1 Investment Policy

Current operating requirements mean that Avante does not have funds available to invest on a long term basis and does not therefore, at present, have an Investment Policy. Funds held as working capital, however, are in normal circumstances, invested overnight with Barclay's interest earning accounts to ensure that maximum benefit is achieved by earning interest on balances held. In the current economic situation, however, interest rates are too low for any benefit to be gained from overnight investment.

5.2.2 Fundraising

The majority of Avante's income is through contracts for services provided and the charity does not, therefore, carry out any significant fundraising activities. Avante Care and Support is fully aware of the requirements of the current fundraising regulations and confirm that there has been no fundraising function in the year and that no requests for donations are made either directly or through third-party fundraising agents or organisations. No complaints have been received in the years ended March 2020 and 2021. Costs relating to advertising, marketing and events are included within support costs.

5.2.3 Reserves Policy

The cash reserves policy is considered each year, bearing in mind that as a charitable organisation, our primary stakeholders are our beneficiaries and our financial objectives are to maximise the value to those beneficiaries. Due to the uncertain financial climate and the related changes in access to funding and income stability, a full review of the policy is carried out each year whilst updating the strategic business plan and financial forecasts. The financial forecasts include a detailed cash flow forecast which enables Management to check that sufficient cash reserves will be in place to meet known costs, working capital requirements, to allow for contingencies and to meet the bank loan covenant requirements. The review includes assessing the current policy and performance, analysing funds held, sources of income and a review of risk areas, committed expenditure and effects on beneficiaries.

Avante needs to ensure that it has adequate reserves in order that it can continue to care for and support service users in unforeseen circumstances should funding from any source temporarily cease. Free reserves are also necessary to meet working capital requirements as well as to allow for the development of new initiatives (where we would incur expenditure in advance of anticipated income).

Following a review in March 2018, having considered income variability and risks relating to income as well as financial obligations and their flexibility, it was agreed that the policy should be to work towards holding reserves of £1.8 million (circa one month's expenditure) over the next five years. This figure was felt to be a reasonable buffer and it was agreed that setting a higher level of minimum reserves (e.g. 2-3 months) would reduce the opportunity to use the monies available to develop the organisation .Following the reviews in March 2019 and March 2020, it was agreed that having achieved and exceeded the one month target at March 2019, Avante should continue to aim to hold reserves of £1.8 million. The level of reserves held has served the organisation well during the pandemic and it was agreed that this should be sufficient going forwards.

It is acknowledged that reserves will fluctuate based on performance, extraordinary events such as asset disposals, new service developments and if reserves are called upon. There may be occasions, due to exceptional circumstances, when Trustees may agree to override the required level for a temporary period.

Avante has a five year financial forecast which had been regularly updated and has been amended to allow for the financial impact of the COVID-19 pandemic. The forecast shows that, despite lower occupancy and therefore reduced surpluses over the next 12 to 18 months, the target level of reserves is still exceeded and reserves start to increase from 2022/23 onwards. The forecast is considered to be prudent and Management are confident that, although reserves might temporarily be reduced, in what is considered to be an exceptional circumstance, Avante maintains sufficient cash and reserves to continue operating and still be able to deal with any unforeseen issues.

The Charity SORP definition of reserves excludes amounts which could only be realised on disposal of assets used by the Charity to carry out its activities.

Using this definition, at the end of the year the charity holds reserves of £3.63 million of unrestricted funds (2019/20 £5.02m), which is £1.83 million more than the agreed policy level as detailed above. During the year the charity used reserves to purchase a care home development site at Westgate on Sea hence the reduction in reserves from March 2020 levels. Detailed, current, cash flow forecasts are in place and these show that Avante can fully meet its cash requirements in the medium term future.

5.2.4 Land and Buildings

The land and buildings are held at valuations; the latest valuation was carried out as at 31 March 2019 and resulted in a valuation gain of £7.56 million.

The Charity SORP recognises that charities, as is the case for Avante, often hold tangible fixed assets primarily to provide services to their beneficiaries rather than for generating cash flows and that it would, therefore, be inappropriate to measure value in use by reference to the charity's cash flow. In such circumstances, it is often more appropriate to regard value in use as the present value of the asset's service potential.

SORP para 12.16 then specifically recognises that *"The demand or need for the services provided by a charity using an asset may fluctuate over time and a temporary reduction in demand is not necessarily an indication of its impairment. Similarly, an asset's service potential may not always be fully utilised and surplus capacity at certain periods will not always indicate impairment."*

Many charities and service providers will currently be going through a period of disruption with changes to their operating methods and practices and as part of this charities may be holding assets which become less used, in Avante's case this means lower occupancy of its care homes.

Trustees are required to consider at least annually when preparing the charity's financial statements whether there is an indication that the carrying value of any of the charity's assets have been impaired. They will therefore need to consider whether any reduction in use of the charity's assets is temporary or

longer-term and, if longer-term, whether an impairment provision should be made to reduce the carrying value of the relevant assets in the financial statements.

Having reviewed Avante's nine freehold Care Homes, management do not believe that any of the homes are or have any areas that are degraded, obsolete or no longer have the same earning potential. Capital additions were reviewed to ensure that any significant additions could be considered to add value to the properties. The only significant addition was at Parkview where additions amounting to £393k were related to works to enable five new ensuite bedrooms to be provided which adds value to the home by increasing its potential private fee payer income.

One older care home, Pilgrims View in Snodland, had been earmarked for a programme of improvements and, in the course of analysing the best plan for the future of the home ranging from significant improvement works to a partial rebuild, a pipework survey was carried out which identified that if we were to go ahead with a refurbishment that included provision of ensuites then replacement pipework would be required at a cost of circa £381k. The home, however, is currently operating without issues and we would only carry out the works if a larger improvement programme were undertaken. Advice was sought form Savills about the impact of this upon the valuation of the asset and they advised that the likely impairment of the value would be between 30% and 50% of the works required. At worst case scenario this would amount to £190k. The view of management, is not to put through an impairment on this basis as there is also a revaluation reserve against the home which provides a buffer if the home were to be disposed of. There had, however, been some consultancy costs incurred in looking at the redevelopment options and as this work is now unlikely to be going ahead, these costs, amounting to £37k, have been transferred from Work in Progress to revenue costs which is treated as an impairment.

The review also concluded that there is no long term impairment in the value of the assets due to the pandemic (as valued by Savills at March 2019) and that the market will recover to previous levels over the next 1 to 2 years. This is backed up by views of experts in the market who rightly say that an admission to a care home is a matter of necessity rather than choice and the predictions of numbers of older people and therefore potential care home admissions continues to rise and has not been affected by the pandemic.

Having commissioned a report from Savills on the maintenance requirements of the care homes over the next 10 years management are of the view that the maintenance required is not unusual considering the varying ages of our care homes. Avante has a skilled Property Team who manage the maintenance requirements and the 10 year Planned Maintenance Programme, which is reviewed each year, informs the annual maintenance programme that is included within Avante's budget and forecasts.

Management are also of the view that its Head office building has not suffered an impairment and although there are temporary reductions in the number of staff working at Head Office due to the pandemic, this will eventually return to normal.

In conclusion, Avante management have carried out an impairment review and have concluded that, apart from the above mentioned minor impairment at Pilgrims View, no further adjustments to the values of the fixed assets are necessary.

5.2.5 Stakeholder Engagement

The Board of Trustees must act in accordance with a set of general duties. These duties are detailed in section 172(1) of the U.K. Companies Act 2006, which is summarised as follows:

'A Director of a Company must act in the way he/she considers, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

1. *The likely consequences of any decision in the long term*
2. *The interests of the Company's employees*
3. *The need to foster the Company's business relationships with suppliers, customers and others*
4. *The impact of the Company's operations on the community and the environment*
5. *The desirability of the Company maintaining a reputation for high standards of business conduct, and*
6. *The need to act fairly as between members of the Company.'*

We believe that to have the greatest impact for our residents and service users, now and in the future, we must take account of what is important to our stakeholders. This is best achieved through proactive engagement. In accordance with the charities SORP (FRS 102) we have outlined examples how we engage with employees and taken care of their interests, as well as how we have engaged with the beneficiaries. By understanding our stakeholders, we can factor into Trustee and Management discussions the potential impact of our decisions on each stakeholder group and consider their needs and concerns, in accordance with s172 of the Companies Act 2006.

Avante Care and Support Ltd. consider that they have fulfilled their duties and have acted in a way in which is most likely to promote the success of the charity for the benefit of its stakeholders as a whole in the following ways:

Employees & Volunteers:

Avante's Directors have fostered and sustained staff engagement through a variety of activities and measures and these are set out below.

Information is regularly and systematically cascaded through management meetings with the purpose of updating colleagues in relation to progress towards the achievement of strategic business objectives. Newsletters, staff notices and email communications with staff also cascade relevant information to all and at each workplace, Registered Managers meet with their teams each day to discuss the day to day work and achievement against key performance indicators.

To support good engagement and performance, Avante has comprehensive mechanisms that mirror ACAS guidance for fairly and transparently resolving employee disputes and performance concerns that Avante may have with employees.

Previously, under normal circumstances, meetings with staff were undertaken at each location as 'Town Hall' meetings twice a year and it is hoped to resume this is 2021/22. Hosted by a member of the Executive Management Team, information is provided about the business and issues that may impact directly on staff. The opinions, views and ideas of staff are sought and are subsequently considered by executive management for implementation. Progress is then communicated to staff through staff notices known as "You said, we did".

During the year, the Managing Director sent weekly emails to all staff updating them on the current situation with the pandemic, reminding them of requirements, for infection control, for example, and thanking them for their hard work and dedication. Staff were also invited to join a weekly Zoom meeting with the MD to discuss any concerns or thoughts that they had.

Health and Safety is discussed at quarterly H&S Committee meetings comprising of representatives of Avante with responsibility for health and safety. Minutes are disseminated to all staff through publication on staff notice boards and feedback is sought.

Avante recognises good performance and long service through performance related pay and the award of vouchers that employees may choose to spend as they wish. Letters of thanks are also sent to explain why the award is made. At Christmas 2020, every member of staff received a Christmas card expressing Avante's thanks for their contribution during a particularly difficult year and vouchers providing a modest financial award.

It has become custom to hold an awards ceremony each year and staff are invited to nominate colleagues for awards, encompassing all staff roles, and nominations were considered and judged. A representative group of staff are invited to the ceremony to applaud colleagues and pay tribute to those who were judged to have demonstrated outstanding excellence within their field of work. The awards ceremony also recognises the valued contribution of our volunteers who generously give their time and service for the benefit of Avante's beneficiaries. Due to the pandemic it was not possible to hold a ceremony in 2020 but it is hoped that this can be resumed when it is safe to do so.

Residents and Service Users:

Residents and service users are consulted on changes within the service and regular surveys are carried out. As with staff surveys, the results are analysed and action plans are created to address any issues or suggestions for improvement.

Suppliers and funders:

We engage with our suppliers and funders, make them aware of our values and keep them up to date with Avante's plans for the future. We share our newsletters on line with all stakeholders.

Community and Environment:

We encourage our services to engage with communities in which they operate which leads to some very beneficial links and joint activities which benefit both our service users and the community e.g. our care homes often link up with schools or cub and scout groups and enjoy activities such as carol services or camping out. Although activities were put on hold during the pandemic, they are now starting to resume where it is safe to do so.

In terms of the environment, Avante have an environmental policy and continuously review how we can have a positive effect on the environment and mitigate any negative effect through waste and emissions, building design etc.

5.2.6 Streamlined Energy & Carbon Reporting

From financial years beginning on or after 1 April 2019, large UK companies are required to report publicly on their UK energy use and carbon emissions within their Directors' Report. This requirement has been implemented by the Department for Business, Energy and Industrial Strategy (BEIS).

