

Details

Other names	CONNEXIONS PARTNERSHIP KENT AND MEDWAY LIMITED, CXK LIMITED
Status	Registered
Legal form	Charitable company
Company number	04399340
Registered	2007-09-04
Register	View on the Charity Commission register

Contact

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Activities

Objects: 3. OBJECTS 3.1 THE OBJECT FOR WHICH THE CHARITY IS ESTABLISHED ("THE OBJECT") IS TO ADVANCE IN LIFE YOUNG PEOPLE WHO ARE SITUATED ANYWHERE WITHIN ENGLAND BY DEVELOPING THEIR SKILLS, EDUCATION, CAPACITIES AND CAPABILITIES TO ENABLE THEM TO PARTICIPATE IN SOCIETY AS INDEPENDENT, MATURE AND RESPONSIBLE INDIVIDUALS, THROUGH THE PROVISION OF A SERVICE WHICH:3.1.1 RAISES THE ASPIRATIONS, PARTICIPATION AND ACHIEVEMENT OF ALL YOUNG PEOPLE; 3.1.2 PROVIDES IMPARTIAL INFORMATION, ADVICE GUIDANCE AND OPPORTUNITIES FOR THE PERSONAL DEVELOPMENT OF YOUNG PEOPLE;3.1.3 REFERS AND INTRODUCES YOUNG PEOPLE TO LEARNING AND EMPLOYMENT OPPORTUNITIES;3.1.4 PROVIDES AND SUPPORTS THE PROVISION OF LEARNING PROGRAMMES SUPPORTING THE PERSONAL AND EDUCATIONAL DEVELOPMENT OF YOUNG PEOPLE AND PREPARES THEM FOR LIFE CHOICES AND CIRCUMSTANCES; AND 3.1.5 PROVIDES ALL YOUNG PEOPLE OUTSIDE LEARNING, OR OTHERWISE AT RISK OF UNDERACHIEVING, WITH THE SUPPORT THEY NEED TO FULFIL THEIR POTENTIAL.

Activities: Advice and support service to advance in life those who are in need by reason of age, ill-health, disability, financial hardship or other hardship, in particular but not limited to young people, by developing their skills, education, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, Economic/community Development/employment
- **Who:** Children/young People, People With Disabilities, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** ANYWHERE WITHIN ENGLAND.
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£7,506,218	£7,410,289	£6,427,614	143
2024-03-31	£6,988,802	£7,346,668	£6,152,330	134
2023-03-31	£8,589,434	£8,191,482	£6,357,032	101
2022-03-31	£7,017,856	£6,579,698	£6,100,857	114
2021-03-31	£7,641,231	£7,152,235	£5,660,415	121

Trustees

Name	Role	Appointed
Charlotte Marie Walshe	Chair	2017-03-01
Alexander Graeme Dykes		2018-05-16
Anthony Hackney		2024-11-28
Dominic John Hilleard		2018-05-16
Graham Owen Briscoe		2023-03-23
Joanna Pamela Boraston		2021-03-11
KELLY AMBER FREEMAN		2017-03-01
Pamela Elizabeth Watts		2023-03-23
Paul Madden		2025-03-20
Pauline Smith		2017-02-01
Peter John O'Brien		2022-03-24
Robert Rose		2020-03-12
William Vernon		2018-05-16

CXK

England & Wales - Charity number 1120755

Accounts

Registered number: 04399340
Charity number: 1120755

CXK
(A company limited by guarantee)

Trustees' report and financial statements

For the year ended 31 March 2025

CXK

(A company limited by guarantee)

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CXK**(A company limited by guarantee)****Reference and administrative details of the Charity, its Trustees and advisers
For the year ended 31 March 2025**

Trustees	Charlotte Walshe, Chair (from 20th March 2025) Kelly Freeman, (Acting Chair from 10th July 2024 - 20th March 2025) Sonette Schwartz, Chair (resigned 10th July 2024) Pauline Smith, Chief Executive Jo Boraston Graham Briscoe Graeme Dykes Anthony Hackney (appointed 28 November 2024) Dominic Hilleard Paul Madden (appointed 20 March 2025) Peter O'Brien Robert Rose William Vernon Pamela Watts
Company registered number	04399340
Charity registered number	1120755
Registered office	The Old Court Tufton Street Ashford Kent TN23 1QN
Company secretary	Anthony Crocker
Chief executive officer	Pauline Smith

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Reference and administrative details of the Charity, its Trustees and advisers (continued)
For the year ended 31 March 2025

Independent auditors	Kreston Reeves LLP Chartered Accountants 37 St Margaret's Street Canterbury Kent CT1 2TU
Solicitors	Blandy and Blandy LLP Friar House Reading RG1 1DA Girlings LLP Stourside Place 35-41 Station Road Ashford TN23 1PP
Bankers	Barclays Bank Plc Forbury Road Reading RG1 1AX
Insurance Broker	A J Gallagher The Walbrook Building 25 Walbrook London EC4N 8AW
Investment Advisors	Sarasin & Partners LLP Juxon House 100 St. Paul's Churchyard London EC4M 8BU

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Executive summary

For the year ended 31 March 2025

The past year has seen CXK continue to thrive against a backdrop of significant political and economic uncertainty. With the country navigating central government change, increasing local authority devolution, and continued financial constraints across the public and voluntary sectors, our ability to adapt and align to national priorities has never been more important. CXK's mission to Inspire People to Thrive is fully aligned with the Government's Get Britain Working agenda – a synergy that has strengthened our position as a key delivery partner and trusted voice across the southeast.

Our growing reputation for delivering high-quality, impactful services has been reflected in the increasing engagement we've received from MPs, local authorities, strategic boards, and the media. CXK is being recognised not only for the quality of our provision but also for our role as a key ambassador for the voices of our beneficiaries. We are proud to be a charity that external stakeholders turn to – not only to deliver services, but to help shape thinking, inform policy, and offer solutions.

This year, CXK has once again demonstrated its commitment to localised, place-based delivery. Our work in areas such as Canterbury, Thanet, Dover and Hastings has shown the value of targeted, tailored support rooted in the needs of communities. The youth-led research projects in Hastings and through our Youth Action Group exemplify how we listen to and elevate the voices of young people, ensuring their lived experiences directly shape future provision. This approach has also reinforced our value to partners, as we continue to co-design innovative solutions to tackle entrenched barriers to education, employment and wellbeing.

We have continued to grow and strengthen our communications, case study storytelling, and public relations. Our impact has been widely shared through award wins, social media campaigns, and high-profile features that showcase the real difference our services make. Accreditation outcomes – including Matrix, Merlin and Cyber Essentials – have further underlined the quality and consistency of our work.

Despite the very real challenges of a constrained funding environment, reduced public sector investment, and slower clarity around future commissioning, CXK has remained financially resilient and strategically agile. Our decision to invest charity reserves to fund key roles within our Targeted Support team has enabled us to respond quickly and effectively to emerging local needs – a model of agility and social impact we are proud of.

The Flexible Engagement Team continues to play a vital role in helping us meet funder and beneficiary needs at pace, and our internal governance and financial stewardship remain strong. The Trustee Board has provided clear and consistent oversight, ensuring that CXK is well placed to meet both current and future demands.

As we look ahead, CXK will remain focused on innovation, collaboration, and impact. Our work will continue to prioritise those most marginalised in our communities – young people not in education or employment, adults seeking to re-engage with the labour market, and those requiring tailored support to build confidence, skills and aspirations. In an ever-changing landscape, we remain committed to our mission: to Inspire People to Thrive.

CXK**(A company limited by guarantee)****Trustees' report****For the year ended 31 March 2025**

The Trustees present their annual report together with the audited financial statements of the Charity for the year 1 April 2024 to 31 March 2025. The annual report serves the purposes of both a Trustees' report and a directors' report under company law.

The Trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

STRATEGIC PURPOSE, OBJECTIVES AND ACTIVITIES

CXK's new 5-year strategic plan (2025-2030) builds on the foundations of our previous strategy and reflects the direction, focus, impact, and outcome of CXK's work, providing a substantial reference for all CXK staff, beneficiaries, and stakeholders. It remains the key strategic plan that drives the Charity's focus and forms the basis for annual business plan targets and priorities for individual staff and teams. The annual business plan objectives are aligned from the strategic plan and applied as a template for all staff and team appraisals, ensuring that the whole Charity is focused on working towards, and contributing to, our overarching strategy. The new 2025–2030 strategy was developed from the bottom up, with all staff and a number of stakeholders actively contributing to its design, ensuring that it is truly embedded across the organisation and collectively owned.

The Articles of Association provide an overview of the key purpose, objectives and activities delivered by CXK:-

Advance in life those who are in need by reason of their youth, age, ill-health, disability, financial hardship or other disadvantage, in particular but not limited to young people who are situated anywhere within England by developing their skills, education, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals, through the provision of services and a charity that:

- Raises beneficiaries' aspirations, participation and achievement.
- Provides impartial information, advice, guidance and opportunities for individuals' personal development, education and employability.
- Refers and introduces beneficiaries to learning and employment opportunities.
- Provides and supports the provision of learning programmes supporting personal health and wellbeing, and educational development, and preparing individuals for life choices and circumstances;
- Provides those outside learning, or otherwise at risk of underachieving, with the support they need to maximise their potential.
- Advocates for the needs and aspirations of charity beneficiaries, through lobbying and adopting strong ambassadorial principles and practice.

Mission

Inspiring people to thrive.

Vision

We strive for a fairer society where everyone is empowered to maximise their potential through equal access to transformative education and employment opportunities.

Values

Ethical: we work with professionalism, honesty and integrity.
 Passionate: We reach out enthusiastically to all who need our support.
 Innovative: We inspire, enhance and improve.
 Collaborative: We engage, support and share with others.

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Trustees' report (continued)

For the year ended 31 March 2025

Strategic objectives and priorities

The overarching focus of the Charity's strategy is encapsulated through the following five priority objectives :-

1. **OUR BENEFICIARIES** - Deliver high-quality, tailored services shaped by beneficiary voice, meeting local needs and driving positive, lasting change for individuals and communities - especially the most marginalised.
2. **OUR TEAM** - Build a diverse, skilled, and adaptable workforce through strong recruitment, development, and support - fostering a culture of learning, wellbeing, and recognition to drive quality and impact.
3. **OUR FOUNDATIONS** - Ensure long-term sustainability through strong financial management, governance, and quality assurance - embedding excellence, accountability, and best practice across all areas of the charity.
4. **OUR DEVELOPMENT AND PARTNERSHIPS** - Drive sustainable growth and innovation through strategic business development and strong, collaborative partnerships that expand our reach, amplify beneficiary voice, and enhance our impact.
5. **OUR IMPACT AND INNOVATION** - Harness data, technology, and strategic communications to drive innovation, improve outcomes, demonstrate value, and strengthen engagement with beneficiaries, communities, and stakeholders.

Activities and areas of delivery and engagement

CXK supports young people and adults through the development and delivery of services and provision that fulfil its three core pillars of focus and activity:

- Information, Advice and Guidance
- Targeted Support
- Training and Development

We are committed to maintaining a strong focus on the needs and aspirations of our beneficiaries, shaping a wide range of programmes and initiatives that enable individuals to build confidence, develop skills, and make informed choices about their futures.

By understanding the complex and evolving challenges faced by individuals, particularly those furthest from the labour market or education, we design diverse, inclusive, and responsive approaches that provide meaningful support and positive progression routes.

Our delivery model combines in-person and virtual engagement to maximise accessibility and impact. We continue to evolve our services through insight, evaluation, and innovation, ensuring our provision remains relevant, high quality, and focused on empowering individuals to thrive.

The financial landscape has changed enormously with pressures faced by Central and Local Government departments and wider commissioners. CXK have remained determined in our commitment to deliver high quality services to address the growing needs of beneficiaries within the challenges of funding reductions, and cessation of many alternative funding streams.

The full range of provision CXK delivered throughout the year included:

- The National Careers Service (contract commenced October 2015) delivery of targeted Information Advice and Guidance (IAG) to adults across the south-east. Specific priority groups are supported within this contract including low skilled adults without a level 3 qualification; 18-24 year olds Not in Education, Employment or Training (NEET); Jobcentre Plus (JCP) customers aged 18 plus; adults with learning disabilities and/or disabilities; single parents with one or more dependents at home; adults over 50 facing redundancy or newly redundant. (Department of Education (DFE) funded)

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Trustees' report (continued)

For the year ended 31 March 2025

- Apprenticeship Support and Knowledge service (ASK) – providing a full range of guidance and support to young people, teachers, parents, schools and FE settings on the opportunities of Apprenticeship and Technical education pathways. (DFE/CEC funded)
- Prison IAG - Delivery of IAG services and support to adult prisoners in 10 custodial settings across Kent, Surrey and Sussex. (MOJ funded)
- Work-Ready – An employability programme delivered to prisoners 12 weeks before their release from custody. (MOJ funded)
- Youth Employability Service (YES) – a service for NEET young people across East Sussex. (East Sussex County Council funded)
- Careers Education, Information, Advice and Guidance (CEIAG) services to secondary school pupils throughout Kent, Medway and East Sussex, to help them with their next steps in education or employment. (Individual school funded and CXK reserves funded)
- Flexible engagement team - Making It Count - Numeracy programme for adults aged 19+, helping individuals build essential maths and budgeting skills through practical, confidence-building sessions. (UKSPF-funded)
- Flexible engagement team – Canterbury Pathways - Tailored support programme for adults in the Canterbury district who are out of work, providing careers guidance, skills development and mentoring to support progression. (UKSPF-funded)
- Flexible engagement team – Margate Pathways - Targeted employability and wellbeing programme for young adults in Thanet, helping individuals build confidence, skills and readiness for employment. (UKSPF-funded)
- Flexible engagement team – Future Proof - Personal development and employability programme for NEET young people aged 16–24 in Dover, supporting progression into education, employment or training. (CXK reserves funded)
- Flexible engagement team - Work Ready (Community), Margate - Employability and mentoring programme for young Universal Credit claimants aged 18–30, supporting confidence, skills, and progression into work, volunteering or training. (DWP-funded – match-funded by CXK reserves)
- Emotional Health and Wellbeing – Intensive support for young people in schools, aiding mental health, confidence and wellbeing. (Individual school funded and CXK reserves funded)

CXK**(A company limited by guarantee)****Trustees' report (continued)****For the year ended 31 March 2025****ACHIEVEMENTS AND PERFORMANCE**

Analysis and review of all achievements and performance is managed through a wide range of robust processes and procedures. The Trustees, executive team, and senior managers analyse and examine a wide range of measures to assess the Charity's success in achieving its charitable objectives.