SECR will impact any companies, LLPs and groups that exceed at least two of the following three thresholds in the preceding financial year:

- £36m annual turnover
- £18m balance sheet total
- 250 employees

SECR aims to bring the benefits of carbon and energy reporting to more businesses. The reporting framework is intended to encourage the implementation of energy efficiency measures, with both economic and environmental benefits, supporting companies in cutting costs and improving productivity at the same time as reducing carbon emissions.

Avante is committed to reducing energy use and carbon emissions and as such has so far introduced modest measures such as replacing lighting with low energy bulbs, updating boilers to more efficient models, use of grey water at its Head Office and conscientious use of gas and electricity throughout it care homes and offices.

For the future, Avante aims to include energy efficient measures in it new developments and will make use of the most energy efficient methods of heating and lighting including solar panels and ground heat sources where possible.

Year-Ended March 2021

	2021	2020
UK energy use		
kWh	8,882,430	8,533,124
Associated greenhouse gas emissions		
Tonnes CO2 equivalent	1,789,649	1,725,507
Intensity ratio		
Emissions per £1 of turnover	17.3	18.4

Associated greenhouse gases have been calculated using data from supplier invoices and conversion factors published on gov.uk.

UK energy use covers the operation of 10 care homes and home care services. Energy use and emissions have increased during the year which can be attributed to the fact that Chaucer House, a 60 bed care home, joined the portfolio in March 2020 so was only included in the 2020 figures for 23 days compared to a full year in 2021. It is important to also note that emissions per £1 of turnover have reduced by 6% year on year.

5.2.7 Going Concern

Accounting standards require the Trustees to consider the appropriateness of the going concern basis when preparing the financial statements. An entity is a going concern unless the Trustees intend that the charity will cease its activities, or has no realistic alternative but to do so.

In assessing whether the going concern assumption is appropriate, the Trustees are required to take into account all available information about the future, which is at least, but is not limited to, twelve months from the date when the financial statements are authorised for issue.

The environment in which Avante ordinarily operates is a challenging one, but that has been exacerbated by the COVID-19 pandemic which has seriously affected the social care sector. The pandemic has affected both income, due to reductions in care home occupancy, and costs such as additional PPE requirements, additional equipment and the costs of adapting the way we work. We have been fortunate to receive support from Government funding and PPE supplies which has helped with additional costs but has not addressed the issue of lower occupancy in our care homes and reduced hours delivered in our Home Care services.

Avante's Executive Team and Trustees believe, however, that having laid good foundations by implementing the strategy and business plan validated by Deloitte and approved by Barclays in 2015 we became a stronger, better placed organisation. Having followed this with the achievements against our 3 year plan, which was extended to March 2021 as detailed above in 5.1, we have focussed on improving quality, continuing to strengthen our financial position and made steps to secure appropriate opportunities for growth and diversification. We have a track record of implementing improvements and our new 3 year business plan will build on the achievements to date ensuring that we are sufficiently robust to survive into the future in a post COVID environment.

Avante has extended its five year financial forecast to ten years and has updated this using industry views on the potential impact of the pandemic on occupancy levels and costs. The forecast, which is updated monthly, is based on up to date actual and market data and assumes a steady improvement in occupancy to 90% in July 2022 and then a further gradual return to Avante's normal occupancy rate of 92% by December 2024. Avante is already ahead of its budgeted occupancy improvement trajectory and has taken measures such as recruiting a Head of Sales and Marketing to help to continue to improve on this. On this basis, Avante maintains sufficient cash and reserves levels to continue to operate in the period to December 2024 and reserves continue to grow from then onwards.

Avante have the support of the lending bank, Barclays, in terms of covenant compliance and have maintained dialogue with them throughout the year, keeping them informed of forecasts and any potential issues. The budget forecast for 2021/22 showed that multiple covenants would be breached during this year of recovery and an agreement has been reached to waive the covenants that would be breached up until 31 March 2022 and replace them with measures of minimum cash and EBITDA levels which are forecast to be met. The bank have also committed to reviewing the covenant position for 2022/23 as the current year's performance becomes clearer and will put in place further amendments should they be necessary.

Having refinanced its loan portfolio in May 2015, Avante consolidated its loans into one 18 year repayment loan. The loan is secured against the charity's fixed assets which have a greater value than the loan financing; the loan to value ratio at 31 March 2021 was 14.2% (2020 16.7%) This facility ensures that Avante's loan funding is secure in the medium term.

As part of its Going Concern review Management and Trustees have considered any uncertainties such as levels of occupancy and security of contracts and have concluded that, due to Avante's good track record of improving performance, its good relations with commissioners of services and the forecast levels of EBITDA and cash, these are not material.

Should the results not turn out as forecast there are measures which can be taken to deal with any issues that arise including engaging the support of Barclays Bank, sell loss making services and, if necessary, consider posts that could be made redundant without impacting service delivery.

Management confirms that the organisation has adequate resources to continue its operations for the foreseeable future and believe that the strategies detailed below in its new 3 year strategy will continue to improve performance and help to ensure that we remain a financially strong organisation. Management and Trustees conclude, therefore, that it is appropriate to prepare the accounts on a going concern basis.

5.3 Plans for future periods

In March 2021, the Board agreed a new strategy with a focus on forward momentum with the following key strategic goals:

1. Care quality improvement
2. Improving financial performance
3. Service development
4. Workforce development

In order to achieve these strategic goals, three key objectives have been agreed for each goal, providing focus and direction to our work:

Goal 1 - Care quality improvement

Key objectives:

i) We will create and deliver the concept of a positive journey with Avante through age, including a range of services extending from advice at the point of contact to end of life care

ii) We will develop a clear USP and brand, and enhance our marketing to differentiate Avante as a provider of high-quality care

iii) We will deliver the Digital Strategy, maximising the use of technology and innovating to improve care and support we deliver

Goal 2 - Improving financial performance

Key objectives:

i) We will institute a financial recovery plan following the COVID-19 pandemic to ensure our financial performance returns to pre-pandemic levels by March 2023

ii) Each home and service will be set and will achieve a minimum expected EBITDA so that all homes and services will generate an improving net surplus

iii) We will generate a development fund to pay for future growth opportunities and a programme of improvement to our existing properties in order to improve them to an agreed minimum standard

Goal 3 - Service development

Key objectives:

i) We will devise and implement an agreed minimum design standard for new opportunities and all existing homes

ii) We will implement a programme of development in our existing homes to maximise their economic life

iii) We will pursue a programme of developments, acquisitions and divestments in order to grow our homes and home care services at the rate of one every 18 months

Goal 4 – Workforce development

Key objectives:

i) We will develop a positive, forward thinking and innovative culture so that Avante is known for being an organisation that empowers its staff to deliver the very highest quality care

ii) We will recruit and retain the best staff through accentuating our brand, demonstrably valuing staff and providing competitive remuneration, high quality training and career development.

iii) We will develop our staff so they are comfortable to make recommendations and take decisions that meet our vision, values and mission, and so they become more accountable for local performance and take ownership of their homes and services in order to meet resident and service user needs.

Five departmental strategies are in place to provide further direction and clarity around our key goals and objectives:

i) Care Strategy
ii) Finance Strategy
iii) Property Strategy
iv) Quality Strategy
v) Workforce Development Strategy

In order to deliver the goals and objectives, a new structure is being implemented.

Following the retirement of the existing Director of HR, a post of Director of People and Organisational Development has been created.
The intention is to focus more on the creation of a new culture at Avante which is innovative, creative and forward looking. The intention is to create a culture where experimentation is valued and staff are given permission to explore new ideas. This in turn will require a renewed focus on the development of our senior teams and those displaying promise across the organisation.

In addition, we need to improve our financial performance, recruit and retain the best people and raise our profile as a provider of high quality, innovative care. In order to meet these aims, we have recruited a new Head of Marketing and Sales who will ensure that our brand and USP is incorporated in all our internal and external communications.

The new Strategy is supported by a 3 year Business Plan and the actions are shown below alongside the actions within the Annual Plan for 2021/22.

Goal 1 - Care quality improvement

ACTIONS:

3 YEAR PLAN TO 31 MARCH 2024	ANNUAL BUSINESS PLAN TO 31 MARCH 2022	RESPONSIBILITY
1. We will have an established advisory team to provide signposting and advice on all aspects of care for older people	Head of Marketing and Sales to be recruited Advisory team created	Managing Director
2. Avante will have a clear USP and an established brand	Engagement with all key stakeholders to agree the Avante USP. Engagement to be completed 30 September Sign off on USP 31 December	Director of Care Operations

3. All homes and services to be rated Good or Outstanding by CQC	All 12 services to be rated Good or Outstanding; % of KLOEs Good or Outstanding to increase from 93% to 95% (each home and service should achieve 100%; 95% allows for 3 individual KLOEs to be RI or I)	Director of Care Operations Director of Quality
4.We will introduce electronic care planning, electronic medicines management and acoustic monitoring	Electronic care planning to be rolled out successfully across Avante by 31/3/22	Director of Quality

Goal 2 - Improving financial performance

ACTIONS:

3 YEAR PLAN TO 31 MARCH 2024	ANNUAL BUSINESS PLAN TO 31 MARCH 2022	RESPONSIBILITY
1. We will achieve occupancy of 95% on a sustainable basis	Achieve budgeted occupancy of 80.2% for 2021-22	Director of Care Operations Head of Marketing and Sales
2. We will achieve industry standard levels of EBITDA of between 25-35% (care homes depending on standard) and 15% (home care)	Achieve budgeted EBITDA of 12.2% (care homes) and 10.6% (home care) in 2021-22	Director of Finance Director of Care Operations
3. Through a robust Procurement Strategy, we will ensure best value is achieved in contracts for goods and services	Procurement Strategy to be written by 31 December and implemented from Q4	Director of Finance
4. We will meet our Reserves Policy and build a Development Fund to enable Avante to take advantage of opportunities as they arise and to grow sustainably	We will establish the financial requirements for a development fund that will deliver one new home or service every 18 months, using a mix of freehold and leasehold acquisitions	Director of Finance Director of Property and Development

GOAL 3 - Service development

ACTIONS:

3 YEAR PLAN TO 31 MARCH 2024	ANNUAL BUSINESS PLAN TO 31 MARCH 2022	RESPONSIBILITY
1. An agreed Design Standard will have been implemented in consultation with the business and proactively used in discussions about the design of new homes	Minimum Design Standards document written and agreed All existing homes will have been assessed against the Standard and the results used as part of the toolkit for investment in the existing homes or otherwise	Director of Property and Development
2. We will maintain a programme of investment in our existing homes to maximise their economic life.	We will implement the current 10 year PMP.	Director of Property and Development
3. By March 2024 we will have increased the number of our homes and services by two to 14.	We will identify the funding streams required to support our growth targets. We will target population centres that lack quality care homes with full ensuite wet room provision	Director of Property and Development
4. We will explore expansion into new markets such as Retirement Living in line with our aim to provide a 'care journey'	We will progress talks with existing and potential providers of retirement living to provide care into these schemes	Director of Property and Development Director of Care Operations

Goal 4 – Workforce development

ACTIONS:

3 YEAR PLAN TO 31 MARCH 2024	ANNUAL BUSINESS PLAN TO 31 MARCH 2022	RESPONSIBILITY
1. Avante will be known for a culture of creativity and innovation demonstrated through the press and winning awards	We will introduce a programme of training and development designed to stimulate creativity and innovation We will create a system of recognition and reward that celebrates creativity and innovation.	Director of HR/People and Organisational Change
2. Avante will be recognised as a best in class employer through the press and winning awards	We will overhaul our recruitment process from advertising to appointment to increase the focus our USP, brand, diversity, innovation and creativity	Director of HR/People and Organisational Change Director of Care Operations Head of Marketing and Sales

3. We will provide exciting careers and develop our staff through a series of learning and development programmes that is in line with our USP and brand	We will re-introduce the Leadership Management Development Pathway and the Talent Management programme post-Covid in order to encourage succession planning and development opportunities. We will increase the number of successful internal applicants to 12%. We will reduce the number of staff leaving for better pay and conditions to 18%	Director of HR/People and Organisational Change

5.4 Principal Risks & Uncertainties

Avante has a comprehensive Risk Management Policy which was introduced following work carried out by a Trustee-led working party, and which is regularly reviewed. As part of the last review the register was separated into Strategic and Operational level risks in order to allow the Board of Trustees to focus on the strategic risks. An Organisational Risk Committee, made up from Avante's Executive Management Team, meets at least three times a year to review the Corporate Risk Register and reports to the Board of Trustees at every meeting.