All service delivery aims and goals derive from these measures, alongside focused key performance indicators (KPI's) established by funders and stakeholders. A comprehensive dashboard (operational scorecard) of performance, achievement and quality is our key tool used to evaluate success, impact and address aspects of challenge or concern across all areas of provision. Specific measures include:

- The number of people engaged and the quality of their experience and employment, learning or training outcomes for adults involved in the National Careers Service. Customer satisfaction, Customer Management and Job or Learning outcomes are key contract deliverables.
- Level of reduction in the number of 16–18-year-olds who are Not in Education, Employment or Training (NEET). In addition, level of positive engagement, outcome and progression with those supported.
- Outcomes of the preventative work with pre-16-year-olds and work with vulnerable young people, including Learners with Learning Difficulties or Disabilities (LLDD), Looked after Children (LAC) Special Educational Needs and Disability (SEND) and young offenders.
- Rigorous performance indicators within each specific contract specification.
- Evidence, research, and evaluation gained from the delivery of services and provision.
- Total income obtained from funding sources and financial management over analysis.
- Employee engagement and satisfaction through staff surveys, team analysis.
- Customer/beneficiary/stakeholder satisfaction.
- Ofsted inspection outcomes.
- Maintenance of external accreditations (for example, Cyber Essentials Plus, Merlin Standard and the Matrix Standard).

Specific achievements

The last year has been extremely successful for CXK despite the uncertainties and turbulence of the voluntary sector including decreasing funding, cost of living pressures and beneficiaries' needs increasing. CXK has been determined in the necessity to refocus and re-energise programmes and services – reaching out and re-engaging many individuals most marginalised from mainstream services.

We have strengthened our footprint, particularly in Kent, Medway, and East Sussex, building on previous successes. Comprehensive evaluation and analysis of the impact of our work has been imperative in ensuring we design the most effective methods of engagement and delivery to ensure positive outcomes and progression pathways are in place for our beneficiaries.

CXK**(A company limited by guarantee)****Trustees' report (continued)****For the year ended 31 March 2025**

We successfully delivered the MOJ-funded IAG provision across 10 prisons in Kent, Surrey, and Sussex, supporting prisoners to develop employability skills and prepare for life beyond custody. Our delivery was consistently recognised for its quality and impact, and we are proud of the legacy and outcomes achieved through this programme.

The delivery of ASK has been a tremendous success with all Key Performance Indicators exceeded and CXK leading the national league tables.

CXK launched several new initiatives responding directly to community need. These included Canterbury Pathways - supporting unemployed adults to return to work through personalised careers guidance and skills development - and Making it Count, our Multiply-funded programme helping individuals improve their numeracy and budgeting confidence through practical learning. Both programmes have been met with high levels of engagement and positive outcomes.

CXK's experience, knowledge and diverse delivery across the South of England has earned recognition as the "go to Charity" for comment and insight into the challenges facing young people and adults in the context of education and employment.

Huge developments have been achieved in the wide range of communication, social media and PR activities across the Charity. Significant increases in the number and scope of beneficiary case studies and impact statements have been shared widely across social media platforms, celebrating and sharing the success of the Charity's impact.

The success of the YES service in East Sussex led to further investment to work with pre-NEET and NEET across the county.

The in-house training assessment centre has seen growth in the number of staff achieving level 3, 4 and 6 qualifications in IAG with the assessment centre being a vital tool for the Charity to train our staff and develop skills for the future workforce.

This year, CXK directly empowered, supported, and engaged with more than 260,000 individuals across all services. The Charity has been instrumental in helping many more indirectly through wider engagement with communities and other stakeholders.

Participation and engagement numbers across the range of programmes include:-

- Prison IAG service - supported 10,678 prisoners in 10 prisons. 98% of individuals were satisfied with the service they received.
- Prison Settling In programme supported 310 offenders in Elmley Prison.
- Work Ready programme - delivered to 232 learners across Margate - supporting and mentoring recently unemployed young people to manage next steps into employment or learning.
- National Careers Service - provided careers information, advice and guidance to 31,289 adults across the south-east. 93% were individuals from priority groups.
- CXK's School Careers service - delivered in 65 schools in Kent and East Sussex, supporting 12,589 young people.
- YES (Youth Employability Service) - supported 5,129 young people with intensive 1:1 support.
- The Targeted Support team supported 427 individuals through programmes such as Making It Count, Work Ready, and Pathways.
- ASK (Apprenticeship Support & Knowledge) - supported: 187,788 students in 730 establishments across the South of England to promote awareness of the benefits of apprenticeships.

CXK**(A company limited by guarantee)****Trustees' report (continued)****For the year ended 31 March 2025****Growing Influence**

CXK continues to work closely with central government departments, local authorities, and other key stakeholders – influencing and supporting the political environment and required policy/strategic drivers that affect the lives of our beneficiaries, particularly those facing complex and multi-layered barriers.

Our focus is to ensure all CXK delivery responds to the real needs of individuals and communities we serve. We work collaboratively with a wide range of partners and commissioners, including:

- Department of Education (DfE),
- Department of Work and Pensions (DWP),
- Ministry of Justice (MOJ),
- Ministry of Housing, Communities & Levelling Up (MHCLU),
- South-East Local Enterprise Partnership,
- Kent County Council,
- Medway Unitary,
- East Sussex County Council,
- The Kent and Medway Integrated Care Board (ICB) and Integrated Care Partnership (ICP),
- South East Chambers of Commerce and Federation of Small Businesses

Our Chief Executive is a highly active member of numerous strategic boards and membership organisations across the South East. The ethos of generous leadership underpins her work and her dedication to influencing the future of the education, skills, health and voluntary sectors.

Key memberships and board positions include:

- Kent and Medway Employment Task Force
- Kent 16-19 Pathways for All
- Medway 16-19 review
- Skills East Sussex
- Adult Learning Network East Sussex
- Integrated Care Board, (NHS) Kent and Medway
- Kent Association of Training Organisations (KATO)
- Kent CEO forum
- Voluntary Community Sector steering group (Kent and Medway)
- Medway VCS,
- South East Local Enterprise Partnership skills board,
- Association of Chief Executives of Voluntary Organisations (ACEVO)

CXK's strategic influence and advocacy on behalf of both our beneficiaries and the wider Voluntary, Community and Social Enterprise (VCSE) sector have grown significantly over the past year. Our position as a trusted provider and credible voice in the sector reflects not only our impact on the ground, but also our expertise in shaping inclusive, effective policy and provision at local, regional, and national levels.

Our CEO plays a prominent leadership role in representing the VCSE sector across Kent and Medway, sitting on the Integrated Care Board, the Kent and Medway Employment Task Force, the VCSE Steering Group, Care Leader Progression Partnership, Digital Skills network, Children and Young People Panel and the Local Skills Improvement Plan (LSIP) Board. These forums bring together representatives from local authorities, health, education, employers, DWP and MPs - and CXK is often the only charity at the table. Our involvement ensures that the voices of disadvantaged and marginalised individuals are heard in the development of policy and strategy relating to health, employment, and skills.

This representation is not symbolic - it reflects the unique contribution CXK makes by combining front-line insight with a deep understanding of systemic challenges. We are regularly invited to speak, advise, and contribute to key conversations because of our proven ability to connect strategic planning with the lived experiences of our beneficiaries. This insight is increasingly valued by partners and policymakers navigating a changing public sector landscape.

CXK is a board member of Careers England. CXK and our relevant staff are members of the CDI, two national bodies committed to promoting excellence in careers guidance. These roles further extend our influence and

CXK**(A company limited by guarantee)****Trustees' report (continued)****For the year ended 31 March 2025**

reinforce the professionalism of our services.

In addition, our Chief Executive has continued to strengthen relationships with Members of Parliament and local councillors, ensuring that emerging policy is informed by the needs and realities of those we support. CXK engages MPs and councillors across our delivery regions to raise awareness of the barriers individuals face, and to advocate for inclusive, effective support systems.

Our senior leadership team also contributes to numerous strategic networks and groups, including the Care Leaver Progression Partnership, Digital Skills Network, and the Children and Young People's Panel, ensuring CXK remains connected and influential in the spaces where decisions are made.

Championing and promoting the success of our work remains a key strategic priority. Over the past year, we have expanded our communications and media activity significantly. Through performance-driven campaigns, impactful case studies, and targeted content, we have raised CXK's profile across social, regional and national platforms - helping to amplify the stories of our beneficiaries and the value of the services we provide.

People

People remain at the heart of everything CXK delivers. Our ability to make a positive impact for beneficiaries is driven by the dedication, professionalism, and compassion of our staff across all areas of the organisation.

In April 2025, CXK restructured its Executive Team to strengthen strategic capacity and support future growth. The existing Director of Operations transitioned into the newly created role of Director of Development and Partnerships, reflecting the charity's growing focus on collaboration, innovation, and income diversification. A new Director of Operations was subsequently recruited to ensure continued excellence in delivery and operational leadership.

CXK continues to evolve its working practices in response to the changing expectations of both staff and commissioners. Hybrid and flexible working models are now embedded, supporting employee wellbeing while meeting the operational demands of our delivery partners. Most delivery staff are locality-based - working in schools, job centres, prisons, and community venues - with virtual delivery also embedded as part of our offer.

We remain committed to balancing flexibility and performance, recognising the continued challenge in aligning the diverse needs of beneficiaries, funders, and employees. Staff wellbeing is prioritised through a strong package of support, including our well-established Employee Assistance Programme, which has seen increasing engagement. Mental health, financial stress, and personal pressures continue to be key areas where staff seek support, and we respond with empathy and a commitment to care.

To further support staff, we strengthened our HR function during the year, adding capacity and focusing on policy development, engagement, and organisational culture. A refreshed package of employee benefits was introduced, including Benenden Healthcare membership, a home technology purchase scheme, and the option to buy or sell up to five days of annual leave each year. A cost-of-living salary increase was also implemented, reflecting the Board's recognition of wider economic pressures.

CXK also launched a new Management Training Programme for 2025, supporting leadership development and talent progression and identifying the next generation of leaders.

Our refreshed Performance Development Review (PDR) process ensures structured supervision, clear objectives, and alignment with organisational strategy and values – helping staff feel recognised, accountable, and connected to our mission.

To strengthen internal culture and communication, we hosted an all-staff Away Day in January 2025, bringing colleagues together to share ideas and celebrate achievements. Regular newsletters, intranet updates, and CEO video briefings have also helped foster transparency, connection, and honest dialogue across the organisation.

We remain proud to be a Real Living Wage employer and an accredited Disability Confident organisation.

Partnerships

CXK**(A company limited by guarantee)****Trustees' report (continued)****For the year ended 31 March 2025**

Partnership and collaboration remain central to CXK's delivery model and strategic approach. Our commitment to building strong, effective relationships with stakeholders across sectors continues to set us apart and enables us to maximise our impact across the south of England.

As national Prime Contractor for two Department for Education programmes – the National Careers Service and Apprenticeship Support and Knowledge (ASK) programme - we have developed robust and trusted sub-contractor relationships with a network of local providers. Our matrix accreditation recognizes the quality and transparency of our compliance, audit and performance processes, which underpin these partnerships.

Over the past year, our engagement with statutory bodies has become even more focused and collaborative. CXK works closely with organisations such as DfE, DWP, MOJ, local authorities, and NHS-led Integrated Care Boards to ensure our delivery aligns with strategic objectives and responds to the real-world challenges experienced by our beneficiaries.

We have strengthened our relationships with Members of Parliament across our delivery areas. Regular meetings and ongoing communication enable us to highlight the challenges our beneficiaries face and influence national policy through lived-experience insight. CXK's ability to advocate on behalf of disadvantaged individuals has earned the charity recognition as a trusted voice in policy development.

Our partnership work continues to extend into the private sector. For example, our collaboration with SUEZ has opened new opportunities for community engagement, employability support, and joint impact. These wider business relationships enhance CXK's ability to deliver innovative programmes and match the needs of both individuals and employers.

As a well-established and respected charity, CXK also plays a supportive role across the voluntary and community sector. In a landscape that remains turbulent and financially fragile for many organisations, we actively explore new opportunities for partnership in programme design, joint delivery, and bidding for future funding. Our CEO and senior leadership team provide strategic input and guidance to emerging alliances - helping to shape sustainable, collaborative responses to complex societal needs.

Quality and Impact

Quality is a "golden thread" running through the charity. Rigorous processes of quality review, analysis, and impact are fully embedded across the Charity. The Performance and Quality Committee has a strategic overview of all services and reflects and reviews all aspects of CXK delivery in quarterly analysis of the Operational Scorecard. The Finance Governance and Resources Committee monitors financial, human resources, data security and compliance, and IT processes and delivery and the Development Fundraising and Marketing Committee oversees business development, the growth and development strategy and all communication and marketing activity.

Quality and impact drive performance at all levels of the organisation and line management, peer meetings, management forums, senior leadership team evaluation and Trustee Board committees are all key elements of the robust quality framework.

Self-Assessment Reviews (SAR's) are commonplace within our large DfE contracts and other evaluation tools and KPI review mechanisms are in place for the range of other programmes across the Charity. In addition to robust Quality Assurance measurements that are reported and assessed on the CXK operational scorecard, CXK continues to evaluate performance through the "CXK impact toolkit". The impact measurement framework enables and empowers all beneficiaries to express their progress against key indicators:-

- Readiness to thrive
- Economic inclusion
- Social inclusion
- Health and wellbeing

CXK commits to delivering all its activities to very high standards and invests in a broad range of quality management standards and accreditations as follows:

CXK**(A company limited by guarantee)****Trustees' report (continued)****For the year ended 31 March 2025**

- Matrix Accreditation
- Merlin Standard (outstanding)
- Ofsted - two level 2 'Good' ratings
- Cyber Essentials Plus
- Disability Confident Employer
- Real Living Wage Employer

The Charity has worked diligently to improve the measurement and review of impact measures across all service delivery teams. Positive progress has been made in the capture, analysis and review of all impact measurement across the Charity and CXK now has a robust suite of tools and analytics to review and share widely both internally and externally. The quantitative data and analysis support the extensive volume of qualitative case studies and impact statements captured by beneficiaries and stakeholders.