In order to mitigate risks, Avante Care and Support has measures and controls in place and these are reviewed at the Organisational Risk Committees and the actions on the Operational risks are also reviewed at the sub-committees of the Board. At each meeting, the Committee also considers whether any additional risks need to be added to the register.

The top Operational and Strategic risks identified, as well as the actions taken or to be taken are, in no particular order, as follows:-

Identified Risk	Management/Actions
Legal Action against the organisation; • Losing Employment Tribunal • Breach of Health & Safety Regulations • Legal Action or other claims taken by • Families • GDPR • Claims due to Covid	a) Training and coaching for Home Managers b) Ongoing Management Health & Safety Training c) Fire and H&S action plans implemented d) CQIs to monitor compliance e) In house programme of audits and inspections f) Trustees and Officers Liability cover incl abuse in place g) Annual BOT and EMT declarations h) Central coordination of responses to legal action i) QCS quality system in place j) Quality Improvement programme in place k) All Registered Managers have completed "Well Led" training l) Duty of Candour training for RMs delivered m) Infection Control (IC) training n) Monitoring of social media to prevent Covid related complaints o) monitoring of PPE and IC compliance Action: Insurers undertaking pre-emptive review of potential claims risk areas
Failure to meet bank loan covenants as a consequence of another primary risk: • Bank would have right to recall/renegotiate terms of loans. • Risk of need to dispose of assets to repay • Increased future borrowing costs • Technical insolvency due to bank not waiving rights under breach	a) Monthly reporting, scrutiny and review of management accounts. b) Quarterly/monthly updated y/e & 5yr forecasts c) Continuous Improvement Plans for each service, home and department. d) Forecasting & Managing cash flow e) Controlling debtors/creditors f) EMT oversight of income, costs and cash flow g) Strategic KPIs – compiled monthly and sent to Board and Bank h) Operational KPIs and KMIs available on intranet i) Setting of budget to enable covenant compliance j) Finance Strategy in Place

	k) new tests set for 2021/22 during recovery period l) maintain dialogue with the bank
Effects of Noncompliance (Organisational) Breaches of: • GDPR • Environmental Health • HSE • Employment Law • Fire Regulations • Poor Governance • Cyber Security • CQC Compliance • Current medication systems and supplier become unavailable leading to higher levels of medication errors • Fraud	a) Internal Audit processes b) Annual Financial Audit c) QCS quality system in place d) Legal Advice e) Fire safety inspections f) Centralised database of relevant certification – M&C Schedule g) Planned programme of property maintenance h) ICT policy and security measures in place i) Fit and Proper Persons policy and procedures for Trustees and Trustee recruitment j) The Board of Trustees have reviewed Governance Code k) F&R review of GDPR l) Cyber Security – Regular review of measures in place m) Audit programme both are service level and through QIP by Quality Team n) Staff trained in medication procedures Actions: Review alternative systems and increase training in personalised medication for care staff. Explore availability / compatibility of EMAR systems Review of Fire Safety compliance - more intrusive high level Fire RA being carried out Governance Review
Debt crystallisation - regarding last man standing or unaffordability of pensions schemes: • Increase in contribution rates and take up. • Brexit - Impact on costs • Increase in NLW over business plan projections • LGPS - McCloud and GMP issues - potential additional contributions under	a) Prudent assumptions in business plan & budget. b) SHPS DC scheme providing protection for CARE & FS DB schemes c) Provide for increased costs e) Awareness of risk timelines for members f) First Actuarial engaged as an advisor to assist with strategy development and providing ongoing support and keeping us abreast of developments g) Pension Strategy agreed and in place. h) FS scheme closed 30/06/2019 and staff moved to CARE scheme. i) Remain vigilant to any deterioration in our pension deficits j) Maintain membership numbers Actions: Carry out next phase of LGPS negotiations with FA – awaiting LA revised policies
Disaster in a service location where people live & work: • Fire • Flood • Explosion • Gas Leak • Legionella • Loss of utilities for 8 hours or more • Asbestos	a) Insurance maintained for building & business interruption b) Fire plans in place and regularly reviewed and audited c) Business Continuity Plan in place and tested with scenario planning and training d) Contractor contingency plans e) Central Register of certificates and compliance in place f) Training, inspections and audits regarding Health & Safety compliance g) Planned installation of sprinklers in all homes to be completed when major refurbishments are undertaken. Action: User friendly action plans for Fire RA recommendations Fire Drill audit Induction manuals and kitchen floor plans Sprinkler systems to be installed in kitchens
Supply Side Risks • Staffing • Day to Day Supplies	Good recruitment procedures New Director of People & Organisational Development recruited Actions:

	More recruitment fairs Improve recruitment process from advert to mobilisation Review suppliers
Serious infection outbreak: • Viral/ Bacterial • Loss of income • Loss of Reputation • Reduction in staff / residents	a) Maintaining infection control systems & audit thereof b) Legionella Policy with planned inspections c) ASB staff cover to maintain continuity of practice delivery d) Regular updates on Best Practice e) Bi Annual Kitchen deep clean f) Chlorine dosing system roll out in progress – 4 homes complete g) Proactive action plan and core competencies for improved infection control (hand washing, MT Checks etc.) implemented h) Annual Infection control statement completed for C&CQ (report on reviews and audits) i) Added to service visit to ensure that any audit findings are monitored. k) Corona Virus - following government and NHS recommendations and keeping up to date on these. l) Regular COVID 19 meetings are being held at EMT level m)Ensuring staff have adequate PPE n) Operational measures to minimise the spread of infection (isolation suites, safe deployment of staff, closing offices) o)Regular testing of staff and residents and service users p)Monitoring of available government funding and ensuring that we meet the conditions to receive this Actions: q) Preparing for vaccination legislation deadline – staff and visitors r) Lessons learned reporting
Damage to reputation: • Social media 'attack' • Adverse reporting on the organisation • Untoward death or abuse • Service closure / transfer • Increased CQC scrutiny • Increased Public Health scrutiny	a) Quality Audit and inspection programme and procedures b) Agreed HR policies and training c) Good Communications, social media and Marketing Policy d) Infection control measures e) incident reporting and EMT and Board oversight f) Head of Sales & Marketing recruited – more senior oversight for communications
Loss of income: • LA retendering of commissioned services Kent & Bexley at uneconomic rates • Unable to provide LA reconfigured services • LA / CQC sanctions re Safeguarding /Compliance causing embargos • Closure of homes or reduction of beds/ loss of services • Reduction in private income • More competition in the market • Failure to adapt to changing market requirements • Further public spending cuts due to Brexit implications, resulting in lower fee levels • Reduction in placements due to COVID	a) Marketing of services b) Seeking growth opportunities and diversification c) EMT monitoring of performance via KPIs d) Quality control inspections including external / Mock Inspections e) Proactive management – Needs Assessment tool in place to ensure that changes in needs are being recorded correctly within the assessments to achieve appropriate fees. f) Networking and relationships with Commissioners g) Review of potential new business opportunities. h) Ongoing research into private market and health and social care integration i) Service development plan for each home j) Care and home care strategy and workforce development strategy in place. k) Continue to improve our financial performance through increasing occupancy and the number of self-funding residents – budget management – new targets set each year l) Close the gap between our pay rates and those of our competitors in order to recruit and retain staff – pay strategy in place to help us reach the NCF average by April 2022

	m) Continued investment in our homes to ensure that they remain attractive to self-funding residents. Increasing annual PMP budget to complete improvement plan n) Quality strategy o) minimise costs where appropriate p) new enquiry framework and Family Liaison Manager in place q) Property strategy r) Virtual tours in place Actions: Implement revised Needs Assessment Tool policy to achieve appropriate fees

As an organisation which provides care and support to vulnerable people, Avante Care and Support has policies in place to ensure the protection of vulnerable adults against abuse. The policies are included in Avante Care and Support's written Health and Safety policy and Quality Manuals which comply with the guidelines in the Home Office Code of Practice "Safe from Harm".

Being a provider of care home services and care in the community, Avante is subject to regulation and inspection by the Care Quality Commission, and has detailed policies, procedures and internal audit functions including mock inspections to ensure the required standards are met.

Avante Care and Support uses an Enhanced Disclosure & Barring Service check for staff, with the inclusion of a Barred List check for those working in a Regulated Activity as one part of a range of safeguarding tools for assessing the suitability of preferred candidates and volunteers and the continued employment of those in specific roles which require re-checking. Other tools include thoroughly confirming identity, qualifications, taking up and verifying references and examining dates of employment histories on application forms.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Avante Care & Support Limited for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP FRS102;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

This Annual Report and Strategic Report were approved by the Board of Trustees on 28 September 2021 and signed on its behalf by:



Jackie Churchward-Cardiff
Chairman of the Board of Trustees

Independent Auditor's Report
to the Trustees and Members of Avante Care and Support Limited

Opinion

We have audited the financial statements of Avante Care and Support Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2021 which comprise of the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2021, 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 and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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.

Other information continued

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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.

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 design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Charitable Group and the sector in which it operates and considered the risk of the Charitable Group not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, tax legislation and distributable profits. In relation to the operations of the Charitable Group this included compliance with the Charities Act and SORP 2019, GDPR, employment law, safeguarding and health & safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management and officers of the Charitable Group and a review of the risk management processes and procedures in place including a review of the risk register maintained by the charitable group. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We reviewed systems and procedures to identify potential areas of management override risk and evaluated the business rationale of significant transactions to identify large or unusual transactions. We reviewed key authorisation procedures and decision making processes for any unusual or one-off transactions.

We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates, including treatment of legacies and grant income, and the amortisation rates of intangible assets.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 and its trustees 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 and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

H Wilkinson

Helena Wilkinson BSc FCA DChA (Senior Statutory Auditor)

For and on behalf of
Price Bailey LLP
Chartered Accountants
Statutory Auditors

3rd Floor,
24 Old Bond St,
Mayfair,
London
W1S 4AP

Date: 19 October 2021

Simplified Operating Statement

for the year ended 31 March 2021

		Note	2021 £	2020 £
Charitable activities				
Income from Care Homes services		2	24,646,155	*24,386,434*
Expenditure on Care Home services		3	(26,123,576)	*(23,841,957)*
(Deficit)/Surplus on Care Home services	(Deficit)/surplus		(1,477,421)	***544,477***
Income from Homes Care & Support services		2	3,988,838	*4,028,952*
Expenditure on Home Care & Support services		3	(4,058,895)	*(4,061,206)*
(Deficit)/Surplus on Home Care & Support services			(70,057)	*(32,254)*
(Deficit)/Surplus from charitable activities			(1,547,478)	***512,223***
Voluntary and other activities				
Income from donations, legacies and grants			2,335,254	*51,981*
Other trading income			7,312	*69,294*
Miscellaneous income			612,889	*45,979*
Profit on sale of fixed assets			7,300	*2,577,757*
Income from voluntary and other activities			**2,962,755**	***2,745,011***
Surplus/(deficit) from voluntary and other activities			**2,962,755**	***2,745,011***
Net income/(expenditure) before other recognised gains/losses			**1,415,277**	***3,257,234***

This Simplified Operating Statement should be read in conjunction with Note 6.

Consolidated Statement of Financial Activities (SOFA)

for the year ended 31 March 2021

		Unrestricted funds	Restricted funds	Total 2021	*Unrestricted funds*	*Restricted funds*	*Total 2020*
Income from:		£	£	£	£	£	£
Donations, legacies and grants		-	2,335,254	2,335,254	-	*51,981*	*51,981*
Charitable activities	2	28,634,993	-	28,634,993	*28,415,386*	-	*28,415,386*
Other trading income		7,312	-	7,312	*69,294*	-	*69,294*
Other income		17,535	-	17,535	*45,979*	-	*45,979*
Other income - furlough		595,354	-	595,354	-	-	-
Proceeds on sale of fixed assets		7,300	-	7,300	*2,577,757*	-	*2,577,757*
Total income		**29,262,494**	**2,335,254**	**31,597,748**	***31,108,416***	***51,981***	***31,160,397***
Expenditure on:							
Charitable activities							
- Care Home services		24,027,085	2,096,491	26,123,576	*23,806,260*	*35,697*	*23,841,957*
- Home Care & Support services		3,815,876	243,019	4,058,895	*4,061,206*	-	*4,061,206*
Total expenditure	3	**27,842,961**	**2,339,510**	**30,182,471**	***27,867,466***	***35,697***	***27,903,163***
Net income/(expenditure)		**1,419,533**	(4,256)	**1,415,277**	***3,240,950***	***16,284***	***3,257,234***
Other recognised gains/losses							
Act'l gain/(loss) on pension liability	16	632,704	-	632,704	*802,000*	-	*802,000*
Net movement in funds		**2,052,237**	(4,256)	**2,047,981**	***4,042,950***	***16,284***	***4,059,234***
Balance b/fwd at 01 April 2020		**52,231,788**	**72,084**	**52,303,872**	***48,188,838***	***55,800***	***48,244,638***
Balance c/fwd at 31 March 2021		**54,284,025**	**67,828**	**54,351,853**	***52,231,788***	***72,084***	***52,303,872***

All amounts relate to continuing activities.

All recognised and unrecognised gains and losses are included in the Statement of Financial Activities.

This statement is an Income & Expenditure Statement for the purposes of the Companies Act.

Balance Sheets

for the year ended 31 March 2021

		2021		2020	
		Consolidated	Charity Only	*Consolidated*	*Charity Only*
Fixed assets	**Note**	**£**	**£**	**£**	**£**
Tangible fixed assets	6	62,776,963	62,776,963	*60,352,494*	*60,352,494*
Investment		-	1	-	*1*
		62,776,963	**62,776,964**	***60,352,494***	***60,352,495***
Current assets					
Debtors	7	2,222,583	1,564,557	*2,335,242*	*1,518,696*
Amounts owed by group undertakings	17	-	1,595,311	-	*1,636,122*
Short term deposits	1.11	2,694,684	2,694,684	*7,541,087*	*7,541,087*
Cash at bank and in hand	1.11	3,684,734	2,747,448	*851,814*	*32,237*
		8,602,001	**8,602,000**	***10,728,143***	***10,728,142***
Creditors: amounts falling due within one year					
Creditors falling due within one year	8	4,794,121	4,794,121	*4,607,235*	*4,480,478*
Capital repayments due within one year					
on long term loans	10	699,189	699,189	*699,189*	*699,189*
		5,493,310	**5,493,310**	***5,306,424***	***5,179,667***
Net current assets		**3,108,691**	**3,108,690**	***5,421,719***	***5,548,475***
Total assets less current liabilities		**65,885,654**	**65,885,654**	***65,774,213***	***65,900,970***
Creditors: amounts falling due after one year					
Interest rate swap liability		(692,586)	(692,586)	*(1,100,553)*	*(1,100,553)*
Bank loan accounts	10	(8,040,676)	(8,040,676)	*(8,739,865)*	*(8,739,865)*
Net assets excluding pension liability		**57,152,392**	**57,152,392**	***55,933,795***	***56,060,552***
Pension Asset	16	731,000	731,000	-	-
Pension liability	16	(3,531,539)	(3,531,539)	*(3,629,923)*	*(3,629,923)*
Net assets		**54,351,853**	**54,351,853**	***52,303,872***	***52,430,629***
Represented by:					
Unrestricted funds excluding pension liability		41,945,891	41,945,891	*40,723,038*	*40,849,795*
Pension liability		(2,800,539)	(2,800,539)	*(3,629,923)*	*(3,629,923)*
Revaluation reserve		15,138,673	15,138,673	*15,138,673*	*15,138,673*
Total unrestricted funds		**54,284,025**	**54,284,025**	***52,231,788***	***52,358,545***
Restricted funds		67,828	67,828	*72,084*	*72,084*
Balance carried forward at 31.03.2021		**54,351,853**	**54,351,853**	***52,303,872***	***52,430,629***

Approved and authorised by the Board of Trustees on 28 September 2021 and signed on its behalf by:
Jackie Churchward-Cardiff, Chairman:

Consolidated Cash Flow Statement

for the year ended 31 March 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Net income/(expenditure)		1,415,277	*3,257,234*
Pension contribution less current service and finance cost	16	(196,681)	*235,681*
Interest paid	4	516,364	*557,047*
Revaluation		-	-
Depreciation charge	6	1,003,011	*933,405*
(Profit) on sale of fixed assets		1,588	*(2,577,757)*
Fixed asset costs transferred to revenue		-	-
Decrease/(increase) in debtors		112,659	*162,593*
(Decrease)/increase in creditors		(221,080)	*251,791*
Net cash generated from operating activities		**2,631,138**	***2,819,994***
Cash flows from investing activities			
Payments to acquire tangible fixed assets	6	(3,473,039)	*(1,644,769)*
Receipts on disposal of tangible fixed assets		7,300	*3,970,342*
Revaluation (gain)/loss on Property		-	-
Net cash generated from investing activities		(3,465,739)	***2,325,573***
Cash flows from financing activities			
Loans repaid		(699,189)	*(699,189)*
Interest paid on long-term loans	4	(516,364)	*(557,047)*
Net cash used by financing activities		(1,215,553)	*(1,256,236)*
Reconciliation of net cash flow to movement in net debt			
Increase/(decrease) in cash		(2,050,154)	*3,889,331*
Cash inflow from change in debt		699,189	*699,189*
(Increase) in net debt from cash flows		(1,350,965)	*4,588,520*
Net debt at 01.04.2020		(1,009,483)	*(6,200,058)*
Net cash generated from investing activities		(2,360,448)	*(1,611,538)*

Analysis of net debt	**At 31.03.2020**	**Cash flow**	**At 31.03.2021**
Short-term deposits	7,577,758	(4,883,074)	2,694,684
Cash at bank and in hand	851,814	2,832,920	3,684,734
Net cash	8,429,572	(2,050,154)	6,379,418
Changes in debt; bank loan	(9,439,055)	699,189	(8,739,866)
Changes in net debt	(1,009,483)	(1,350,965)	(2,360,448)

Notes to the Accounts

for the year ended 31 March 2021

1 Accounting policies

The Charity was incorporated on 4 December 1990 and is domiciled and registered in the UK as a private company limited by guarantee (registered no. 2565021). The address of the registered office is:

De Gelsey House
1 Jubilee Way
Faversham
Kent
ME13 8GD

1.1 Basis of preparation of accounts

The financial statements have been prepared on a going concern basis under the historical cost convention, as modified by the revaluation of fixed assets, and in accordance with applicable accounting standards, the Charities SORP (FRS 102) applicable to charities preparing their accounts in accordance with FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK Generally Accepted Practice, as it applies from 1 January 2019. The functional currency being £ sterling.

Avante Care & Support meets the definition of a public benefit entity under FRS 102.

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

The financial statements of Avante Care & Support and its subsidiary company Avante Care Services are consolidated, on a line-by-line basis, to produce the Group financial statements. The consolidated entity is referred to as 'the Group'. No separate Statement of Financial Activities has been presented for Avante Care & Support as permitted by Section 408 of the Companies Act 2006. The charity has taken advantage of the exemptions in FRS 102 from the requirements to present a charity-only Cash Flow Statement and certain disclosures about the charity's financial instruments. The result for the year for the parent undertaking alone was £2,047,981 (2020: £4,059,234). Income for the year for the parent alone was £31,597,748 (2020: £31,160,397).

1.2 Fund accounting

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

Restricted funds are funds which must be used in accordance with the specific instructions imposed by the donor or funding body of which have been raised by the Charity for particular purposes.

Designated Funds: The Trustees, at their discretion, may set aside funds to cover specific future costs. Such funds are shown as designated funds within unrestricted funds. Where the Trustees decide such funds are no longer required for the purposes intended, they may be released by transfer to the general unrestricted funds.

1.3 Income

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. No amounts are included in the financial statements for services donated by volunteers.

All income is accounted for on an accruals basis and therefore includes income paid in arrears, but excludes income received in advance.

For legacies, entitlement is taken on a case by case basis as the earlier of the date on which the charity is aware that probate has been granted and either: the estate has been finalised, final estate accounts have been received and notification has been made to the executor(s) to the charity that a distribution will be made; or when a notification has been made by the executor(s) to the charity of an intention to make a distribution prior to the end of the financial year and subsequently that distribution is received from the estate after the year end. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

1.4 Expenditure

Expenditure is included in the SOFA on an accruals basis, inclusive of any VAT which cannot be recovered. All direct expenditure is directly incurred in respect of the relevant activity. Costs attributable to staff working on more than one project or activity are allocated on the basis of time spent. Where costs cannot be directly attributable to particular activities, they have been allocated on the basis consistent with the use of resources.

Governance costs, separately identified, relate to the general running of the charity as opposed to costs of fundraising or charitable activity. Included within this category are costs associated with the strategic, as opposed to day to day, management of the charity's activities. Service Directors' costs are allocated to their respective services. All other Governance costs are allocated across both services based on turnover.

Redundancy and settlement payments are recognised at the leaving date of the member of staff and measured at the best estimate of expenditure required to settle the obligation at the reporting date.

1.5 Operating leases

Rentals and any associated incentives, under operating leases are charged to the SOFA on a straight line basis over the lease term.

1.6 Fixed assets

Items of equipment costing less than £300 are not treated as fixed assets, but are fully written off in the year of purchase.

Depreciation is provided from the date of purchase on a straight line basis on cost as follows:-

- Leasehold improvements	Remaining period of lease
- Computer equipment	25% per annum
- Fixtures and fittings	20% per annum
- Motor vehicles	20% per annum

The freehold properties have been revalued on an existing use basis. Depreciation has been provided for at the rate of 2% per annum on the buildings element contained within the revalued amount. The portfolio of freehold properties is revalued every 5 years and have been revalued as at 31 March 2019 by Savills plc.

Impairment reviews of Property, plant and equipment are undertaken if there are indications that the carrying values may not be recoverable or that the recoverable amounts may be less than the asset's carrying value.

Obsolescence reviews of computer equipment and fixtures and fittings are undertaken for assets fully depreciated for more than a financial year beyond full write down, and are treated as disposals in all but exceptional circumstances.