Policies and Processes

CXK has an extensive portfolio of policies and procedures. These are maintained, reviewed and updated at Exec team and/or Trustee Board level. Strong robust governance ensures our Charity complies with relevant legislation and that it operates in line with national and international best-practice. This safeguards beneficiaries, staff and partners and provides them with access to the right support at the right time, delivered in a way that meets their needs.

A document register is monitored and evaluated with key timelines identified for document review and evaluation. Policies are endorsed for either management or Trustee review and formal sign off.

All policies are stored in an online portal accessible to all staff and all sub-contractors are obliged to adhere to all CXK policies and principles.

Performance Management

Each CXK project/contract is delivered in line with a business/delivery plan, which is developed collaboratively during the preparation of a funding proposal/tender response. Each plan includes:

- Milestones
- Leads/Responsibilities
- Key Tasks
- Timelines
- Risks
- Performance Review and Evaluation

Plans are reviewed monthly and are used to manage a project's progress, to address poor performance, to manage risk and to ensure targets are met or in most cases exceeded.

Financial Review Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Financial results

At 31st March 2025 total income was £7,506,218 (2024: £6,988,802) with total expenditure of £7,432,384 (2024: £7,346,668) reporting a net income before investment gains and losses of £73,834 (2024: net expenditure of £357,866).

After including net gains and losses on investments, a surplus of £275,284 (2024: deficit £204,702) is being

CXK**(A company limited by guarantee)****Trustees' report (continued)****For the year ended 31 March 2025**

reported.

During the year, the Charity has chosen to invest reserves in a number of self-funded projects and infrastructure improvements. This is included in expenditure and amounts to £202,391 (2024: £244,343). Should the Charity chosen not to invest its reserves in these areas, the Charity would have reported a surplus of £477,675 (2024: £39,641).

Reserves policy

At 31st March 2025, the Charity had "free reserves" (i.e. the total of unrestricted income funds not invested in tangible fixed assets) of £6,069,710 with an operating cost base of £7,432,384 (31st March 2024: £5,771,222 against operating costs of £7,346,668). Restricted reserves are £nil (2024: £nil).

Taking into account the nature and volume of the Charity's income streams and the patterns of expenditure in meeting the Charity's objects, the Trustees regularly undertake a risk assessment of the probability and likely impact on service delivery that might be caused by a decline in income, an inability to meet financial obligations, or an inability to reduce expenditure in the immediate short-term. This approach ensures a balance between spending the maximum amount of income raised as soon as possible after receipt, while maintaining the minimum level of reserves to ensure uninterrupted operation.

The target range is reviewed annually as part of the budget approval process by the Trustees to reassess the risks and reflect changes in CXK's income, financial obligations and expenditure and also as part of the risk review process.

It has been deemed that the level of free reserves being held is sufficient and appropriate for CXK. This level is set aside to account for fluctuations in funding levels, payment in arrears contracts and to account for potential redundancy costs on contracts that end. This is especially important given the current global uncertainty and cost of living crisis with an expected increase in demand for CXK's services. Free reserves are the total of unrestricted funds not invested in tangible fixed assets. Based on this approach, CXK is happy the level of reserves is sufficient, with 9.8 months of operating costs (2024: 9.4 months) set aside.

Investments policy

Under the rules of the Charity's governing document, the Trustees have wide ranging powers to invest the funds of the Charity as they see fit within the scope of the laws and regulations applying in the United Kingdom.

The objectives for these investments are to achieve a balanced return from income and capital growth whilst accepting a moderate degree of risk and maintain the real value of capital in order to achieve and potentially facilitate periodic capital withdrawal. In approving investments, the Trustee Board follows an ethical policy, which examines good employment practices, good environmental practices and a commitment to corporate and social responsibility.

The Charity has investments of £2,100,502 (2024: £2,078,639) of its reserves in shares or equities with Sarasin and Partners LLP. The policy on investments is reviewed regularly under the governance of the Finance, Governance and Resources Committee.

Approach to fundraising

CXK is fully conversant with fundraising, commissioning and compliance requirements and legislation. CXK's income is primarily received from successfully commissioned services or grants. There is very limited income received through fundraising and any funding received adds value to the commissioned services it already delivers.

Fundraising income remains low, as the Charity does not specifically target resources for this source of funding. This is under continuous review as such funding will complement alternative approaches to service provision.

This year, the Charity raised £5,400 (2024: £5,533) towards improving its beneficiaries' life-chances. No fundraising complaints (2024: none) were received during the year.

CXK**(A company limited by guarantee)****Trustees' report (continued)****For the year ended 31 March 2025**

CXK's Growth and Development Plan outlines the key principles and approaches to be explored and reviewed as part of the Charity's expansion of income growth and diversification. In 2023 CXK identified a specific feasibility project to review and consider positive approaches to generate corporate/philanthropy income. The principles and strategy relating to the scale and scope of approaches that could be considered are under review and will be progressed in the forthcoming year.

Professional indemnity insurance

The Charity has taken out a combined commercial insurance policy that provides an element of professional indemnity cover for the Trustees amounting to £5 million in respect of any one claim.

Management of Risk

The Board is committed to ensuring the long-term health and sustainability of CXK through an effective Risk Management Framework. This is designed to identify and mitigate key risks that could affect the ability to deliver strategic objectives and achieve the Charity's charitable aims.

The management of risk is embedded in day-to-day business activities and is well supported by established processes and policies. The management of most risks is delegated to the Chief Executive and the Senior Leadership Team. A Business Critical Risk Register is updated monthly by the Executive Team, reviewed and scrutinised by the Trustee Board and updated reports are shared with respective Committees to review and scrutinise more closely. All major risks are reviewed, and systems and procedures in place to manage and mitigate risks.

The principal risks currently identified include:

- A significant contract, or multiple contracts, become unprofitable and unsustainable.
- Loss of a major income source.
- Competition for new contracts results in loss of income through new re-tendered business.
- Major incident relating to the safeguarding, or the wellbeing of staff or beneficiaries.
- Failure in the management of a significant governance responsibility e.g. Health and Safety, data security and compliance.

The risk management process for the Charity was reviewed during the financial year by the Finance, Governance & Risk Committee and improvements made to risk reporting. The Trustee Board has a responsibility to review all relevant risks for the Charity and delegate further review where required to one of the appropriate Committees.

CXK continued to make good progress on improving its risk management across the five major risk categories of Compliance, External and Environmental Factors, Financial, Governance and Operational.

PUBLIC BENEFIT

The Trustees have taken The Charity Commission's specific guidance on public benefit (contained within the guidance publication "The Advancement of Education for Public Benefit") into consideration in preparing their statements on public benefit contained within this Trustees' Annual Report.

Benefits & Beneficiaries

In accordance with its charitable objects, the Charity strives to advance in life those who are in need by reason of their youth, age, ill-health, disability, financial hardship, or other disadvantage in particular, but not limited to, young people. The benefits offered by the Charity are the services that it delivers to support, mentor, advise and guide individuals so that they are empowered and inspired to thrive.

This financial year the Charity worked with more than 260,000 young people and adults through CXK's direct delivery and the work of its sub-contractors and partners. All operational areas have evidenced growth in the number of beneficiaries supported and additional new provision has helped increase the number of beneficiaries

CXK**(A company limited by guarantee)****Trustees' report (continued)
For the year ended 31 March 2025**

supported by an annual increase of circa 40,000 beneficiaries.

The ability to work closely with commissioners and beneficiaries to design and adapt service delivery to ensure maximum impact and value for money is a key strength of the Charity. Working closely with Government departments including Department of Education, Department of Work and Pensions, Ministry of Justice, Ministry of Housing, Communities & Levelling Up, in addition to Local Authorities and key stakeholders across our delivery region drives the innovation of services to tackle wider public benefit and positive community outcomes.

CXK's flexibility, agility and responsiveness to individual and community need has secured impressive outcomes in targeted local delivery, truly changing the lives of individual beneficiaries, and supporting wider public benefit and social value priorities. See page 10 for volumes and impact of key CXK service delivery.

Trustees' Assessment of Public Benefit

The Trustees utilise the range of measures of performance detailed (see page 7) to determine the Charity's success and to demonstrate that it continues to advance in life individuals for the public benefit. All aspects of CXK's programme delivery is targeted at addressing individuals local socio/economic needs and supporting wider Central/local Government initiatives and priorities.

CXK continues to work tirelessly to ensure that all current service provision is maintained, and successful business growth and development is prioritised particularly at a time when the landscape of the employment and education sector remains turbulent and fractured. Strong business development and business improvement activity has been instrumental in ensuring that CXK remains focused in its important role in delivering vital education and employment pathways across the south-east.

There is great satisfaction and appreciation of the Charity's performance, which has seen key performance objectives met every year. The Charity has achieved regional and national acclaim for its targeted projects for vulnerable and disadvantaged individuals and maintained its leading stance on Careers Education, Information, Advice and Guidance (CEIAG).

CXK has received high acclaim from national, regional stakeholders, local authorities, and stakeholders across communities for the focused, determined, and successful methodologies implemented to work with partners and beneficiaries to address local place-based need. CXK has built on its innovation and achievements to develop a suite of targeted provision that provides true opportunities and progressive education, skills and employment pathways.

The wide range of CXK provision enables the Charity to work at the heart of communities by empowering young people and adults to maximise their potential, increasing their own skills, knowledge and confidence, instilling a positive approach to contributing effectively to their local communities. With carefully selected partners who bring additional value, specialisms, and expertise we continue to ensure innovative programmes engage and reflect the needs of outlying communities and marginalised beneficiaries.

Strengthened collaborations with DWP and local authorities to explore place-based challenges has resulted in positive programme design and delivery to address local need. CXK will build and continue its engagement next year to support marginalised communities and individuals identify and access the support and advice they need.

PLANS FOR FUTURE PERIODS

The Charity's aim of making a positive difference to the lives of individuals facing disadvantage due to youth, age, ill-health, disability, financial hardship, or other barriers will remain the driving force in the year ahead.

The external environment is likely to remain uncertain and challenging, with the cost-of-living crisis and growing demand on public services continuing to affect the individuals and communities we support. In this context, CXK is committed to remaining agile, resilient and impactful, ensuring our services are accessible, inclusive and life-changing.

We will continue to align our delivery and strategic planning with national policy and local priorities, proactively responding to the direction set by the new Government and changes within departments such as DfE, DWP and

CXK**(A company limited by guarantee)****Trustees' report (continued)
For the year ended 31 March 2025**

MOJ. Our position as a trusted partner and credible voice will enable us to influence, collaborate and shape solutions that address the root causes of disadvantage and disengagement.

Our ability to maintain strong political awareness and engage meaningfully with both local and central government will be vital in ensuring national strategies reflect the real needs of the communities we serve. This includes influencing change that supports place-based approaches and ensures that localised challenges are reflected in wider policy and commissioning decisions.

Innovation and flexibility will remain at the heart of how we deliver support. We will continue to evolve our hybrid model, ensuring digital and in-person delivery work hand-in-hand to meet the diverse needs of beneficiaries and commissioners. At the same time, we will remain grounded in the communities we serve - listening, learning and adapting to what works best.

The charity's Growth and Development Strategy will guide our efforts to identify and pursue new funding, partnerships and opportunities. Our focus is not just on growing reach, but growing impact - extending our provision where it is needed most, including:

- Work closely with strategic partners to review, reflect and react to the new Government's manifesto and department priorities.
- Remain diligent in the face of the economic crisis and positively support the wider voluntary sector in its role across communities.
- Develop and publish the charity-wide Environmental, Social and Governance (ESG) action plan and commitments.
- Further enhance all CXK ambassadorial activity, strengthening the important processes for advocating for all beneficiaries.
- Further expansion of schools and young people's services, supporting early intervention and long-term employability.
- New health-focused employability initiatives, including the upcoming Connect to Work pilot programme.
- Renewed activity in custodial settings, exploring new delivery models and contracts aligned to rehabilitation and transition.
- Deeper private sector partnerships, building on our collaboration with SUEZ and developing shared-value models of engagement.
- More innovative use of CXK reserves to tackle societal needs and enable quick, agile responses and solutions.
- Greater focus on measuring the impact and outcomes of our work, using data, research, and evaluation to demonstrate value, influence future provision, and ensure we remain purpose-driven.

With the recent expansion of our Executive Team, CXK is now better resourced to maintain quality, sharpen focus, and drive forward new opportunities. This additional leadership capacity will strengthen our ability to plan, deliver, and grow at scale.

FUTURE PUBLIC BENEFIT

There has been much for CXK to celebrate in the year 2024/25. Strong governance, clear strategic direction, and committed leadership have underpinned the Charity's continued growth, innovation, and public benefit. The launch of our five-year strategy has enabled CXK to further embed its vision of inspiring people to thrive through inclusive, high-quality services that meet the evolving needs of individuals and communities across the South of England.

Our focus on empowering beneficiaries, particularly those furthest from opportunity, has remained central. This year, we strengthened our data and impact frameworks, allowing for more robust measurement of outcomes and beneficiary experience. These insights continue to shape new provision, promote service excellence, and amplify the voice of our beneficiaries across multiple channels.

As outlined in our strategy, CXK is committed to tackling entrenched challenges related to long-term unemployment, low skills, mental ill health, and social exclusion. Through wraparound, place-based provision, we have worked to ensure that our services are relevant, responsive, and grounded in the lived experiences of those we support.

CXK**(A company limited by guarantee)****Trustees' report (continued)****For the year ended 31 March 2025**

Our profile and influence have continued to grow. CXK's ambassadorial role has expanded through meaningful engagement on local, regional and national platforms. Our collaboration with central and local government, funders, and voluntary sector partners has ensured that CXK remains at the heart of strategy and policy development, particularly around employment, skills, and inclusion agendas.

The concept of generous leadership continues to guide the CEO and leadership team in convening and contributing to cross-sector collaboration. This approach fosters synergy and shared solutions, especially in the context of a volatile funding and delivery landscape.

Looking ahead, CXK will continue to champion innovation, equity, and excellence in service delivery. Our trustees remain steadfast in ensuring that our work benefits the public by reducing unemployment, tackling barriers to progression, and co-creating opportunities that enable people to move forward with confidence.

Our strategic objectives provide a clear roadmap to ensure sustainable impact. These include amplifying the voice of our beneficiaries, strengthening partnerships, diversifying income, embedding ESG and EDI principles, and investing in our people and culture. In doing so, CXK will continue to change lives and strengthen communities.

STRUCTURE, GOVERNANCE AND MANAGEMENT**Structure**

The Charity was incorporated on 20th March 2002 and became a Registered Charity on 4th September 2007. The Charity has incorporated the following dormant subsidiary undertakings - CXK Trading Limited and CXK Careers Limited.

The Charity is governed by the rules and regulations set down in its company Memorandum and Articles of Association originally dated 20th March 2002, which were amended by special resolution on 23rd January 2007, 16th December 2008, 24th June 2009 and 19th September 2011. A review of the Articles of Association by the Board of Trustees and an updated version was approved on 4th September 2018 and 21st May 2020 and then subsequently updated on 6th July 2023.

Trustees

The Trustees that served during the year are as follows:

Kelly Freeman, (Acting Chair from 10th July 2024 - 20th March 2025)

Sonette Schwartz, Chair (resigned 10th July 2024)

Pauline Smith, Chief Executive

Jo Boraston

Graham Briscoe

Graeme Dykes

Dominic Hilleard

Peter O'Brien

Robert Rose

William Vernon

Charlotte Walshe (Chair from 20th March 2025)

Pamela Watts

Anthony Hackney (appointed 28 November 2024)

Paul Madden (appointed 20 March 2025)

During the year the average attendance of all Trustees at Board and committee meetings was 87% (2024 : 86%)

Governance and management

CXK is a registered Charity, and a company limited by guarantee, not having share capital. Every Trustee undertakes to contribute an amount not exceeding £10 to the assets of the Charity in the event of the Charity being wound-up during the period of membership, or within one year thereafter.

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Trustees' report (continued)

For the year ended 31 March 2025

On 31st March 2025 the Charity had 12 Members (including the Chief Executive), all of whom are CXK's Trustees. The Trustees are recruited from the business community, private sector, education and the public and not for profit sectors, and bring considerable experience and expertise to their roles which strengthens the Charity's development, growth, and sustainability.

The Articles of Association confirm that a Trustee can serve, 3 terms of 3 years a term (maximum 9 years).

The overall strategic direction of the Charity is determined by the Board of Trustees. The Board develops and sets the strategy and reviews performance against its business plan targets over the course of the year.

The management and delivery of the overall strategy, and day to day service delivery, is delegated by the Board to the Chief Executive and the Executive Team, with a wider staff team of circa 140 staff.

The Chair of the Board and Chief Executive are committed to enhancing and strengthening the focus, commitment, and engagement of the Trustees. Trustees are appointed based on the skills analysis and expertise required by the Trustee Board. Recruitment of Independent Trustees takes place by advertisements in local media and on targeted websites and social media platforms.

Applicants are subject to interview by Trustees and the Chief Executive to determine their suitability for the role, including whether their skills match the Charity's need, and then forwarded to the Board for approval. Skills profiles are updated and reviewed by the Finance, Governance and Resource Committee. The Charity has an agreed Induction Pack that is given to new Trustees alongside formal induction training. They also meet with the Chair, Chief Executive, Executive Team, and relevant employees.

Following the end of the previous Chair's term, Kelly Freeman (formerly Vice Chair) was appointed Interim Chair of CXK on 10 July 2024. On 20th March 2025, Charlotte Walshe succeeded Kelly to take up the role of Chair. In addition to the Full Trustee Board the Charity has an established three committee structure as below ;-

- Development, Fundraising and Marketing Committee
- Finance, Governance and Resources Committee
- Performance and Quality Committee

The Committees meet a minimum of three times a year to scrutinise, oversee and make recommendations to the Board on all key aspects of CXK's business. Each Committee is chaired by a Trustee and supported by the relevant Executive Director. The full Trustee Board meets a minimum of three times a year with an additional strategic away day being held each year.

The updated membership of the committees is as follows:

Development, Fundraising and Marketing Committee (DFM)

Robert Rose (Committee Chair)
Anthony Hackney
Dominic Hilleard
Kelly Freeman

Finance, Governance and Resources Committee (FGR)

Jo Boraston (Committee Chair)
Graham Briscoe
Kelly Freeman
Pete O'Brien

Performance and Quality Committee (P&Q)

William Vernon (Committee Chair)
Graeme Dykes

CXK**(A company limited by guarantee)****Trustees' report (continued)****For the year ended 31 March 2025**

Paul Madden
Pam Watts

The Board completes a range of mandatory training and is offered development and support on relevant topics and regulations, to ensure it remains informed and aware of the challenges and risks facing the Charity.

The Board reviews its own, and the Chair's performance and all Trustees have an annual appraisal. The Charity produces regular e-bulletins for staff and Trustees and the Chief Executive provides strategic updates to Trustees to inform them of the latest developments or critical issues that occur outside of formal Board meetings. A Chief Executive's report is presented at each Board meeting.

While Trustees concentrate on the overall running of the Charity and the scheduled Board and Committee meetings facilitate the governance framework, Trustees are also supported to visit front line services, meet staff and attend beneficiary events. A full calendar of opportunities to visit services is available to Trustees and we have managed a positive number of visits within the last year.

Virtual meetings have worked extremely well for Trustees since the pandemic and have therefore continued for some of the committee meetings. Hybrid alternatives are now offered, and it is commonplace to have a mixture of face-to-face and virtual attendance. The opportunity for variety has resulted in ongoing high attendance by the Trustee members.

The Senior Leadership Team and Trustee Board have worked quickly and effectively to steer the charity through the turbulent and unpredictable challenges of the voluntary sector as it faces economic uncertainty, ongoing post pandemic impact, and challenges related to continued needs and requirements of beneficiaries within a difficult local and national government and statutory landscape.

The Trustee Board and leadership team of CXK were determined and resolute in implementing rigorous financial modelling, risk assessment and budget processes to maintain management overview of the financial and strategic impact to the charity. The 2024/25 year end highlights that the dedicated focus and robust management has successfully resulted in yet another very positive year for CXK.

Pay policy for key management personnel

The Chair of the Board undertakes the Chief Executive's appraisal and the Board determine an annual pay review for all staff, based on the financial position of the charity, industry benchmarks and within the employment contract and policies of the organisation.

Equality, diversity, and inclusion

CXK is committed to promoting equality, diversity, and inclusion through all aspects of our organisation. Policies and practices ensure that daily behaviours reflect strong compliance and understanding of equality principles across the Charity's work.

CXK has created a very positive culture where people treat each other with mutual respect, regardless of age, disability, gender, marital status, race, religion, sexual orientation, or any other protected characteristic. All staff receive unconscious bias training as part of the mandatory schedule.

CXK commissioned an external Equality, Diversity and Inclusion review by a third party specialist organisation in 2023/24 and the Charity have continued to strengthen policies, processes and procedures to ensure strong EDI principles are prioritised and embed across the Charity. CXK has a very strong, professional and compassionate understanding of equality, diversity and inclusion. The culture of the Charity is responsive, open, and empathetic in its support and inclusion of staff, beneficiaries and stakeholders.

Compliance

The Board continues to be recognised as one that evidences strong Charity Governance with exemplary feedback received from auditors and external quality assurance reviews. The expertise of the Trustees across a wide skills Matrix complements additional expertise that the Charity identifies in "Champion Roles" for Health and

CXK**(A company limited by guarantee)****Trustees' report (continued)****For the year ended 31 March 2025**

Safety; Safeguarding; EDI; and ESG.

The Charity continues to apply the updated Charity Sector Voluntary Code of Governance. This supports a framework for objective assessment of the organisation's governance arrangements and performance.

The Code of Governance is reviewed annually with progress monitored against the action plan. CXK has an established and rigorous framework of governance and its effective policies and procedures are well regarded when compared with other similar charities.

CXK continue to comply with OFSTED recommendations and adhere to the standards of Merlin (for supply chain management) and Matrix standards (for delivery of information, advice, and guidance).

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Charity will continue in business.

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

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Trustees' report (continued)

For the year ended 31 March 2025

Disclosure of information to Auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Auditors

The auditors, Kreston Reeves LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:



Charlotte Walshe 13 Oct 2025 10:53:29 BST (UTC +1)

Charlotte Walshe

Date: 3 October 2025

CXK**(A company limited by guarantee)****Independent auditors' report to the Members of CXK****Opinion**

We have audited the financial statements of CXK (the 'charity') for the year ended 31 March 2025 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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.

CXK**(A company limited by guarantee)****Independent auditors' report to the Members of CXK (continued)****Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion 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 including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

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

Responsibilities of trustees

As explained more fully in the 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 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.

CXK**(A company limited by guarantee)****Independent auditors' report to the Members of CXK (continued)****Auditors' 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 Auditors' 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.

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:

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charity and the sector as a whole, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety, anti-bribery and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities SORP (FRS 102) Second Edition (released October 2019), the Companies Act 2006 and other relevant charity legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated Trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks related to posting inappropriate journal entries to increase revenue or reduce expenditure, and management bias in accounting estimates and judgemental areas of the financial statements such as the valuation of investment properties. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Review of internal controls and physical inspection of tangible assets susceptible to fraud or irregularity; and
- Reading minutes of meetings of those charged with governance; and
- Review of corporate governance arrangements; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.
- Using data analytics to identify high risk journals and investigate these.

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.

CXK

(A company limited by guarantee)

Independent auditors' report to the Members of CXK (continued)

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

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

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

Use of our report

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



James Peach BSc FCA (Senior statutory auditor)

for and on behalf of
Kreston Reeves LLP

Chartered Accountants
Statutory Auditor

Canterbury

Date: 03.10.2025

CXK**(A company limited by guarantee)****Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 March 2025**

	Note	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations and legacies	4	4,000	1,400	5,400	5,533
Charitable activities	5	-	7,290,607	7,290,607	6,816,724
Investments	6	-	210,211	210,211	166,545
Total income		4,000	7,502,218	7,506,218	6,988,802
Expenditure on:					
Charitable activities	7	4,000	7,406,289	7,410,289	7,346,668
Total expenditure		4,000	7,406,289	7,410,289	7,346,668
Net income/(expenditure) before net gains on investments		-	95,929	95,929	(357,866)
Net gains on investments		-	179,355	179,355	153,164
Net movement in funds		-	275,284	275,284	(204,702)
Reconciliation of funds:					
Total funds brought forward		-	6,152,330	6,152,330	6,357,032
Net movement in funds		-	275,284	275,284	(204,702)
Total funds carried forward		-	6,427,614	6,427,614	6,152,330

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 29 to 45 form part of these financial statements.

CXK**(A company limited by guarantee)****Registered number: 04399340****Balance sheet****As at 31 March 2025**

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	11	357,904	381,108
Investments	13	2,100,502	2,078,639
Investment property	12	1,102,500	945,000
		3,560,906	3,404,747
Current assets			
Debtors	14	702,534	1,112,639
Cash at bank and in hand		4,117,915	3,411,675
		4,820,449	4,524,314
Creditors: amounts falling due within one year	15	(1,953,741)	(1,776,731)
Net current assets		2,866,708	2,747,583
Total assets less current liabilities		6,427,614	6,152,330
Total net assets		6,427,614	6,152,330
Charity funds			
Restricted funds	16	-	-
Unrestricted funds	16	6,427,614	6,152,330
Total funds		6,427,614	6,152,330

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Charlotte Walshe 13 Oct 2025 10:53:29 BST (UTC +1)

Charlotte Walshe

Date: 3 October 2025

The notes on pages 29 to 45 form part of these financial statements.

CXK**(A company limited by guarantee)****Statement of cash flows****For the year ended 31 March 2025**

	2025 £	2024 £
Cash flows from operating activities		
Net cash provided by/(used in) operating activities (note 19)	343,282	(802,528)
Cash flows from investing activities		
Dividends, interests and rents from investments	367,711	65,523
Purchase of tangible fixed assets	(4,753)	-
Purchase of investments	-	(40,731)
Net cash provided by investing activities	362,958	24,792
Change in cash and cash equivalents in the year	706,240	(777,736)
Cash and cash equivalents at the beginning of the year	3,411,675	4,189,411
Cash and cash equivalents at the end of the year	4,117,915	3,411,675

The notes on pages 29 to 45 form part of these financial statements

CXK**(A company limited by guarantee)****Notes to the financial statements
For the year ended 31 March 2025****1. General information**

CXK is a company limited by guarantee (registered number 04399340) which is incorporated and domiciled in England. It is also registered as a charity with the Charity Commission (registered number 1120755). The address of the registered office is The Old Court, Tufton Street, Ashford, Kent, TN23 1QN.

2. Accounting policies**2.1 Basis of preparation of financial statements**

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

CXK 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.

2.2 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income comprises mainly grant and contract funding for projects from government and other bodies. Additional income arises from interest received and fundraising.

Income from government and other grants is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance for provision of specified services is deferred until the criteria for income recognition are met.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.3 Expenditure

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

Expenditure is classified under the following activity headings:

i) Expenditure on charitable activities includes costs incurred in furtherance of the Charity's objects relating to the benefit of children and young people, and the associated support costs.

ii) Support costs are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include head office costs, finance, payroll, IT, HR, data, management information, impact reporting, marketing, business development, innovation and insurance.

iii) Governance costs are those relating to the Charity itself, not its objects and include external audit, any legal advice for the Trustees and any costs associated with complying with constitutional and statutory requirements i.e. the costs of Trustees meetings and preparing statutory accounts.

CXK**(A company limited by guarantee)****Notes to the financial statements****For the year ended 31 March 2025****2. Accounting policies (continued)****2.4 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the Charity assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

The estimated useful lives are as follows:

Computer equipment	- 3 to 5 years straight line
Fixtures and fittings	- 3 to 20 years straight line

2.6 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of financial activities.

Investment properties

The Trustees' policy is to revalue the charity's investment properties at each reporting date.

A valuation of the land and buildings was carried out on 17 June 2024 by Stafford Perkins Chartered Surveyors.

No depreciation is provided in respect of investment properties in accordance with section 16 of FRS 102 "Investment Property".

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

CXK**(A company limited by guarantee)****Notes to the financial statements****For the year ended 31 March 2025****2. Accounting policies (continued)****2.8 Cash at bank and in hand**

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

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.10 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.11 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

2.12 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 are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

CXK

(A company limited by guarantee)

**Notes to the financial statements
For the year ended 31 March 2025**

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

i) Property valuations: freehold land and buildings and investment properties are revalued by Stafford Perkins when the Trustees believe there has been a material change in value. Trustees assess on an annual basis the valuation of the properties. The value of the properties is estimated to be the open market value at the balance sheet date.