1.7 Current liabilities

Liabilities are recognised when the charity has an obligation to make payment to a third party. Capital repayments due on long-term loans, relating to instalments due in the next twelve months, are treated as current liabilities.

1.8 Tax status

Avante Care & Support is a registered charity and is exempt from taxation on its income and gains to the extent that they are applied in pursuance of the charitable purposes.

1.9 Going concern

The Charity has adequate resources to continue in operational existence for the foreseeable future. There are considerable cash reserves and, whilst the Charity has significant loan financing, this is secured against the fixed assets of the charity which have a greater value than the loan financing. During the year to March 2021 occupancy was impacted by Covid, but was bolstered with government grants to help with infection control and workforce capacity issues. Forecasts carried out as part of the year ended 31st March 2021 Going Concern Assesment showed that, due to the lower occupancy starting point, and therefore lower EBITDA, several loan covenant tests would be breached.
Agreement has been reached with Barclays Bank to waive these covenants and replace them with tests that are forecast to be met. This combined with the cash flow forecast showing adequate reserves have lead Management and Trustees to conclude that it is appropriate to prepare the accounts on a going concern basis.

1.10 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, Trustees are required to make judgements, estimates and 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 on-going basis. Revision 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 the current and future periods.

The defined benefit pension schemes are revalued every three years and are also subject to annual valuations under FRS102. Management and Trustees review the valuations and assumptions each year in order to ensure they are felt to be reasonable. The figures involved are significant and can change year on year due to investment performance and changes in actuarial assumptions.
In the view of the Trustees, with exception of the pensions estimates referred to above, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the Balance Sheet date are likely to result in a material adjustment to their carrying amounts in the. next financial year.

1.11 Financial instruments

The Charity 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 the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits (funds held in instant access deposit accounts) and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's short and long term creditors excluding deferred income. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

Derivative financial instruments relate to interest rate swaps and are recognised at fair value and revalued annually at the reporting date using a valuation technique provided by the bank, with any gains or losses being reported in profit or loss.

	2021	2020
Financial assets held at amortised cost	**£**	**£**
Debtors	2,222,583	2,335,242
Short-term deposits	2,694,684	7,541,087
Cash at bank and in hand	3,684,734	851,814
Less prepayments	(352,287)	(367,733)
	8,249,714	**10,360,410**

	2021	2020
Financial liabilities held at amortised cost	**£**	**£**
Current creditors and accruals	3,690,339	3,621,903
Less deferred income	(361,277)	(215,147)
Bank loans	8,739,865	9,439,054
	12,068,927	**12,845,810**

	2021	2020
Financial liabilities held at valuation	**£**	**£**
Interest rate swap liability	1,010,023	1,403,779
	1,010,023	**1,403,779**

1.12 Government Grants

Government grants are included in accordance with the performance model applicable under the charity SORP 2019.

1.13 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing bid price. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

1.14 Current Assets

Debtors are recognised at the settlement amounts due to the charitable company after any discount offered.
Prepayments are valued at the amount prepaid net of any discounts due.
Accrued income and tax recoverable is held at the best estimate of the amounts receivable as the balance sheet date.

1.15 Pension Scheme Accounting

The charitable company contributes towards defined contribution pension plans alongside defined benefit schemes and multi-employer schemes. The costs of the defined contribution schemes are included within staff costs and charged to appropriate funds of the charity. The charitable company has no liability beyond making contributions and paying across deductions from employees.

The multi-employer scheme and defined benefit schemes are described in more detail in note 16 to the accounts.

2 Income

	2021	*2020*
Charitable activities	**£**	**£**
Care Homes	24,646,155	*24,386,434*
Home Care & Support	3,988,838	*4,028,952*
	28,634,993	***28,415,386***

	2021	*2020*
Government grants	**£**	**£**
Covid-19 grant income - Infection Control, LFD Testing and Workforce Capacity	2,313,461	-
Furlough grants	595,354	-
	2,908,815	**-**

A number of grants were received throughout the year from the local authorities in the areas in which Avante operates. The grants were made to cover a variety of measures such as ensuring staff were paid when self-isolating, absent through contracting Covid-19, encouraging staff to work extra time during workforce shortages, creation of safe outside spaces in our care homes for visitors, limiting movement of staff within and between our care homes and the use of public transport, time spent on PCR and LFD testing and any other infection control measures.

The grants were made with these specific stipulations attached and Avante has completed returns to the local authorities to evidence the funds have been spent appropriately. Where the funds granted could not be spent in full, these have been returned to the local authority or deferred at the year end pending further guidance from the local authority concerned.

Funding throughout the year was periodically phased. As one scheme came to an end another scheme started. Avante has continued to benefit from further funding made available after the year end although this is now at much reduced levels to those we saw earlier in the year.

Avante took advantage of the government furlough scheme during the financial year to ensure all staff remained employed.

Notes to the Accounts

for the year ended 31 March 2021

3 Expenditure

3.1 Analysis of total expenditure

	Staff costs	Other direct costs	Support costs	Governance	Total 2021
Charitable activities	£	£	£	£	£
Care Homes	18,225,041	5,355,971	2,113,434	429,130	26,123,576
Home Care & Support	3,155,929	471,450	362,064	69,452	4,058,895
	21,380,970	**5,827,421**	**2,475,498**	**498,582**	**30,182,471**

	Staff costs	*Other direct costs*	*Support costs*	*Governance*	*Total 2020*
Charitable activities	£	£	£	£	£
Care Homes	*16,151,460*	*5,195,411*	*2,005,083*	*490,003*	*23,841,957*
Home Care & Support	*3,150,426*	*432,932*	*396,893*	*80,955*	*4,061,206*
	19,301,886	***5,628,343***	***2,401,976***	***570,958***	***27,903,163***

3.2 Analysis of support costs

	Care Homes	Home Care & Support	Total 2021	*Care Homes*	*Home Care & Support*	*Total 2020*
	£	£	£	£	£	£
Staff costs	1,528,087	261,785	1,789,872	*1,379,600*	*273,083*	*1,652,683*
Premises	54,966	9,416	64,382	*75,397*	*14,924*	*90,321*
Operating costs	518,429	88,815	607,244	*538,399*	*106,573*	*644,972*
Depreciation	11,952	2,048	14,000	*11,687*	*2,313*	*14,000*
	2,113,434	**362,064**	**2,475,498**	***2,005,083***	***396,893***	***2,401,976***

3.3 Analysis of governance costs

	Care Homes	Home Care & Support	Total 2021	*Care Homes*	*Home Care & Support*	*Total 2020*
	£	£	£	£	£	£
Support costs	193,887	31,380	225,267	*177,783*	*29,372*	*207,155*
Audit	33,963	5,497	39,460	*29,591*	*4,889*	*34,480*
Valuations	9,536	1,543	11,079	*820*	*136*	*956*
Trustee expenses	6,259	1,013	7,272	*2,908*	*481*	*3,389*
Other	(18,957)	(3,068)	(22,025)	*98,050*	*16,199*	*114,249*
Strategy	204,442	33,088	237,530	*180,850*	*29,879*	*210,729*
	429,130	**69,453**	**498,583**	***490,002***	***80,956***	***570,958***

Notes to the Accounts

for the year ended 31 March 2021

3.4 Auditor remuneration

		2021	2020
Total remuneration payable to the charity's auditor in the period:		**£**	**£**
Statutory audit:	Charity	24,150	*30,900*
	Subsidiary	2,950	*2,500*
		27,100	***33,400***
Non-audit services:		19,372	*12,865*

3.5 Net Income

		2021	2020
Net income is stated after charging:		**£**	**£**
Operating lease payments		110,392	*102,762*
Profit on sale of fixed assets		1,588	*(2,577,757)*
Depreciation		1,003,011	*933,405*
Auditors remuneration	Audit	27,100	*33,400*
Corpt Tax	Additional work	2,775	*1,865*
VAT Advice	Additional work	1,059	*1,076*
Land and Property Tax advice	Additional work	15,538	*9,925*
		1,161,463	*(1,495,325)*

4 Interest payable

	2021	2020
	£	**£**
On bank loans and overdrafts	516,364	*557,047*
	516,364	***557,047***

5 Operating leases

These are the commitments for operating leases during the coming year in respect of leases terminating:

		2021	2020
		£	**£**
Under 1 year:	Land and buildings	588,887	*60,548*
	Others (motor vehicles, photocopiers, franking machines)	75,808	*85,654*
Within 2 to 5 years:	Land and buildings	2,417,092	*2,296,004*
	Others (motor vehicles, photocopiers, franking machines)	169,682	*245,488*
Over 5 years:	Land and buildings	19,183,392	*14,550,123*
	Others (motor vehicles, photocopiers, franking machines)	-	-
		22,434,861	***17,237,817***

During the year costs of £110,392 were incurred against the operating leases listed above (2020: £102,762).

Notes to the Accounts

for the year ended 31 March 2021

6 Fixed assets

6.1 Analysis of movement of fixed assets

Cost/valuation	Freehold Property £	Leasehold Improv'ts £	Computer Equipment £	Fixtures & Fittings £	Motor Vehicles £	Work in Progress £	Total £
At 01.04.2020	60,024,188	25,969	701,009	1,463,961	194,751	154,142	62,564,020
Additions	72,433	-	117,198	449,126	7,475	2,826,807	3,473,039
Disposals	-	-	(68,215)	(158,692)	(9,356)	-	(236,263)
Revaluations/Impairments	-	-	-	-	-	(36,671)	(36,671)
Transfers	2,898,623	-	-	-	-	(2,898,623)	-
At 31.03.2021	62,995,244	25,969	749,992	1,754,395	192,870	45,655	65,764,125
Depreciation							
At 01.04.2020	659,792	9,355	484,438	889,095	168,846	-	2,211,526
Charge for year	671,486	5,323	92,696	228,813	4,693	-	1,003,011
Disposals	-	-	(68,215)	(158,692)	(468)	-	(227,375)
Revaluations/Impairments	-	-	-	-	-	-	-
At 31.03.2021	1,331,278	14,678	508,919	959,216	173,071	-	2,987,162
Net book value							
As at 31.03.2021	61,663,966	11,291	241,073	795,179	19,799	45,655	62,776,963
As at 01.04.2020	*59,364,396*	*16,614*	*216,571*	*574,866*	*25,905*	*154,142*	*60,352,494*

The portfolio of properties was subject to a 5-yearly revaluation as at 31.03.2019. This was carried out by independent valuers, Savills. Savills have valued the properties at their market value on the assumption they are fully operational and equipped to achieve their trading potential and are free from encumbrance.

The Work in Progress Transfers figure of £2,898,623 relates to a completed project at Parkview and the acquisition of land at Westgate-on-Sea. The remaining balance of £45,655 relates to an ongoing project at Westgate.

The impairment figure of £36,671 relates to costs incurred in respect of Pilgrims View for an aborted capital project.

6.2 Disposal of fixed assets

Disposals of computer equipment and fixtures & fittings partly represent the removal from the register of old, obsolete and fully depreciated assets (see note 1.6).

6.3 Comparable historic cost

If the freehold and long leasehold Property had not been included at valuation they would have been included under the historical cost convention as follows:

	2021	*2020*
	£	£
Cost	50,301,625	*47,402,380*
Accumulated depreciation	(9,959,457)	*(9,105,782)*
Net book value	**40,342,168**	***38,296,598***

6.4 Capital commitments

Capital expenditure contracted for, unpaid at the year end not provided for in the financial statements - £58,344 (2020: £280,219).