CXK**(A company limited by guarantee)****Notes to the financial statements
For the year ended 31 March 2025****4. Income from donations and legacies**

	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £
Donations	4,000	1,400	5,400

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Donations	4,000	1,533	5,533

5. Income from charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £
Income from charitable activities	7,290,607	7,290,607

	Unrestricted funds 2024 £	Total funds 2024 £
Income from charitable activities	6,816,724	6,816,724

6. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £
Investment income	210,211	210,211

CXK**(A company limited by guarantee)****Notes to the financial statements
For the year ended 31 March 2025****6. Investment income (continued)**

	Unrestricted funds 2024 £	Total funds 2024 £
Investment income	166,545	166,545

7. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £
Charitable activities	7,384,334	25,955	7,410,289

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £
Charitable activities	7,306,146	40,522	7,346,668

CXK**(A company limited by guarantee)****Notes to the financial statements
For the year ended 31 March 2025****7. Analysis of expenditure by activities (continued)****Analysis of direct costs**

	Total funds 2025 £	Total funds 2024 £
Staff costs	4,230,862	3,720,406
Depreciation	27,957	27,285
Travel and subsistence	60,890	45,237
Sub-Contractor costs	2,233,840	2,678,662
Consultancy	81,925	34,282
Premises costs	193,458	150,485
IT and Communications	280,882	349,955
Printage, postage and stationery	29,412	37,953
Training Costs	53,221	45,586
Marketing and development	6,488	8,307
Other staff costs	86,646	82,542
Insurance	26,384	29,335
Direct delivery costs	22,956	40,429
Subscriptions and licenses	40,882	45,526
Other costs	8,531	10,156
	7,384,334	7,306,146

Analysis of support costs

	Activities 2025 £	Total funds 2025 £
Governance costs	25,955	25,955

	As restated Activities 2024 £	As restated Total funds 2024 £
Governance costs	40,522	40,522

CXK**(A company limited by guarantee)****Notes to the financial statements
For the year ended 31 March 2025****8. Auditors' remuneration**

	2025	2024
	£	£
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	13,600	13,050
Fees payable to the Charity's auditor in respect of:		
All non-audit services not included above	1,400	1,200
	=====	=====

9. Staff costs

	2025	2024
	£	£
Wages and salaries	3,728,055	3,271,747
Social security costs	333,864	291,573
Contribution to defined contribution pension schemes	168,943	157,086
	=====	=====
	4,230,862	3,720,406
	=====	=====

Staff costs include settlement payments of £24,000. £15,000 of this balance had been paid at year end and £9,000 was accrued to be paid in April 2025.

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

	2025	2024
	No.	No.
Delivery staff, including delivery managers	123	119
Central support and Senior Leadership Team	20	15
	=====	=====
	143	134
	=====	=====

The average headcount expressed as full-time equivalents was:

	2025	2024
	No.	No.
Delivery staff, including delivery managers	98	93
Central support and Senior Leadership Team	19	14
	=====	=====
	117	107
	=====	=====

CXK**(A company limited by guarantee)****Notes to the financial statements
For the year ended 31 March 2025****9. Staff costs (continued)**

The number of employees whose employee benefits (excluding social security costs and pension contributions) exceeded £60,000 was:

	2025 No.	2024 No.
In the band £60,001 - £70,000	1	1
In the band £70,001 - £80,000	1	2
In the band £80,001 - £90,000	1	-
In the band £120,001 - £130,000	1	1

Key management personnel are considered to be the executive directors. The full time equivalent was 3 (2024 - 3).

During the year the charity's key management personnel received employee benefits (as defined by Charities SORP FRS 102) of £337,669 (2024 - £325,019), including employer's national insurance contributions of £35,261 (2024 - £33,018) and employer's pension contributions of £19,177 (2024 - £19,177).

10. Trustees' remuneration and expenses

During the year, one or more Trustees has been paid remuneration in line with the Charity's Articles of association. The value of Trustees' remuneration and other benefits was as follows:

		2025 £	2024 £
Pauline Smith CEO	Remuneration	120,314	120,314
	Pension contributions paid	11,631	11,631
Sonette Schwartz Chair (to 10/07/2024)	Remuneration	594	10,560
Jo Boraston Chair FGR committee	Remuneration	4,950	4,950
William Vernon Chair P&Q committee	Remuneration	1,458	495

During the year ended 31 March 2025, expenses totalling £2,395 were reimbursed or paid directly to 4 Trustee (2024 - £2,336 to 4 Trustees) for travel and accommodation expenditure. At year end £41 was owed to 1 Trustee (2024 - £31).

CXK**(A company limited by guarantee)****Notes to the financial statements
For the year ended 31 March 2025****11. Tangible fixed assets**

	Land £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2024	193,484	491,315	64,899	749,698
Additions	-	-	4,753	4,753
At 31 March 2025	193,484	491,315	69,652	754,451
Depreciation				
At 1 April 2024	-	307,160	61,430	368,590
Charge for the year	-	25,317	2,640	27,957
At 31 March 2025	-	332,477	64,070	396,547
Net book value				
At 31 March 2025	193,484	158,838	5,582	357,904
At 31 March 2024	193,484	184,155	3,469	381,108

CXK**(A company limited by guarantee)****Notes to the financial statements
For the year ended 31 March 2025****12. Investment property**

	Freehold investment property £
Valuation	
At 1 April 2024	945,000
Revaluation Gain	157,500
At 31 March 2025	1,102,500

The valuation was made by Stafford Perkins, on an open market value for existing use basis on 17 June 2024 and Trustees have assessed the valuation as of 31 March 2025 upon this valuation.

13. Fixed asset investments

	Listed investments £
Cost or valuation	
At 1 April 2024	2,078,639
Revaluations	21,863
At 31 March 2025	2,100,502
Net book value	
At 31 March 2025	2,100,502
At 31 March 2024	2,078,639

The Charity owns 100% of the issued share capital of CXK Trading Limited, a company registered in England. The Charity acquired the one ordinary share of £1 at par upon incorporation and the company has not traded to date. This share is carried in the balance sheet at its original cost of £1, which the trustees believe equates to its market value.

The charity controls 100% of the issued share capital in CXK Careers Limited, a company registered in England. The Charity acquired control of the one ordinary share of £1 which remains unpaid upon incorporation and the company has not traded to date.

CXK**(A company limited by guarantee)****Notes to the financial statements
For the year ended 31 March 2025****14. Debtors**

	2025	2024
	£	£
Due within one year		
Trade debtors	161,168	591,491
Other debtors	1,663	3,558
Prepayments and accrued income	539,703	517,590
	702,534	1,112,639

15. Creditors: Amounts falling due within one year

	2025	2024
	£	£
Trade creditors	438,372	51,818
Other taxation and social security	241,083	229,121
Other creditors	788,315	782,236
Accruals and deferred income	485,971	713,556
	1,953,741	1,776,731

	2025	2024
	£	£
Deferred income at 1 April 2024	122,844	154,387
Resources deferred during the year	186,616	122,844
Amounts released from previous periods	(122,844)	(154,387)
	186,616	122,844

CXK**(A company limited by guarantee)****Notes to the financial statements
For the year ended 31 March 2025****16. Statement of funds****Statement of funds - current year**

	Balance at 1 April 2024 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2025 £
Unrestricted funds					
General Funds	6,152,330	7,506,218	(7,410,289)	179,355	6,427,614

Restricted funds

The WH&A Hawkins Charitable Trust fund is in respect of the restriction donation received for the purpose of the CXK Base Camp mentoring programme. This programme was set up to support young people in Kent and Medway who are not in education, employment or training.

CXK**(A company limited by guarantee)****Notes to the financial statements
For the year ended 31 March 2025****16. Statement of funds (continued)****Statement of funds - prior year**

	Balance at 1 April 2023 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2024 £
Unrestricted funds					
General Funds	6,357,032	6,984,802	(7,342,668)	153,164	6,152,330
	<u>6,357,032</u>	<u>6,984,802</u>	<u>(7,342,668)</u>	<u>153,164</u>	<u>6,152,330</u>
Restricted funds					
WH&A Hawkins Charitable Trust	-	4,000	(4,000)	-	-
	<u>-</u>	<u>4,000</u>	<u>(4,000)</u>	<u>-</u>	<u>-</u>
Total of funds	<u>6,357,032</u>	<u>6,988,802</u>	<u>(7,346,668)</u>	<u>153,164</u>	<u>6,152,330</u>

17. Summary of funds**Summary of funds - current year**

	Balance at 1 April 2024 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2025 £
General funds	6,152,330	7,506,218	(7,410,289)	179,355	6,427,614
	<u>6,152,330</u>	<u>7,506,218</u>	<u>(7,410,289)</u>	<u>179,355</u>	<u>6,427,614</u>

Summary of funds - prior year

	Balance at 1 April 2023 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2024 £
General funds	6,357,032	6,984,802	(7,342,668)	153,164	6,152,330
Restricted funds	-	4,000	(4,000)	-	-
	<u>6,357,032</u>	<u>6,988,802</u>	<u>(7,346,668)</u>	<u>153,164</u>	<u>6,152,330</u>

CXK**(A company limited by guarantee)****Notes to the financial statements
For the year ended 31 March 2025****18. Analysis of net assets between funds****Analysis of net assets between funds - current year**

	Unrestricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	357,904	357,904
Fixed asset investments	2,100,502	2,100,502
Investment property	1,102,500	1,102,500
Current assets	4,820,449	4,820,449
Creditors due within one year	(1,953,741)	(1,953,741)
Total	6,427,614	6,427,614

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	381,108	381,108
Fixed asset investments	2,078,639	2,078,639
Investment property	945,000	945,000
Current assets	4,524,314	4,524,314
Creditors due within one year	(1,776,731)	(1,776,731)
Total	6,152,330	6,152,330

CXK**(A company limited by guarantee)****Notes to the financial statements****For the year ended 31 March 2025****19. Reconciliation of net movement in funds to net cash flow from operating activities**

	2025 £	2024 £
Net income/expenditure for the year (as per Statement of Financial Activities)	275,284	(204,702)
Adjustments for:		
Depreciation charges	27,957	27,285
Gains on investments	(179,363)	(153,164)
Dividends, interest and rent from investments	(367,711)	(65,523)
Decrease/(increase) in debtors	410,105	(177,342)
Increase/(decrease) in creditors	177,010	(229,082)
Net cash provided by/(used in) operating activities	343,282	(802,528)

20. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand	4,117,915	3,411,675
Total cash and cash equivalents	4,117,915	3,411,675

21. Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	3,411,675	706,240	4,117,915
	3,411,675	706,240	4,117,915

22. Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £168,943 (2024 - £157,086). There were no contributions outstanding at the balance sheet date (2024 - £nil)

CXK**(A company limited by guarantee)****Notes to the financial statements****For the year ended 31 March 2025****23. Operating lease commitments**

At 31 March 2025 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025	2024
	£	£
Not later than 1 year	35,523	22,754
Later than 1 year and not later than 5 years	50,460	31,165
	<u>85,983</u>	<u>53,919</u>

24. Related party transactions

The Charity has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the Charity at 31 March 2025. (2024: No related party transactions or balances).

CXK

England & Wales - Charity number 1120755

Accounts

Registered number: 04399340
Charity number: 1120755

CXK

(A company limited by guarantee)

Trustees' report and financial statements

For the year ended 31 March 2024

CXK
(A company limited by guarantee)

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CXK

(A company limited by guarantee)

**Reference and administrative details of the Charity, its Trustees and advisers
For the year ended 31 March 2024**

Trustees Kelly Freeman, (Acting Chair from 10th July 2024)
Sonette Schwartz, Chair (resigned 10th July 2024)
Pauline Smith, Chief Executive
Jo Boraston
Graham Briscoe
Domini Bucknell-Sargent, (resigned 28th March 2024)
Graeme Dykes
Dominic Hilleard
Peter O'Brien
Robert Rose
William Vernon
Charlotte Walshe
Pamela Watts
David Yates, (resigned 21st August 2023)

Company registered number 04399340

Charity registered number 1120755

Registered office The Old Court
Tufton Street
Ashford
Kent
TN23 1QN

Company secretary Anthony Crocker

Chief executive officer Pauline Smith

CXK

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Reference and administrative details of the Charity, its Trustees and advisers (continued)
For the year ended 31 March 2024

Independent auditors	Kreston Reeves LLP Chartered Accountants 37 St Margaret's Street Canterbury Kent CT1 2TU
Solicitors	Blandy and Blandy LLP Friar House Reading RG1 1DA Girlings LLP Stourside Place 35-41 Station Road Ashford TN23 1PP
Bankers	Barclays Bank Plc Forbury Road Reading RG1 1AX
Insurance Broker	A J Gallagher The Walbrook Building 25 Walbrook London EC4N 8AW
Investment Advisors	Sarasin & Partners LLP Juxon House 100 St. Paul's Churchyard London EC4M 8BU

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Executive summary

For the year ended 31 March 2024

CXK have had an extremely successful and positive year despite the challenges of wider socio-economic factors that have created instability and uncertainty across the wider voluntary sector. It has been a year in which it was important to hold on firmly to the importance and necessity of well-designed and delivered services that support so many of our beneficiaries across the south of England. Remaining true to our objectives and mission of "inspiring people" to thrive has been at the core of all decision making in a year that has seen so much change in our local government and central government priorities and services.

It has been key for the Charity to remain focused and diligent in listening and responding to the voice and needs of our beneficiaries and communities we serve to ensure that we deliver the very best of support that compliments and addresses beneficiary need. A wonderful example of this work in action has been the very successful youth-led research project undertaken by a group of young people in Hastings. Over a 12-month period the young researchers engaged with over 450 other young people, and over 180 employers and stakeholders to understand the challenges faced by young people's progression and pathways into employment and education. The findings and analysis from the research are now actively shaping a testing phase where CXK and partners will seek to review and explore the system changes required to improve opportunities and provision for young people.

The value placed by CXK in understanding beneficiary need is further enhanced by our drive for place-based solutions to tackle local need across targeted communities. The last year has seen the Charity explore joint collaborations with many key stakeholders to work together to bring real innovative provision to communities. Our "Work Ready" employability programme in Margate is a wonderful example of strong partnership and collaboration with the Department of Work and Pensions.