7 Current debtors

	2021		*2020*	
	Consolidated	Charity Only	*Consolidated*	*Charity Only*
	£	£	£	£
Trade debtors	1,272,972	1,043,441	*1,692,053*	*1,060,693*
Other debtors	6,876	6,876	*9,246*	*9,246*
Prepayments	352,287	352,287	*367,733*	*367,733*
Accrued income	590,448	161,953	*266,210*	*81,024*
	2,222,583	**1,564,557**	***2,335,242***	***1,518,696***

8 Current creditors and accruals

	2021		*2020*	
	Consolidated	Charity Only	*Consolidated*	*Charity Only*
	£	£	£	£
Interest rate swap liability	317,437	317,437	*303,226*	*303,226*
Trade creditors	762,232	762,232	*816,342*	*816,342*
Other taxes and social security	786,345	786,345	*682,106*	*682,106*
Other creditors	1,331,754	1,331,754	*1,641,810*	*1,550,676*
Accruals	1,235,076	1,235,076	*948,604*	*948,604*
Deferred income (note 9)	361,277	361,277	*215,147*	*179,524*
	4,794,121	**4,794,121**	***4,607,235***	***4,480,478***

9 Deferred income accruals

	Care fees	Cash in advance	Others	Total 2021
	£	£	£	£
Brought forward at 01.04.2020	186,716	25,948	2,483	215,147
Released in current year	(49,716)	(25,948)	(282)	(75,946)
Arising at 31.03.2021	73,984	84,846	63,246	222,076
	210,984	**84,846**	**65,447**	**361,277**
Entity only at 31.03.2021	159,668	32,319	2,201	194,189

	Care fees	*Cash in advance*	*Others*	*Total 2020*
	£	*£*	*£*	*£*
Brought forward at 01.04.2019	*260,342*	*83,359*	*2,201*	*345,902*
Released in current year	*(123,342)*	*(83,359)*	*282*	*(206,419)*
Arising at 31.03.2020	*49,716*	*25,948*	-	*75,664*
	186,716	***25,948***	***2,483***	***215,147***
Entity only at 31.03.2020	*171,410*	*5,631*	*2,483*	*179,524*

All deferred income at 31.03.2021 is in respect of fees or grants invoiced on or prior to 31.03.2021 but relating to periods after 31.03.2021, or payments in advance pending invoicing or contract reconciliation.

10 Creditors: Amounts falling due after more than one year

	2021	*2020*
	£	£
Interest rate swap liability	692,586	*1,100,553*
Bank loans	8,040,676	*8,739,865*
	8,733,262	***9,840,418***

	Contractual obligation	
	at 31.03.2021	*at 31.03.2020*
The total bank loans are repayable as follows:	£	£
Within one year	699,189	*699,189*
Between one and two years	699,189	*699,189*
Between two and five years	2,097,568	*2,097,568*
After five years	5,243,919	*5,943,108*
	8,739,865	***9,439,054***

All loans and overdrafts are secured by a fixed and floating charge over the freehold Property of the charity, the net book value of the properties charged being £61,663,966 (2020: £59,364,396).

With effect from 15.05.2015, all previous bank loans were consolidated into a single term loan facility for £12,935,000 repayable over 18 years at a variable interest rate. The Charity has retained the existing swap agreements in order to mitigate the risk posed from movements in interest rates. The bank has valued the interest rate swap liability at £1,010,023 (2020: £1,403,779).

11 Residents' bank accounts

The Charity administers holding bank accounts on behalf of residents for the receipt and payment of the residents' personal allowances. These accounts have not been reflected in these financial statements as an asset or liability. The value held at 31.03.2021 was £21,583 (2020: £22,939).

12 Contingent liabilities

There are no known contingent liabilities arising from contract disputes (2020: £nil).

13 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	2021 Total £
Tangible fixed assets	62,776,963	-	62,776,963
Net current assets (excluding bank loans and swaps liability due)	4,057,489	67,828	4,125,317
Interest rate swap liability	(1,010,023)	-	(1,010,023)
Bank loans	(8,739,865)	-	(8,739,865)
Pension liabilities	(2,800,539)	-	(2,800,539)
	54,284,025	**67,828**	**54,351,853**

	Unrestricted funds £	*Restricted funds £*	*2020 Total £*
Tangible fixed assets	*60,352,494*	-	*60,352,494*
Net current assets (excluding bank loans and swaps liability)*	*6,352,050*	*72,084*	*6,424,134*
Interest rate swap liability *	*(1,403,779)*	-	*(1,403,779)*
Bank loans	*(9,439,054)*	-	*(9,439,054)*
Pension liabilities	*(3,629,923)*	-	*(3,629,923)*
	52,231,788	***72,084***	***52,303,872***

* Prior year comparatives re-classified to fully recognise the swap liability at the year-end.

Notes to the Accounts

for the year ended 31 March 2021

14 Funds analysis

	Unrestricted funds * £	Revaluation/ Capital reserve£	Restricted funds £	2021 Total £
Brought forward at 01.04.2020	37,093,115	15,138,673	72,084	52,303,872
Net income/(Expenditure)	1,419,533	-	(4,256)	1,415,277
Revaluation gain/(loss) on Property	-	-	-	-
Actuarial gain on pension liability	632,704	-	-	632,704
Carried forward at 31.03.2021	**39,145,352**	**15,138,673**	**67,828**	**54,351,853**

	*Unrestricted funds * £*	*Revaluation/ Capital reserve £*	*Restricted funds £*	*2020 Total £*
Brought forward at 01.04.2019	*32,452,971*	*15,735,867*	*55,800*	*48,244,638*
Net income/(Expenditure)	*3,838,144*	*(597,194)*	*16,284*	*3,257,234*
Revaluation gain/(loss) on Property	-	-	-	-
Other adjustments to pension liability				-
Actuarial gain on pension liability	*802,000*	-	-	*802,000*
Movement between reserves				-
Carried forward at 31.03.2020	***37,093,115***	***15,138,673***	***72,084***	***52,303,872***

The revaluation reserve is the revaluation surplus on the freehold Property. The freehold properties were revalued by Savills, surveyors and valuers, on an existing use basis in March 2019. Previous valuations were carried out in June 2014, March 2010, March 2005, March 2000 and June 1997.

Avante's policy is to revalue freehold Property every 5 years and the next valuation will therefore be carried out as at 31 March 2024.

The movement on restricted funds represents the net transactions for the year through amenity fund cash and bank accounts for 10 homes and grants received from Local Authorities in the year in respect of COVID-19. The amenity funds, which are generated from fundraising activities for and by the individual homes, are treated as restricted funds for use by the individual homes concerned. Similarly, grants received in respect of COVID-19 were used by the individual services for the specific designated purposes under the terms of the grant.

* Unrestricted funds are shown above after deduction of the FRS 102 pension deficits.

15 Trustee and employee information

15.1 Trustee information

No remuneration was paid to the Trustees during the year (2020: £nil). Travel and training expenses of £672 in total were paid to 7 trustees during the year (2020: £3,408, 7 trustees).

Payments totalling £6,600 were made in the year in respect of trustee recruitment. (2020: £nil)

A payment of £7,349 was made in the year in respect of management liability insurance covering trustees and management (2020: £6,342).

15.2 Employee information

Employee costs during the year were:	2021 £	2020 £
Salaries and wages	20,344,527	18,300,662
Agency costs	1,303,309	897,009
Staff recruitment and training	180,787	273,402
Employer's social security costs	1,362,348	1,131,809
Employer's pension costs	589,590	913,894
	23,780,561	**21,516,776**

Analysed as:		
Charitable activities	21,527,892	19,446,209
Support costs	1,789,872	1,652,683
Governance costs	462,797	417,884
	23,780,561	**21,516,776**

Included in employee costs above are redundancy payments of:	-	62,202

Senior management

The number of employees whose emoluments for the year fell within each of £10,000 from £60,000 upwards was as follows:

	Number of employees	
Emoluments:	2021	2020
£60,000 to £70,000	2	2
£70,000 to £80,000	3	2
£80,000 to £90,000	1	1
£90,000 to £100,000	1	-
£100,000 to £110,000	-	-
£110,000 to £120,000	1	2
£120,000 to £130,000	1	-

Retirement benefits are accruing for 5 of the above staff under defined benefit schemes.

Number of employees

The average number of persons employed during the year was:

	2021	2020
Care & Support	1,095	1,036
Home Care & Support	228	236
Corporate	54	53
	1,377	1,325

The average number of full time equivalent persons employed during the year was:

	2021	2020
Care & Support	715	768
Home Care & Support	135	147
Corporate	47	43
	897	958

Remuneration of key management personnel

The key management personnel of the Charity comprise the Managing Director, Finance Director, HR Director, Quality Standards & Compliance Director, Director of Care Operations and (part year) Property & Development Director. The total employee benefits of the key management personnel of the Charity (including National Insurance) were £714,967 (2020: £613,395) of which £62,958 related to employer's pension costs (2020: £71,844).

16 Pension commitments and FRS 102 disclosures

Avante Care & Support participates in the pension schemes which are named below in the contributions table. The costs are charged to the Statement of Financial Activities as and when they are paid on a monthly basis. The pension cost charge for the period is detailed below. FRS 102 is fully effective and the following disclosures are required:

Pension liability

The liabilities of the four defined benefit pension schemes are shown on the balance sheet under long-term liabilities. The liabilities for Avante's share of the scheme deficit with the three local authorities pension schemes and the net present value of future deficit contributions on the SHPS scheme are as follows:

	2020	Other Movements	Actuarial (gain)/loss	2021
	£	£	£	£
Kent County Council	2,387,000	48,000	(697,000)	1,738,000
London Borough of Bexley*	-	(153,000)	(578,000)	(731,000)
Royal Borough of Greenwich	660,923	36,319	(95,703)	601,539
Social Housing Pension Scheme	582,000	(128,000)	738,000	1,192,000
	3,629,923	(196,681)	(632,703)	**2,800,539**

* Other movements includes the surplus of £194,000 from year ending March 2020 which was not disclosed in the table above.

	Rate of Contribution		2021 cost	E'ees in scheme at 31.03.21
	Employer's	Employee's	£	£
SHPS CARE/60th (commenced 01.07.2020)	13.0%	9.1%	177,896	6
SHPS CARE/80th	9.8%	6.9%	200,626	12
SHPS FRP auto-enrolment	3.0%	5.0%	258,720	1,161
SHPS defined contribution scheme	Up to 5%	Variable	7,517	10
KCC pensions (LGPS)	46.5%	5.8%, 6.5%, 6.8%	63,010	5
RBG pensions (LGPS)	16.5%	6.8%	17,261	3
LBB pensions (LGPS)	19.8%	5.5%, 5.8% & 6.5%	-	10
			725,030	**1,207**
Analysis of scheme costs by scheme type				
- Defined Contribution			266,237	
- Defined Benefit			458,793	
			725,030	

16.1 Defined contribution schemes

Avante Care & Support participates in 2 defined contribution schemes provided by The Pensions Trust, one of which is an FRP scheme which is used for auto enrolment.

16.2 Defined benefit schemes

Avante Care & Support participates in four defined benefit pension schemes, all of which are detailed below:

Local Government Pension Schemes

The following 3 defined benefit schemes are Local Government Pension Schemes which are multi-employer schemes. The schemes are closed to new entrants which means that, under the projected unit method, the current service cost will increase as the members of the schemes approach retirement.

KENT COUNTY COUNCIL

The KCC LGPS is a funded defined benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2021 was £74,000 (2020: £65,000), of which employer's contributions totalled £65,000 (2020: £57,000) and employees' contributions totalled £9,000 (2020: £8,000). The agreed contribution rates for future years are 46.5% for employers and 5.8%, 6.5%, 6.8% for employees.

The last formal valuation of the scheme was performed at 31 March 2019 by a professionally qualified actuary. The valuation revealed a surplus of £450k giving a funding level of 105.4% (compared to 93.2% as at 31 March 2016).

To assess the value of the Employer's liabilities at 31 March 2021, the value of the Employer's liabilities calculated for the funding valuation at 31 March 2019 has been rolled forward, using financial assumptions that comply with FRS102.
Avante's estimated net liability is £1,738,000 as per the FRS102 valuation as at 31st March 2021 (2020: £2,387,000).
The major assumptions used were:

Financial assumptions	31.03.2021 % pa	31.03.2020 % pa	31.03.2019 % pa
Pension increase rate	2.85	2.00	2.45
Salary increases	3.85	3.00	3.95
Discount rate	1.90	2.35	2.35

Mortality

Life expectancy is based on the S3PA tables with a multiplier of 110% for males and 115% for females. These base tables are then projected using the CMI 2020 Model, allowing for a long-term rate of improvement of 1.25% pa, smoothing parameter of 7.5, an initial addition parameter of 0.5% pa and a 2020 weighting of 25%. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	31.03.2021 AFTER CMI 2020 update	31.03.2021 BEFORE CMI 2020 update	*31.03.2020*
Retiring today			
Males	21.6	21.9	21.8
Females	23.6	23.8	23.7
Retiring in 20 years			
Males	22.9	23.3	23.2
Females	25.1	25.3	25.2

Balance sheet disclosures

Fair value of employer assets	31.03.2021 £'000s	*31.03.2020 £'000s*
Equities	6,205	*4,765*
Gilts	57	*60*
Bonds	1,203	*1,009*
Property	997	*1,054*
Cash	478	*203*
Target return portfolio	695	*654*
	9,635	*7,745*

Balance sheet	£'000s	*£'000s*
Fair value of employer assets	9,635	7,745
Present value of funded liabilities	(11,373)	(10,132)
	(1,738)	*(2,387)*

Notes to the Accounts

for the year ended 31 March 2021

Revenue account costs

	Year to:	31.03.2021	*31.03.2020*
Revenue account recognition		**£'000s**	***£'000s***
Current service cost		52	*63*
Net interest on the defined liability (asset)		55	*52*
Administration expenses		6	*5*
		113	*120*

	Year to:	31.03.2021	*31.03.2020*
Reconciliation of defined benefit obligation		**£'000s**	***£'000s***
Opening defined benefit obligation		10,132	*11,158*
Current service cost		52	*49*
Interest cost		233	*256*
Contributions by members		9	*8*
Experience loss/(gain) on defined benefit obligation		(166)	*(42)*
Past service costs, including curtailments		-	*14*
Changes in financial assumptions		1,680	*(641)*
Change in demographic assumption		(118)	*(156)*
Estimated benefits paid		(449)	*(514)*
Closing defined benefit obligation		11,373	*10,132*

	Year to:	31.03.2021	*31.03.2020*
Reconciliation of opening & closing balances of the fair value of Fund assets		**£'000s**	***£'000s***
Opening fair value of Fund assets		7,745	*8,901*
Interest on assets		178	*204*
Return on assets less interest		2,093	*(849)*
Other actuarial gains/(losses)		-	*(57)*
Contributions by Scheme participants and other employers		9	*8*
Contributions by employer including unfunded		65	*57*
Estimated benefits paid plus unfunded net of transfers in		(449)	*(514)*
Administration expenses		(6)	*(5)*
Closing fair value of Fund assets		9,635	*7,745*

	31.03.2021	31.03.2020	31.03.2019	31.03.2018	31.03.2017
Amounts for current & previous periods	**£'000s**	**£'000s**	**£'000s**	**£'000s**	**£'000s**
Defined benefit obligation	(11,373)	(10,132)	(11,158)	(11,497)	(11,976)
Scheme assets	9,635	7,745	8,901	8,639	8,708
Surplus/(deficit)	(1,738)	(2,387)	(2,257)	(2,858)	(3,268)

	Year to:	31.03.2022
Projected expense		£'000s
Service cost		67
Net interest on the defined liability (asset)		32
Administration expenses		8
		107
Employer contributions		65

Sensitivity analysis

The following tables set out the impact of a small change in the rates on the defined benefit obligation and projected service cost:

	Year to:	31.03.2021	
		£'000s	
Adjustment to discount rate	+0.1%	0.0%	(0.1%)
Present value total obligation	11,220	11,373	11,528
Projected service cost	65	67	68
Adjustment to long term salary increase	+0.1%	0.0%	(0.1%)
Present value total obligation	11,377	11,373	11,369
Projected service cost	67	67	67
Adjustment to pension increases and deferred revaluation	+0.1%	0.0%	(0.1%)
Present value total obligation	11,523	11,373	11,225
Projected service cost	68	67	66
Adjustment to life expectancy assumptions	+1 Year	None	-1 Year
Present value total obligation	11,994	11,373	10,785
Projected service cost	70	67	64

	31.03.2021	*31.03.2020*
Remeasurement of the net assets / (defined liability)	£'000s	*£'000s*
Return on Fund assets in excess of interest	2,093	*(849)*
Other actuarial gains/(losses) on assets	-	*(57)*
Change in financial assumptions	(1,680)	*641*
Experience gain/(loss) on defined benefit obligation	166	*42*
Change in demographic assumptions	118	*156*
Remeasurement of the net assets / (defined liability)	**697**	*(67)*

LONDON BOROUGH OF BEXLEY

The LBB LGPS is a funded defined benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2021 was £8,000 (2020: £41,000), of which employer's contributions totalled £0,000 (2020: £32,000) and employees' contributions totalled £8,000 (2020: £9,000). The agreed contribution rates for future years are 19.8% for employers and 5.5%, 5.8% & 6.5% for employees.

The last formal valuation of the scheme was performed at 31 March 2019 by a professionally qualified actuary. The valuation revealed a surplus of £11 million, giving a funding level of 101% (compared to 94% as at 31 March 2016).

An actuarial valuation of Avante Care & Support's share in the scheme was carried out by a qualified independent actuary as at 31 March 2021 using the "projected unit credit" method to calculate the service cost. To assess the value of the employer's liabilities the actuaries have rolled forward the value of the liabilities reported as at the latest formal valuation allowing for the different financial assumptions required under FRS 102. The major assumptions used by the actuary were:

	31.03.2021	31.03.2020	31.03.2019
Financial assumptions	% pa	% pa	% pa
CPI inflation rate	2.7	2.1	2.3
Pension increase rate	2.8	2.2	2.4
Salary increases	4.2	3.6	3.8
Discount rate	2.1	2.4	2.4

Mortality

Life expectancy is based on the S3PA CMI 2018 (1.75%) tables (107% males, 91% females) for non-retired members. For retired members life expectancy is based on the same tables (102% males, 90% females). Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	Males	Females
Current pensioners	22.5	25.2
Future pensioners	24.1	27.2

Balance sheet disclosures

	31.03.2021	*31.03.2020*
Fair value of employer assets	**£'000s**	***£'000s***
Equities	5,693	*5,967*
Government bonds	2,000	*1,301*
Other bonds	2,126	*1,426*
Property	1,511	*1,376*
Cash/liquidity	1,301	*38*
Other	1,357	*2,402*
	13,988	*12,510*

Notes to the Accounts

for the year ended 31 March 2021

Balance sheet	**£'000s**	***£'000s***
Fair value of employer assets	13,988	*12,510*
Present value of funded liabilities	(13,257)	*(12,316)*
	731	*194*

Revenue account costs

	Year to:	**31.03.2021**	***31.03.2020***
Revenue account recognition		**£'000s**	***£'000s***
Current service cost		43	*47*
Net interest cost		(3)	*(1)*
Administration expenses		1	*1*
Past service cost (gain)		-	*51*
		41	*98*

	Year to:	**31.03.2021**	***31.03.2020***
Statement of other comprehensive income		**£'000s**	***£'000s***
Remeasurements (liabilities and assets)		(578)	*(174)*
Total remeasurements included in SOCI		(578)	*(174)*

	Year to:	**31.03.2021**	***31.03.2020***
Reconciliation of defined benefit obligation		**£'000s**	***£'000s***
Opening defined benefit obligation		12,316	*13,241*
Current service cost		43	*47*
Interest cost		291	*312*
Contributions by members		8	*9*
Past service cost/(gain)		-	*51*
Experience (gain)/loss		(278)	*69*
Actuarial losses/(gains)		1,402	*(835)*
Estimated benefits paid		(525)	*(578)*
Closing defined benefit obligation		**13,257**	***12,316***

	Year to:	**31.03.2021**	***31.03.2020***
Reconciliation of fair value of employer assets		**£'000s**	***£'000s***
Opening fair value of employer assets		12,510	*13,327*
Expected return on assets		294	*313*
Contributions by members		8	*9*
Contributions by employer		-	*32*
Actuarial gain/(loss)		1,702	*(592)*
Benefits paid		(525)	*(578)*
Administration expenses		(1)	*(1)*
Closing fair value of employer assets		**13,988**	***12,510***

Amounts for current & previous periods	31.03.2021 £'000s	31.03.2020 £'000s	31.03.2019 £'000s	31.03.2018 £'000s	31.03.2017 £'000s
Defined benefit obligation	(13,257)	(12,316)	(13,241)	(12,688)	(13,121)
Scheme assets	13,988	12,510	13,327	12,572	12,698
Surplus/(deficit)	731	194	86	(116)	(423)
Experience adj on scheme assets	1,702	(592)	909	(27)	1,793
Experience adj on scheme liabilities	1,402	(835)	686	377	(1,226)

Projected expense	Year to: 31.03.2022 £'000s
Service cost	52
Interest cost	(15)
Administration expenses	1
	38

Sensitivity analysis

The following table sets out the impact of a small change in the rates on the defined benefit obligation and projected service cost:

Year to: 31.03.2021 £'000s	Central	Discount rates	Inflation	Pay Growth	Increase in life expectancy
Adjustment to rate		+0.1%	+0.1%	+0.1%	1 Year
Present value total obligation	13,257	13,097	13,419	13,266	13,675
Projected service cost	52	51	54	52	54

ROYAL BOROUGH OF GREENWICH

The RBG LGPS is a funded defined benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2021 was £23,000 (2020: £12,000), of which employer's contributions totalled £17,000 (2020: £8,000) and employees' contributions totalled £6,000 (2020: £4,000). The agreed contribution rates for future years are 16.5% for employers and 6.8% for employees.

The last formal valuation of the Scheme was performed at 31 March 2019 by a qualified actuary. The valuation revealed a deficit of £45 million, giving a funding level of 97% (compared to 91% as at 31 March 2016).