The decision to target and collaborate with new partnerships in more creative ways is testament to the professionalism and skills of the CXK managers and workforce. Honesty and integrity are key CXK values, and these have been paramount in the openness and transparency at play when exploring difficult challenges that beneficiaries face across our communities. With a very difficult operating landscape many charities and providers are facing financial hardship, and it has been important for CXK to work supportively with our peers to explore creative opportunities and partnership solutions to develop new provision and protect sustainability of organisations involved.

Central government departments, local authorities and other key strategic stakeholders all faced financial pressures in the last year and have had to make significant decisions regarding priorities and funding allocations for service provision. CXK has been heavily engaged with a number of strategic boards and committees to ensure the voice and the expertise of the voluntary sector is not lost or overlooked in the decisions made for resource allocation and policy developments. The engagement of CXK at the "strategic table" has further enhanced the reputation of the Charity as an honest, reflective and professional ambassador for the voluntary sector, its beneficiaries, and all it delivers.

Strong governance, leadership, robust financial management, alongside inspirational business growth has ensured financial resilience during the past year. In uncertain times it has been important for the Charity to remain relevant, proactive and diligent in all business decisions. The Trustee Board have supported the CEO and Executive team to explore new business opportunities and growth where appropriate. Resources have been enhanced in some central support functions as well as boosting the resource of the Flexible Engagement Team. The Flexible team have been pivotal in allowing CXK to respond with agility to requests from funders in developing new provision and to address difficult challenges faced by targeted groups of beneficiaries.

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Executive summary (continued)
For the year ended 31 March 2024

Success breeds success, and growth in our work across prisons in Kent, Surrey and Sussex was rewarded in the re-winning the Ministry of Justice (MOJ) commissioned, Information Advice and Guidance (IAG) Work Ready services. CXK has shown real aptitude and innovation in its supportive and creative work with offenders and further opportunities to strengthen this work will be explored in the year ahead. Additionally, the Charity has worked extremely closely with the Department of Work and Pensions and local authorities across the southeast to develop targeted provision and pre-employability solutions to support young people and adults.

2023/24 will stand proudly as a very positive and impactful year for CXK. We have continued to build on the success of our established programmes, providing a wide breadth and variety of provision that is deeply rooted across communities. The needs of those most marginalised across communities have remained the priority of the Charity and will drive our innovation, growth and range of provision moving forwards. Young people not in education or employment, offenders and ex-offenders requiring hope and opportunity, adults needing support and new aspirations will drive our Charity into the next year. We will remain focused on our mission to "Inspire People to Thrive" !

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Trustees' report

For the year ended 31 March 2024

The Trustees present their annual report together with the audited financial statements of the Charity for the year 1 April 2023 to 31 March 2024. The annual report serves the purposes of both a Trustees' report and a directors' report under company law.

The Trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

STRATEGIC PURPOSE, OBJECTIVES AND ACTIVITIES

CXK's 5-year strategic plan (2019-2024) reflects the direction, focus, impact, and outcome of CXK's work, providing a substantial reference for all CXK staff, beneficiaries, and stakeholders. It remains the key strategic plan that drives the Charity's focus and forms the basis for annual business plan targets and priorities for individual staff and teams. The annual business plan objectives are aligned from the strategic plan and applied as a template for all staff and team appraisals, ensuring that the whole Charity is focused on working towards, and contributing to, our overarching strategy.

The Articles of Association provide an overview of the key purpose, objectives and activities delivered by CXK:-

Advance in life those who are in need by reason of their youth, age, ill-health, disability, financial hardship or other disadvantage, in particular but not limited to young people who are situated anywhere within England by developing their skills, education, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals, through the provision of services and a charity that:

- Raises beneficiaries' aspirations, participation and achievement.
- Provides impartial information, advice, guidance and opportunities for individuals personal development, education and employability.
- Refers and introduces beneficiaries to learning and employment opportunities.
- Provides and supports the provision of learning programmes supporting personal health and wellbeing, and educational development, and preparing individuals for life choices and circumstances;
- Provides those outside learning, or otherwise at risk of underachieving, with the support they need to maximise their potential.
- Advocates for the needs and aspirations of charity beneficiaries, through lobbying and adopting strong ambassadorial principles and practice.

Mission

Inspiring people to thrive.

Vision

Everyone has access to what they need to maximise their potential. Through support and guidance CXK empowers individuals and strengthens communities.

Values

CXK is passionate, efficient, transparent and displays integrity, resilience and innovation.

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Trustees' report (continued)

For the year ended 31 March 2024

Strategic objectives and priorities

The overarching focus of the Charity's strategy is encapsulated through the following six priority objectives :-

1. **BRAND** - Invigorate and improve the awareness and understanding of the CXK charitable brand and impact, securing greater engagement of beneficiaries, wider stakeholders and communities.
2. **FOCUS** - Positively reflect and prioritise the needs and aspirations of individuals and communities in the development, range and scope of all CXK service provision and activities.
3. **FINANCE** - Secure financial sustainability with emphasis on retention of current contracts, developing new, and preserving cost effectiveness and rigour across all funding and income streams.
4. **QUALITY** - Continue to enhance and strengthen the delivery of high quality services, increasing performance outcomes and impact, working positively to build and nurture an environment of continuous improvement.
5. **PEOPLE** - Build on and develop the strengths and diversity of our Trustees, workforce and volunteers - promoting a stronger sense of collective purpose, culture and social action.
6. **PARTNERSHIPS** - Enhance the effectiveness, breadth and success of trusting partnerships and relationships to achieve flexible solutions, innovative outcomes and focused results for the needs of targeted individuals and communities.

The 2019-2024 CXK Strategy will be replaced by the 2025-2030 strategy from the 1 January 2025. Work is underway across the charity to involve staff, beneficiaries and trustees in reviewing and developing our vision and strategic objectives for the next 5 year period. The new strategy will drive the focus and objectives of CXK, strengthening and enhancing the invaluable impact of our beneficiaries and the communities we serve.

Activities and areas of delivery and engagement

CXK supports young people and adults through the development and delivery of services and provision that fulfil its three core pillars of focus and activity:

- Information, Advice and Guidance
- Targeted Support
- Training and Development

As a very successful and high-achieving Charity it remains imperative that we maintain a strong focus, understanding and commitment to the needs of beneficiaries in the development of our wide range of programmes, services, and initiatives.

Understanding the needs of young people and adults in relationship to their aspirations and opportunities in education and employment drives decisions in developing a breadth of diverse approaches and specialisms to reach out and engage with the complex and multifaceted needs of our beneficiaries.

The pandemic and significant cost of living challenges have created additional challenges for many CXK beneficiaries, and it has been important to review all aspects of our delivery to ensure that the changing needs of young people and adults are reflected positively in the design and delivery of all current, and future, service provision.

Virtual and remote service delivery has complemented ongoing face-to-face delivery to ensure we adapt and engage with beneficiaries in new and innovative ways. Ongoing flexibility and innovation to embrace digital technology will remain a priority.

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Trustees' report (continued)

For the year ended 31 March 2024

The financial landscape has changed enormously with pressures faced by Central and Local Government departments and wider commissioners. CXK have remained determined in our commitment to deliver high quality services to address the growing needs of beneficiaries within the challenges of funding reductions, and cessation of many alternative funding streams.

The full range of provision CXK delivered throughout the year included:

- The **National Careers Service** (contract commenced October 2015) delivery of targeted Information Advice and Guidance (IAG) to adults across the south-east. Specific priority groups are supported within this contract including low skilled adults without a level 2 qualification; 18-24 year olds Not in Education, Employment or Training (NEET); Jobcentre Plus (JCP) customers aged 18 plus; adults with learning disabilities and/or disabilities; single parents with one or more dependents at home; adults over 50 facing redundancy or newly redundant. **(Department of Education (DFE) funded)**
- **Apprenticeship Support and Knowledge service (ASK)** – providing a full range of guidance and support to young people, teachers, parents, schools and FE settings on the opportunities of Apprenticeship and Technical education pathways. **(DFE funded)**
- **Prison IAG** - Delivery of IAG services and support to adult prisoners in 10 custodial settings across Kent, Surrey and Sussex. **(MOJ funded - contract re - awarded October 2023)**
- **Work-Ready** – An employability programme delivered to prisoners 12 weeks before their release from custody. **(MOJ funded - contract re - awarded October 2023)**
- **Step Up** – A European Social Fund (ESF) participation contract for 16-24 year olds in Kent, East Sussex and Essex who are at risk of becoming, or are already, Not in Education, Employment or Training (NEET). **(European Social Fund (ESF) funded)**
- **Youth Employability Service (YES)** – a service for NEET young people across East Sussex. **(East Sussex County Council funded)**
- **Careers Education, Information, Advice and Guidance (CEIAG)** services to secondary school pupils throughout Kent, Medway and East Sussex, to help them with their next steps in education or employment. **(Individual school funded)**
- **Flexible engagement team - Base Camp** – A CXK funded engagement and mentoring programme for young people 16-25 yrs, supporting mental health, confidence and pre-employment skills **(CXK reserves funded)**
- **Connected Futures Hastings** – a peer led research project identifying the employment challenges faced by young people in Hastings. **(Youth Futures Foundation funded)**
- **Emotional Health and Wellbeing** – Intensive support for young people in schools, aiding mental health, confidence and wellbeing. **(Individual school funded)**

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Trustees' report (continued)

For the year ended 31 March 2024

ACHIEVEMENTS AND PERFORMANCE

Analysis and review of all achievements and performance is managed through a wide range of robust processes and procedures. The Trustees, executive team, and senior managers analyse and examine a wide range of measures to assess the Charity's success in achieving its charitable objectives.

All service delivery aims and goals derive from these measures, alongside focused key performance indicators (KPI's) established by funders and stakeholders. A comprehensive dashboard (operational scorecard) of performance, achievement and quality is our key tool used to evaluate success, impact and address aspects of challenge or concern across all areas of provision. Specific measures include:

- The number of people engaged and the quality of their experience and employment, learning or training outcomes for adults involved in the National Careers Service. Customer satisfaction, Customer Management and Job or Learning outcomes are key contract deliverables.
- Level of reduction in the number of 16–18-year-olds who are Not in Education, Employment or Training (NEET). In addition, level of positive engagement, outcome and progression with those supported.
- Outcomes of the preventative work with pre-16-year-olds and work with vulnerable young people, including Learners with Learning Difficulties or Disabilities (LLDD), Looked after Children (LAC) Special Educational Needs and Disability (SEND) and young offenders.
- Rigorous performance indicators within each specific contract specification.
- Evidence, research, and evaluation gained from the delivery of services and provision.
- Total income obtained from funding sources and financial management over analysis.
- Employee engagement and satisfaction through staff surveys, team analysis.
- Customer/beneficiary/stakeholder satisfaction.
- Ofsted inspection outcomes.
- Maintenance of external accreditations (for example, Cyber Essentials Plus, Merlin Standard and the Matrix Standard).

Specific achievements

The last year has been extremely successful for CXK despite the uncertainties and turbulence of the voluntary sector including decreasing funding, cost of living pressures and beneficiaries' needs increasing. CXK has been determined in the necessity to refocus and re-energise programmes and services – reaching out and re-engaging many individuals most marginalised from mainstream services.

We have strengthened our footprint, particularly in Kent, Medway, and East Sussex, building on previous successes. Comprehensive evaluation and analysis of the impact of our work has been imperative in ensuring we design the most effective methods of engagement and delivery to ensure positive outcomes and progression pathways are in place for our beneficiaries.

We successfully re-tendered and won the new MOJ IAG and Work Ready programme in October 2023 competing against many national and international organisations. Our delivery of MOJ provision is recognised as exemplary practice and provides a vital service across 10 Kent, Surrey and Sussex prisons to support offenders to manage their sentences and opportunities on release.

The delivery of ASK has been a tremendous success with all Key Performance Indicators exceeded and CXK leading the national league tables.

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Trustees' report (continued)

For the year ended 31 March 2024

Success in the growth of targeted provision for young people has seen increased volumes in the number of Special Education Needs and Disabilities (SEND) schools contracting CXK to deliver IAG and also growth in alternative funding streams wishing to contract CXK for this specialist work.

CXK experience, knowledge and diverse delivery across the south of England has earned recognition as the "go to Charity" for comment and insight into the challenges facing young people and adults in the context of education and employment.

Huge developments have been achieved in the wide range of communication, social media and PR activities across the Charity. Significant increases in the number and scope of beneficiary case studies and impact statements have been shared widely across social media platforms, celebrating and sharing the success of the Charity's impact.

The success of the YES service in East Sussex led to further investment to work with pre-NEET's and NEET's across the county.

The last year has seen a growth in targeted employability programmes and also the delivery of the Governments Multiply funded programme, enhancing numeracy skills for young people and adults.

The in-house training assessment centre has seen growth in the number of staff achieving level 3, 4 and 6 qualifications in IAG with the assessment centre being a vital tool for the Charity to train our staff and develop skills for the future workforce.

Connected Futures Hastings has been a groundbreaking research project led by young people and highlighting the significant challenges faced by young people in their education and employment support and opportunities across the Borough. The project has been embraced and supported by key strategic stakeholders, local MP's and central government departments. Further work to test the research findings is ongoing.

This year, CXK directly empowered, supported, and engaged with more than 238,000 individuals across all services. The Charity has been instrumental in helping many more indirectly through wider engagement with communities and other stakeholders.

Participation and engagement numbers across the range of programmes include:-

- Prison IAG service - supported 9,347 individuals in custody across 10 prisons. 98% of individuals were satisfied with the service they received.
- Prison Settling In programme supported 310 offenders in Elmley Prison.
- Work Ready programme - delivered to 232 learners across Margate - supporting and mentoring recently unemployed young people to manage next steps into employment or learning.
- National Careers Service - provided careers information, advice and guidance to 29,998 adults across the south-east, achieving 100% customer satisfaction.
- CXK's School Careers service - delivered in 57 schools in Kent and East Sussex, supporting 9,439 young people.
- YES (Youth Employability Service) - supported 5,316 NEET (Not in Education, Employment or Training) East Sussex young people with intensive 1:1 support.
- Step Up - CXK partnered with local organisations, delivering bespoke training programmes to 1,023 NEET 16-24 year olds in Kent, Medway, East Sussex, Essex, Thurrock and Southend. 39% progressed into work, education or training.