An actuarial valuation of Avante Care & Support's share in the scheme involved projecting future cash flows to be paid from the Fund and placing a value on them. To assess the value of the employer's liabilities the actuaries have rolled forward the value of the liabilities reported as at the latest formal valuation allowing for the different financial assumptions required under FRS 102. The major assumptions used by the actuary were:

Financial assumptions	31.03.2021 % pa	31.03.2020 % pa	31.03.2019 % pa
Pension increase rate	2.85	1.95	2.50
Salary increases	3.85	2.95	4.00
Discount rate	1.90	2.30	2.30

Mortality

Life expectancy is based on the S3PA tables with a multiplier of 90% for males and 95% for females. These base tables are then projected using the CMI 2020 Model, allowing for a long-term rate of improvement of 1.25% pa, smoothing parameter of 7.5, an initial addition parameter of 0.0% pa and a 2020 weighting of 25%. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	31.03.2021 AFTER CMI 2020 update	31.03.2021 BEFORE CMI 2020 update	*31.03.2020*
Retiring today			
Males	20.5	20.9	20.8
Females	23.3	23.6	23.5
Retiring in 20 years			
Males	21.9	22.4	22.3
Females	24.9	25.2	25.1

Balance sheet disclosures

Estimated asset allocation for Avante Care & Support	31.03.2021 £'000s	*31.03.2020 £'000s*
UK Equities	137.4	*114.7*
Other bonds	248.3	*238.0*
Property	131.5	*140.7*
Cash	18.5	*20.1*
Unitised insurance policies	579.7	*466.2*
UK & overseas unit trusts	369.1	*273.8*
	1,484.4	*1,253.5*

Balance sheet	£'000s	*£'000s*
Fair value of employer assets	1,484.4	*1,253.5*
Present value of funded liabilities	(2,086.0)	*(1,914.4)*
	(601.5)	*(660.9)*

Notes to the Accounts

for the year ended 31 March 2021

Revenue account costs

	Year to:	31.03.2021	*31.03.2020*
Revenue account recognition		**£'000s**	***£'000s***
Service cost		37.4	*33.7*
Net interest on the defined liability (asset)		15.0	*10.8*
Administration expenses		1.2	*1.6*
		53.6	*46.1*

	Year to:	31.03.2021	*31.03.2020*
Reconciliation of opening and closing balances of present value of the defined benefit obligation		**£'000s**	***£'000s***
Opening defined benefit obligation		1,914.4	*2,289.2*
Current service cost		37.4	*25.3*
Interest cost		43.1	*50.0*
Change in financial assumptions		233.1	*(111.3)*
Change in demographic assumptions		(30.8)	*(141.8)*
Experience loss/(gain) on defined benefit obligation		(30.8)	*30.1*
Estimated benefits paid net of transfers in		(86.0)	*(239.5)*
Past service costs, including curtailments		-	*8.4*
Contributions by scheme participants and other employers		5.6	*4.0*
Closing defined benefit obligation		**2,086.0**	***1,914.4***

	Year to:	31.03.2021	*31.03.2020*
Reconciliation of opening and closing balances of present value of the fair value of Fund assets		**£'000s**	***£'000s***
Opening fair value of Fund assets		1,253.5	*1,814.2*
Interest on assets		28.1	*39.1*
Return on assets less interest		267.2	*(150.8)*
Other actuarial gains/(losses)		-	*(220.3)*
Administration expenses		(1.2)	*(1.6)*
Contributions by employer including unfunded		17.3	*8.2*
Contributions by Scheme participants and other employers		5.6	*4.0*
Estimated benefits paid plus unfunded net of transfers in		(86.0)	*(239.4)*
Closing fair value of Fund assets		**1,484.4**	***1,253.5***

	31.03.2021	31.03.2020	31.03.2019	31.03.2018	31.03.2017
Amounts for current & previous periods	**£'000s**	**£'000s**	**£'000s**	**£'000s**	**£'000s**
Defined benefit obligation	(2,086)	(1,914)	(2,291)	(2,176)	(2,241)
Scheme assets	1,484	1,253	1,817	1,734	1,763
Surplus/(deficit)	(602)	(661)	(474)	(442)	(477)

	Year to:	31.03.2022
Projected expense		**£'000s**
Service cost		44.7
Net interest on the defined liability (asset)		11.3
Administration expenses		1.4
		57.3
Employer contributions		17.3

Sensitivity analysis

The following tables set out the impact of a small change in the rates on the defined benefit obligation and projected service cost:

	Year to:	31.03.2021	
		£'000s	
Adjustment to discount rate	+0.1%	0.0%	(0.1%)
Present value total obligation	2,060	2,086	2,112
Projected service cost	44	45	45
Adjustment to long term salary increase	+0.1%	0.0%	(0.1%)
Present value total obligation	2,086	2,086	2,086
Projected service cost	45	45	45
Adjustment to pension increases and deferred revaluation	+0.1%	0.0%	(0.1%)
Present value total obligation	2,112	2,086	2,061
Projected service cost	45	45	44
Adjustment to life expectancy assumptions	+1 Year	None	-1 Year
Present value total obligation	2,236	2,086	1,946
Projected service cost	47	45	42

	31.03.2021	*31.03.2020*
Remeasurement of the net assets / (defined liability)	**£'000s**	***£'000s***
Return on Fund assets in excess of interest	267.2	*(150.8)*
Other actuarial gains/(losses) on assets	-	*(220.2)*
Change in financial assumptions	(233.1)	*111.3*
Change in demographic assumptions	30.8	*141.8*
Experience gain/(loss) on defined benefit obligation	30.8	*(30.1)*
Remeasurement of the net assets / (defined liability)	**95.7**	*(148.0)*

THE PENSIONS TRUST - SOCIAL HOUSING PENSION SCHEME

The company participates in the scheme, a multi-employer scheme which provides benefits to some 500 non-associated employers. The scheme is a defined benefit scheme in the UK.

The scheme is subject to the funding legislation outlined in the Pension Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupation pension schemes in the UK.

The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2017. This valuation revealed a deficit of £1,522m. A Recovery Plan has been put in place with the aim of removing this deficit by 30 September 2026. We understand the next valuation as at 30 September 2020 has been carried out but the results have not been published by the scheme administrators at the date of this report. However, we are advised that estimated debt on withdrawal from the scheme as at 30 September 2020 is £5,118,337.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

As at 31 March 2021 total scheme liabilities were £7,613,000, scheme assets were £6,421,000 giving a deficit of £(1,192,000), 2020: (£582,000)

The total contribution made for the year ended 31 March 2021 was £381,000 (2020: £352,000), of which employer's contributions totalled £378,000 (2020: £321,000) and employees contributions totalled £3,000 (2020: £31,000). The agreed contribution rates for future years are 9.8% - 13.0% for employers and 6.9% - 9.1% for employees.

	Year to:	31.03.2021	*31.03.2020*
Fair value of plan assets, present values of DB obligation, and DB asset (liability)		**£'000s**	***£'000s***
Fair value of plan assets		6,421	5,913
Present value of defined benefit obligation		7,613	6,495
Surplus (deficit) in plan		(1,192)	(582)
Defined benefit asset (liability) to be recognised		(1,192)	(582)

	Year to:	31.03.2021
Reconciliation of opening and closing balances of the defined benefit obligation		**£'000s**
Defined benefit obligation at start of period		6,495
Current service cost		231
Expenses		6
Interest expense		153
Contributions by plan participants		3
Actuarial losses (gains) due to scheme experience		(142)
Actuarial losses (gains) due to changes in demographic assumptions		27
Actuarial losses (gains) due to changes in financial assumptions		1,343
Benefits paid and expenses		(503)
Defined benefit obligation at end of period		**7,613**

	Year to:	31.03.2021
Reconciliation of opening and closing balances of the fair value of plan assets		**£'000s**
Fair value of plan assets at start of period		5,913
Interest income		140
Experience on plan assets (excluding amounts included in interest income) - gain (loss)		490
Contributions by the employer		378
Contributions by plan participants		3
Benefits paid and expenses		(503)
Fair value of plan assets at end of period		**6,421**

The actual return on the plan assets (including any changes in share of assets) over the period ended 31 March 2021 was £630,000.

	Year to:	31.03.2021
Defined benefit costs recognised in Statement of Comprehensive Income (SOCI)		**£'000s**
Current service cost		231
Expenses		6
Net interest expense		13
Defined benefit costs recognised in Statement of Comprehensive Income (SoCI)		**250**

	Year to:	31.03.2021
Defined benefit costs recognised in Other Comprehensive Income (OCI)		**£'000s**
Experience on plan assets (excluding amounts included in net interest cost) - gain (loss)		490
Experience gains and losses arising on the plan liabilities - gain (loss)		142
Effects of changes in the demographic assumptions underlying the present value of the DB obligation - gain (loss)		(27)
Effects of changes in the financial assumptions underlying the present value of the DB obligation - gain (loss)		(1,343)
Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - gain (loss)		(738)
Total amount recognised in Other Comprehensive Income - gain (loss)		(738)

Notes to the Accounts

for the year ended 31 March 2021

	Year to:	31.03.2021	*31.03.2020*
Assets		**£'000s**	***£'000s***
Global Equity		1,024	*865*
Absolute Return		355	*308*
Distressed Opportunities		185	*114*
Credit Relative Value		202	*162*
Alternative Risk Premia		242	*414*
Fund of Hedge Funds		1	*3*
Emerging Markets Debt		259	*179*
Risk Sharing		234	*200*
Insurance-Linked Securities		154	*182*
Property		133	*130*
Infrastructure		428	*440*
Private Debt		153	*119*
Opportunistic Illiquid Credit		163	*143*
High Yield		192	-
Opportunistic Credit		176	-
Corporate Bond Fund		379	*337*
Liquid Credit		77	*2*
Long Lease Property		126	*102*
Secured Income		267	*224*
Liability Driven Investment		1,632	*1,964*
Net Current Assets		39	*25*
Total assets		**6,421**	***5,913***

None of the fair values of the assets shown above include any direct investments in the employer's own financial instruments or any Property occupied by, or other assets used by, the employer.

	Year to:	31.03.2021	*31.03.2020*
Key Assumptions		% pa	% pa
Discount Rate		2.12	2.40
Inflation (RPI)		3.31	2.67
Inflation (CPI)		2.84	1.67
Salary Growth		3.84	2.67
Allowance for commutation of pension for cash at retirement		75% of max allowance	75% of max allowance

	Year to:	31.03.2021
Mortality assumptions adopted at 31.03.21 imply the following life expectancies at age 65		Expectancy
Male retiring in 2021		21.6
Female retiring in 2021		23.5
Male retiring in 2041		22.9
Female retiring in 2041		25.1

17 Related parties

There have been no related party transactions that require disclosure other than transactions with the wholly owned subsidiary company, Avante Care Services Ltd (a limited company that carries out trading activities on behalf of the charity registered in England & Wales no. 09402720).
Transactions as below:

	Avante Care Services Ltd	
	2021	*2020*
	£	£
Balance at 01.04.2020	1,636,122	*2,211,600*
Recharges to Subsidiary	16,756,084	*13,830,952*
Management charge to Subsidiary	167,561	*138,310*
Repayments from Subsidiary	(17,315,125)	*(14,834,191)*
Gift Aid due to parent	350,669	*289,451*
Balance at 31.03.2021	1,595,311	*1,636,122*

	Avante Care Services Ltd	
Summary of Balance Sheet	2021	*2020*
	£	£
Current assets	1,595,312	1,636,123
Current liabilities	(1,595,311)	(1,636,122)
Net current assets/(liabilities)	1	1
Capital and reserves	1	1

Summary of Income and Retained Earnings	Avante Care Services Ltd 2021 £	2020 £
Turnover	17,274,314	*14,258,713*
Cost of sales	(16,756,084)	*(13,830,952)*
Management fee	(167,561)	*(138,310)*
Gift Aid donation	(350,669)	*(289,451)*
Retained earnings at end of period	-	-

18 Acting as an agent

Avante Care & Support act as an agent for the London Borough of Bexley by collecting fee income from clients and then passing these over to the London Borough of Bexley.

Year to:	31.03.2021	*31.03.2020*
Balance held as an agent at 31.03.2020	540,402	*519,279*
Amount invoiced as an agent during the year	609,045	*834,689*
Amount passed over to the London Borough of Bexley during the year	(592,502)	*(813,566)*
Balance held as an agent at 31.03.2021	**556,945**	***540,402***
Split of balance held:		
Debtors outstanding at year-end	321,835	*329,322*
Funds awaiting transfer to London Borough of Bexley	235,110	*211,080*
Balance at 31.03.2021	**556,945**	***540,402***