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Trustees' report (continued)

For the year ended 31 March 2024

- ASK (Apprenticeship Support & Knowledge) - supported: 203,501 students, 13,211 parents, 311 teachers, working with 912 schools across the South of England to promote awareness of the benefits of apprenticeships.
- Get Connected - a peer mentoring programme supported young people with autistic spectrum conditions, delivered 85 sessions across 3 districts to develop young people's confidence, social development and integration.
- The CXK Flexible engagement Team - Base Camp – worked with 291 young people through mentoring and support activities.

Growing Influence

CXK continues to work closely with central government departments, local authorities, and other key stakeholders – influencing and supporting the political environment and required policy/strategic drivers that effect the challenges and experiences of our beneficiaries and their multi-layered needs and requests.

Our key focus is to ensure all CXK delivery targets the real needs of individuals and communities we work within. Key stakeholders we liaise and commission with include:-

- Department of Education (DfE),
- Department of Work and Pensions (DWP),
- Ministry of Justice (MOJ),
- Department of Levelling up and Communities (DLUC),
- South-East Local Enterprise Partnership (SELEP),
- Kent County Council,
- Medway Unitary,
- East Sussex County Council,
- The Integrated Care Board and Integrated Care Partnership for Kent and Medway,
- South- East Chambers of Commerce and Federation of Small Businesses

The Chief Executive is an active and engaged member of a wide breadth of key membership organisations and formal Boards, successfully managing and influencing key strategy and performance on a local and regional level. The ethos of "generous leadership" is at the heart of our CEO's dedication to the education and skills sector and the wider voluntary sector landscape.

Membership includes the following:-

- Kent and Medway Employment Task Force – Board member,
- Kent 16-19 Pathways for All – Board member,
- Medway 16-19 review – Board member,
- Skills East Sussex – Board member,
- Adult Learning Network East Sussex – Board member,
- Integrated Care Board, (NHS) Kent and Medway – Board member
- Kent Association of Training Organisations (KATO) – Board member,
- Kent CEO forum, member
- Voluntary Community Sector steering group (Kent and Medway) – Board member,
- Medway VCS – Board member,
- South East Local Enterprise Partnership (SELEP) skills board – Board member,
- Association of Chief Executives of Voluntary Organisations (ACEVO),

CXK's representation for itself and the wider charity sector is true testament of the expertise it holds across the voluntary sector and its ability to pursue, challenge and celebrate the role of the voluntary sector in national, regional and local plans and policy. CXK's CEO was appointed in 2022 as the voluntary sector representative on the newly formed Integrated Care Board, and she plays an important role in advocating for the engagement, recognition and commitment of the role of the Voluntary and Community Sector (VCS) in the plans for a robust Integrated Care strategy across Kent and Medway.

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Trustees' report (continued)

For the year ended 31 March 2024

CXK is also a board member of Careers England, and the Careers Development Institute, both significant national associations for the professionalism and credibility of accredited careers guidance.

The last year has seen significant effort and commitment by CXK to nurture and strengthen relationships with local councilors and Members of Parliament. Local MPs are consulted, lobbied and supported in the policy, strategy and political impact of education and skills development and challenges impacting CXK beneficiaries.

Our Chief Executive has established close working relationships with key Members of Parliament and local councilors across CXK's delivery regions to champion the needs, issues and concerns that relate to beneficiaries and to influence and inform developing Government policy. This work will continue to be strengthened as the impact of new MP's and the changes in Government policy and priorities start to develop.

Senior managers sit on a wide range of county-wide and regional planning and implementation groups across the south-east. The senior leadership team are members of many key partnerships and boards including the Care Leaver Progression Partnership, the Digital Skills Network, and the Children and Young Peoples Panel.

Championing and promoting the impact and success of CXK provision remains a key strategic priority. Over the last year impressive strides were made to increase the engagement and support of local, regional and national media. A suite of performance indicators drove an increased reach in social media, website data analytics, press coverage, targeted blogs and news items which all contributed positively to raising the profile of the Charity.

People and Personnel

People and personnel remain the highest priority within our Charity. The pandemic instigated a period of transformation, growth, diversity, and change – for our beneficiaries, our stakeholders, and our Charity.

People are a priority at every level, enabling our Charity to have a positive impact through the delivery of its services. Some 85% of staff are directly involved in delivering services to beneficiaries, with the remaining 15% providing essential support, including management, administration, finance, IT, GDPR, governance, marketing, estates and HR services.

Since the pandemic CXK, like many other organisations in the voluntary, public and private sectors have had to navigate new and varied working patterns to accommodate the growing needs and requirements of staff, commissioners and beneficiaries. The majority of our delivery staff have identified localities for programme delivery – e.g prisons, schools, job-centres etc. Community venues support our delivery infrastructure alongside virtual delivery that can be delivered from staff based at home.

Hybrid working arrangements and flexibility related to staff working patterns have been a mainstay of a changing world where staff prefer more flexibility and work/life balance. CXK are continuing to monitor and assess the impact of the focus on different approaches to working patterns. It will remain essential for us to balance the needs of our staff alongside the needs and demands of commissioners and stakeholders. The tension between both remains a challenge for all sectors moving forward.

The impact of post pandemic changes and current cost of living pressures has not only affected our Charity but our staff too. Empathy and compassion have been integral in ensuring that staff feel adequately supported by CXK in these challenging times. CXK has a well-established Employee Assistance Programme which has seen an increase in staff engagement, particularly in the last year. Pressures of mental health, anxiety, finance, and personal relationships are noted as developing areas where support has been provided.

A Performance Development Review (PDR) process provides a transparent line management supervision, review and appraisal system with performance linked to operational delivery and staff's adherence to, and display of, the CXK values and strategy.

The Trustee Board were keen to reward the hard work of all CXK staff and agreed to an additional two days annual leave and commitment to review a number of employee incentive schemes in the summer of 2024. CXK is proud to be a Real Living Wage employer in addition to being an accredited disability confident employer.

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Trustees' report (continued)

For the year ended 31 March 2024

Trustees wish to pay tribute to all CXK staff for delivering services so effectively across our wide breadth of services. External recognition and understanding of the enormous impact the charity makes in its work with beneficiaries, alongside continued growth in successfully winning new funding opportunities to develop our provision, is testament to the continued hard work and dedication of each and every member of staff.

Partnerships

CXK's commitment to strong collaboration and partnerships places the Charity significantly above its peers in relation to the breadth of its partnership engagement. As national Prime Contractor for two DFE programmes (NCS and ASK) CXK have established strong, effective sub-contracted relationships with key providers across the south of England. As an excellent Matrix-accredited Charity we have displayed robust, honest and transparent processes, procedures, audits and compliance monitoring that strengthens performance and relationships.

The necessity to nurture and retain effective partnerships is crucial to CXK's delivery across communities. The challenges faced by beneficiaries remain complex and multi-faceted and we strive confidently to continue to increase the breadth of partnerships to help address and tackle the barriers of disadvantage that many individuals still face.

CXK, in its role as a respected Charity in the south-east has a key role in supporting other partnerships with Charities trying to navigate the turbulent and fragile landscape of the third sector. Opportunities for partnership working in delivery, engagement, programme design and bidding for potential new funding streams are actively underway and the CEO and senior leadership team play an active role in strategically supporting and developing new relationships.

Quality and Impact

Quality is a "golden thread" running through the charity. Rigorous processes of quality review, analysis, and impact are fully embedded across the Charity. The Performance and Quality Committee has a strategic overview of all services and reflects and reviews all aspects of CXK delivery in quarterly analysis of the Operational Scorecard. The Finance Governance and Resources Committee monitors financial, human resources, GDPR, and IT processes and delivery and the Development Fundraising and Marketing Committee oversees business development, the growth and development strategy and all communication and marketing activity.

Quality and impact drive performance at all levels of the organisation and line management, peer meetings, management forums, senior leadership team evaluation and Trustee Board committees are all key elements of the robust quality framework.

Self-Assessment Reviews (SAR's) are commonplace within our large DFE contracts and other evaluation tools and KPI review mechanisms are in place for the range of other programmes across the Charity. In addition to robust Quality Assurance measurements that are reported and assessed on the CXK operational scorecard, CXK continues to evaluate performance through the "CXK impact toolkit". The impact measurement framework enables and empowers all beneficiaries to express their progress against key indicators:-

- Readiness to thrive
- Economic inclusion
- Social inclusion
- Health and wellbeing

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Trustees' report (continued)

For the year ended 31 March 2024

CXK commits to delivering all its activities to very high standards and invests in a broad range of quality management standards and accreditations as follows:

- Matrix Accreditation
- Merlin Standard (outstanding)
- Ofsted - two level 2 'Good' ratings
- Cyber Essentials Plus
- Disability Confident Employer
- Real Living Wage Employer

The Charity has worked diligently to improve the measurement and review of impact measures across all service delivery teams. Positive progress has been made in the capture, analysis and review of all impact measurement across the Charity and CXK now has a robust suite of tools and analytics to review and share widely both internally and externally. The quantitative data and analysis support the extensive volume of qualitative case studies and impact statements captured by beneficiaries and stakeholders.

Policies and Processes

CXK has an extensive portfolio of policies and procedures. These are maintained, updated, reviewed and updated at Exec team and/or Trustee Board level. Strong robust governance ensures our Charity complies with relevant legislation and that it operates in line with national and international best-practice. This safeguards beneficiaries, staff and partners and provides them with access to the right support at the right time, delivered in a way that meets their needs.

A document register is monitored and evaluated with key timelines identified for document review and evaluation. Policies are endorsed for either management or Trustee review and formal sign off.

All policies are stored in an online portal accessible to all staff and all sub-contractors are obliged to adhere to all CXK policies and principles.

Performance Management

Each CXK project/contract is delivered in line with a business/delivery plan, which is developed collaboratively during the preparation of a funding proposal/tender response. Each plan includes:

- Milestones
- Leads/Responsibilities
- Key Tasks
- Timelines
- Risks
- Performance Review and Evaluation

Plans are reviewed monthly and are used to manage a project's progress, to address poor performance, to manage risk and to ensure targets are met or in most cases exceeded.

Financial Review Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Financial results

At 31st March 2024 total income was £6,988,802 (2023: £8,589,434) with total expenditure of £7,346,668 (2023: £8,191,482) reporting a net expenditure before investment gains and losses of £357,866 (2023: surplus £397,952).

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Trustees' report (continued)

For the year ended 31 March 2024

After including net gains and losses on investments, a deficit of £204,702 (2023: surplus £256,175) is being reported.

During the year, the Charity has chosen to invest reserves in a number of self-funded projects and infrastructure improvements. This is included in expenditure and amounts to £244,343 (2023: £249,402). Should the Charity chosen not to invest its reserves in these areas, the Charity would have reported a surplus of £39,641 (2023: £647,354).

Reserves policy

At 31st March 2024, the Charity had "free reserves" (i.e. the total of unrestricted income funds not invested in tangible fixed assets) of £5,771,222 with an operating cost base of £7,346,668 (31st March 2023: £5,948,638 against operating costs of £8,191,482). Restricted reserves are £nil (2023: £nil).

Taking into account the nature and volume of the Charity's income streams and the patterns of expenditure in meeting the Charity's objects, the Trustees regularly undertake a risk assessment of the probability and likely impact on service delivery that might be caused by a decline in income, an inability to meet financial obligations, or an inability to reduce expenditure in the immediate short-term. This approach ensures a balance between spending the maximum amount of income raised as soon as possible after receipt, while maintaining the minimum level of reserves to ensure uninterrupted operation.

The target range is reviewed annually as part of the budget approval process by the Trustees to reassess the risks and reflect changes in CXK's income, financial obligations and expenditure and also as part of the risk review process. The year under review is the final year of the 6 year plan agreed whereby contract sustainability was considered and a number of financially unsustainable contracts were withdrawn from. We are pleased to say that this plan has been a great success and CXK are significantly ahead of where it had been forecast to be in 2024.

It has been deemed that the level of free reserves being held is sufficient and appropriate for CXK. This level is set aside to account for fluctuations in funding levels, payment in arrears contracts and to account for potential redundancy costs on contracts that end. This is especially important given the current global uncertainty and cost of living crisis with an expected increase in demand for CXK's services. Free reserves are the total of unrestricted funds not invested in tangible fixed assets. Based on this approach, CXK is happy the level of reserves is sufficient, with 9.4 months of operating costs (2023: 8.7 months) set aside.

Investments policy

Under the rules of the Charity's governing document, the Trustees have wide ranging powers to invest the funds of the Charity as they see fit within the scope of the laws and regulations applying in the United Kingdom.

The objectives for these investments are to achieve a balanced return from income and capital growth whilst accepting a moderate degree of risk and maintain the real value of capital in order to achieve and potentially facilitate periodic capital withdrawal. In approving investments, the Trustee Board follows an ethical policy, which examines good employment practices, good environmental practices and a commitment to corporate and social responsibility.

The Charity has investments of £2,078,639 (2023: £1,884,744) of its reserves in shares or equities with Sarasin and Partners LLP. The policy on investments is reviewed regularly under the governance of the Finance, Governance and Resources Committee.

Any investment returns made on the portfolio are used to purchase further shares and equities.

Approach to fundraising

CXK is fully conversant with fundraising, commissioning and compliance requirements and legislation. CXK's income is primarily received from successfully commissioned services or grants. There is very limited income received through fundraising and any funding received adds value to the commissioned services it already delivers. 100% of the monies raised is used to support beneficiaries who need it most.

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Trustees' report (continued)

For the year ended 31 March 2024

Fundraising income remains low, as the Charity does not specifically target resources for this source of funding.

This is under continuous review as such funding will complement alternative approaches to service provision. This year, the Charity raised £5,533 (2023: £4,184) towards improving its beneficiaries' life-chances. No fundraising complaints (2023: none) were received during the year.

CXK's Growth and Development Plan outlines the key principles and approaches to be explored and reviewed as part of the Charity's expansion of income growth and diversification. In 2023 CXK identified a specific feasibility project to review and consider positive approaches to generate corporate/philanthropy income. The principles and strategy relating to the scale and scope of approaches that could be considered are under review and will be progressed in the forthcoming year.

Professional indemnity insurance

The Charity has taken out a combined commercial insurance policy that provides an element of professional indemnity cover for the Trustees amounting to £5 million in respect of any one claim.

Management of Risk

The Board is committed to ensuring the long-term health and sustainability of CXK through an effective Risk Management Framework. This is designed to identify and mitigate key risks that could affect the ability to deliver strategic objectives and achieve the Charity's charitable aims.

The management of risk is embedded in day-to-day business activities and is well supported by established processes and policies. The management of most risks is delegated to the Chief Executive and the Senior Leadership Team. A Business Critical Risk Register is updated monthly by the Executive Team, reviewed and scrutinised by the Trustee Board and updated reports are shared with respective Committees to review and scrutinise more closely. All major risks are reviewed, and systems and procedures in place to manage and mitigate risks.

The principal risks currently identified include:

- A significant contract, or multiple contracts, become unprofitable and unsustainable.
- Loss of a major income source.
- Competition for new contracts results in loss of income through new re-tendered business.
- Major incident relating to the safeguarding, or the wellbeing of staff or beneficiaries.
- Failure in the management of a significant governance responsibility e.g. Health and Safety, GDPR

The risk management process for the Charity was reviewed during the financial year by the Audit and Governance Committee and improvements made to risk reporting. The Trustee Board has a responsibility to review all relevant risks for the Charity and delegate further review where required to one of the appropriate Committees.

CXK continued to make good progress on improving its risk management across the five major risk categories of Compliance, External and Environmental Factors, Financial, Governance and Operational.

PUBLIC BENEFIT

The Trustees have taken The Charity Commission's specific guidance on public benefit (contained within the guidance publication "The Advancement of Education for Public Benefit") into consideration in preparing their statements on public benefit contained within this Trustees' Annual Report.

Benefits & Beneficiaries

In accordance with its charitable objects, the Charity strives to advance in life those who are in need by reason of their youth, age, ill-health, disability, financial hardship, or other disadvantage in particular, but not limited to, young people. The benefits offered by the Charity are the services that it delivers to support, mentor, advise and guide individuals so that they are empowered and inspired to thrive.

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Trustees' report (continued)

For the year ended 31 March 2024

This financial year the Charity worked with more than 273,000 young people and adults through CXK's direct delivery and the work of its sub-contractors and partners. All operational areas have evidenced growth in the number of beneficiaries supported and additional new provision has helped increase the number of beneficiaries supported by an annual increase of circa 40,000 beneficiaries.

The ability to work closely with commissioners and beneficiaries to design and adapt service delivery to ensure maximum impact and value for money is a key strength of the Charity. Working closely with Government departments including Department of Education, Department of Work and Pensions, Ministry of Justice, Department of Levelling Up and Communities in addition to Local Authorities and key stakeholders across our delivery region drives the innovation of services to tackle wider public benefit and positive community outcomes.

CXK's flexibility, agility and responsiveness to individual and community need has secured impressive outcomes in targeted local delivery, truly changing the lives of individual beneficiaries, and supporting wider public benefit and social value priorities. See page 10 for volumes and impact of key CXK service delivery.

Trustees' Assessment of Public Benefit

The Trustees utilise the range of measures of performance detailed (see page 9) to determine the Charity's success and to demonstrate that it continues to advance in life individuals for the public benefit. All aspects of CXK's programme delivery is targeted at addressing individuals local socio/economic needs and supporting wider Central/local Government initiatives and priorities.

CXK continues to work tirelessly to ensure that all current service provision is maintained, and successful business growth and development is prioritised particularly at a time when the landscape of the employment and education sector remains turbulent and fractured. Strong business development and business improvement activity has been instrumental in ensuring that CXK remains focused in its important role in delivering vital education and employment pathways across the south-east.

There is great satisfaction and appreciation of the Charity's performance, which has seen key performance objectives met every year. The Charity has achieved regional and national acclaim for its targeted projects for vulnerable and disadvantaged individuals and maintained its leading stance on Careers Education, Information, Advice and Guidance (CEIAG).

CXK has received high acclaim from national, regional stakeholders, local authorities, and stakeholders across communities for the focused, determined, and successful methodologies implemented to work with partners and beneficiaries to address local place-based need. CXK has built on its innovation and achievements to develop a suite of targeted provision that provides true opportunities and progressive education, skills and employment pathways.

The wide range of CXK provision enables the Charity to work at the heart of communities by empowering young people and adults to maximise their potential, increasing their own skills, knowledge and confidence, instilling a positive approach to contributing effectively to their local communities. With carefully selected partners who bring additional value, specialisms, and expertise we continue to ensure innovative programmes engage and reflect the needs of outlying communities and marginalised beneficiaries.

The last year has seen huge achievements as the Charity successfully re-secured the Ministry of Justice contract in 10 prisons across Kent Surrey and Sussex with the groundbreaking IAG and Work Ready provision and support. Strengthened collaborations with DWP and local authorities to explore place-based challenges has resulted in positive programme design and delivery to address local need. CXK will build and continue its engagement next year to support marginalised communities and individuals identify and access the support and advice they need.

PLANS FOR FUTURE PERIODS

The Charity's aim of making a positive difference to the lives of those who are in need by reason of their youth, age, ill-health, disability, financial hardship, or other disadvantage will remain the driving force in the year ahead.

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Trustees' report (continued)

For the year ended 31 March 2024

CXK will continue to align itself closely to the political and strategic policy drivers that help shape and support our beneficiaries impacted by the economic crisis faced by so many. CXK is well positioned to drive forward change and innovation to tackle the increasing challenges for access to education and employment for so many disengaged and disenchanted individuals.

The landscape will undoubtedly remain turbulent and unpredictable and CXK's efforts will be focused on prioritising the right decisions, both operationally and strategically, to ensure CXK remains in a strong and confident position within the voluntary sector.

The needs of beneficiaries remain complex and challenging. Innovation and flexibility in the delivery of services will be critically important to ensure that CXK responds swiftly and effectively to the needs of individuals and commissioners. We will build on the success and innovation of the last year and continue to shape the hybrid model of delivery approaches required to move forward.

Key priorities for the year ahead include:

- Publish a new CXK strategy 2025-2030
- Approve an 18-month business plan reflecting the 2025-2030 priorities.
- Work closely with strategic partners to review, reflect and react to the new Governments manifesto and government department priorities.
- Continue with the exploration of corporate and voluntary fundraising/income generation opportunities.
- Establish greater collaborative working relationships with DWP to develop innovative employability support programmes across the south-east.
- Explore further business development opportunities across custodial settings.
- Continue to increase the volume, scope and quality of case studies and impact measurement processes across the Charity.
- Remain diligent in the face of the economic crisis and positively support the wider voluntary sector in its role across communities.
- Develop and publish the charity wide Environmental Social Governance (ESG) action plan and commitments
- Prepare for new contract arrangements for current CXK programme delivery and review the scope of potential new programme commissioning across current and new business development portals.
- Further enhance all CXK ambassadorial activity, strengthening the important processes for advocating for all beneficiaries.

FUTURE PUBLIC BENEFIT

There has been much for CXK to celebrate in the year 2023/24. Strong governance and management have enhanced the strategic vision for the organisation and creativity and innovation in the further development and growth of the organisation remains key moving forward. There has been a strengthening and expansion of some key functions within the Charity, and a shared culture of demonstrating efficiency, innovation, and impact.

Significant improvements in measuring and analysing impact and beneficiary experience has been an important tool in celebrating success, designing new provision and marketing and promoting the CXK services more widely across the region.

Relationships with stakeholders remain strong, meaningful and impactful. The CXK brand is well respected and the Charity is acknowledged to be a leading force across the south-east. Strength in our ambassadorial role has led to engagement and involvement in a wide number of strategic boards which has placed CXK in an important and privileged role and at the heart of strategy and policy development moving forwards.

The concept of "Generous Leadership" has been incredibly strong as the CEO has driven vital engagement with other voluntary sector organisations and strategic stakeholders to understand the current volatile landscape and to work closely together to achieve synergy and positive outcomes for the individuals and communities we serve.

CXK has, through its steadfast and rigorous leadership, been successful in strengthening its engagement and

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Trustees' report (continued)

For the year ended 31 March 2024

focus for individuals and communities. CXK will continue in its drive and commitment to work closely with those most affected by the socio-economic challenges and continual impact of the pandemic and play a significant role in strengthening innovative provision to support individuals and communities moving forward.

The Trustees will continue to ensure that our Charity benefits the public by reducing unemployment, supporting individuals with barriers to progression, and delivering accessible and high-quality services in collaboration with its stakeholders and partners. CXK will support central and local government and key stakeholders in driving forward the change required to provide opportunity and advancement for so many individuals who have felt left behind.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure

The Charity was incorporated on 20th March 2002 and became a Registered Charity on 4th September 2007. The Charity has incorporated the following dormant subsidiary undertakings - CXK Trading Limited and CXK Careers Limited.

The Charity is governed by the rules and regulations set down in its company Memorandum and Articles of Association originally dated 20th March 2002, which were amended by special resolution on 23rd January 2007, 16th December 2008, 24th June 2009 and 19th September 2011. A review of the Articles of Association by the Board of Trustees and an updated version was approved on 4th September 2018 and 21st May 2020 and then subsequently updated on 6th July 2023.

Trustees

The Trustees that served during the year are as follows:

Kelly Freeman (Acting Chair from 10th July 2024)
Sonette Schwartz, Chair of Trustees (resigned 10th July 2024)
Pauline Smith, Chief Executive
Jo Boraston
Graham Briscoe
Domini Bucknell-Sargent (resigned 28th March 2024)
Graeme Dykes
Dominic Hilleard
Peter O'Brien
Robert Rose
William Vernon
Charlotte Walshe
Pamela Watts
David Yates resigned (21st August 2023)

During the year the average attendance of all Trustees at Board and committee meetings was 86% (2023 : 87%)

Governance and management

CXK is a registered Charity, and a company limited by guarantee, not having share capital. Every Trustee undertakes to contribute an amount not exceeding £10 to the assets of the Charity in the event of the Charity being wound-up during the period of membership, or within one year thereafter.

On 31st March 2023 the Charity had 13 Members (including the Chief Executive), all of whom are CXK's Trustees. The Trustees are recruited from the business community, private sector, education and the public and not for profit sectors, and bring considerable experience and expertise to their roles which strengthens the Charity's development, growth, and sustainability.

The Articles of Association confirm that a Trustee can serve, 3 terms of 3 years a term (maximum 9 years).

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Trustees' report (continued)

For the year ended 31 March 2024

The overall strategic direction of the Charity is determined by the Board of Trustees. The Board develops and sets the strategy and reviews performance against its business plan targets over the course of the year.

The management and delivery of the overall strategy, and day to day service delivery, is delegated by the Board to the Chief Executive and the Executive Team, with a wider staff team of circa 140 staff.

The Chair of the Board and Chief Executive are committed to enhancing and strengthening the focus, commitment, and engagement of the Trustees. Trustees are appointed based on the skills analysis and expertise required by the Trustee Board. Recruitment of Independent Trustees takes place by advertisements in local media and on targeted websites and social media platforms.

Applicants are subject to interview by Trustees and the Chief Executive to determine their suitability for the role, including whether their skills match the Charity's need, and then forwarded to the Board for approval. Skills profiles are updated and reviewed by the Finance, Governance and Resource Committee. The Charity has an agreed Induction Pack that is given to new Trustees alongside formal induction training. They also meet with the Chair, Chief Executive, Executive Team, and relevant employees.

In the past year the Chair Sonette Schwartz resigned from the Charity. Sonette's dedication and commitment to CXK was unwavering and we thank her for her passion and vigour in her role as Chair. Kelly Freeman (previously Vice Chair) has been appointed as CXK Chair from 10 July 2024 and the Charity is thrilled that she has taken over this important role.

We also saw the resignations of David Yates and Domini Bucknell-Sargent both individuals had worked diligently and tirelessly for CXK in their respective roles – always providing robust and professional support and challenge in equal measure. Their impact on the senior leadership team and the Charity as a whole has been exemplary and we will miss them.

In addition to the Full Trustee Board the Charity has an established three committee structure as below :-

- Development, Fundraising and Marketing Committee
- Finance, Governance and Resources Committee
- Performance and Quality Committee

The Committees meet a minimum of three times a year to scrutinise, oversee and make recommendations to the Board on all key aspects of CXK's business. Each Committee is chaired by a Trustee and supported by the relevant Executive Director. The full Trustee Board meets a minimum of three times a year with an additional strategic away day being held each year.

The updated membership of the committees is as follows:

Development, Fundraising and Marketing Committee (DFM)

Charlotte Walshe (Committee Chair)
Kelly Freeman
Dominic Hilleard

Finance, Governance and Resources Committee (FGR)

Jo Boraston (Committee Chair)
Graham Briscoe
Kelly Freeman
Pete O'Brien
Robert Rose

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Trustees' report (continued)

For the year ended 31 March 2024

Performance and Quality Committee (P&Q)

William Vernon (Committee Chair)

Graham Briscoe

Graeme Dykes

Charlotte Walshe

Pam Watts

The Board completes a range of mandatory training and is offered development and support on relevant topics and regulations, to ensure it remains informed and aware of the challenges and risks facing the Charity.

The Board reviews its own, and the Chair's performance and all Trustees have an annual appraisal. The Charity produces regular e-bulletins for staff and Trustees and the Chief Executive provides strategic updates to Trustees to inform them of the latest developments or critical issues that occur outside of formal Board meetings. A Chief Executive's report is presented at each Board meeting.

While Trustees concentrate on the overall running of the Charity and the scheduled Board and Committee meetings facilitate the governance framework, Trustees are also supported to visit front line services, meet staff and attend beneficiary events. A full calendar of opportunities to visit services is available to Trustees and we have managed a positive number of visits within the last year.

Virtual meetings have worked extremely well for Trustees since the pandemic and have therefore continued for some of the committee meetings. Hybrid alternatives are now offered, and it is commonplace to have a mixture of face-to-face and virtual attendance. The opportunity for variety has resulted in ongoing high attendance by the Trustee members.

The Senior Leadership Team and Trustee Board have worked quickly and effectively to steer the charity through the turbulent and unpredictable challenges of the voluntary sector as it faces economic uncertainty, ongoing post pandemic impact, and challenges related to continued needs and requirements of beneficiaries within a difficult local and national government and statutory landscape.

The Trustee Board and leadership team of CXK were determined and resolute in implementing rigorous financial modelling, risk assessment and budget processes to maintain management overview of the financial and strategic impact to the charity. The 2023/24 year end highlights that the dedicated focus and robust management has successfully resulted in yet another very positive year for CXK.

Pay policy for key management personnel

The Chair of the Board is responsible for the Chief Executive's appraisal and the Board determine an annual pay review for all staff, based on the financial position of the charity, industry benchmarks and within the employment contract and policies of the organisation.

Equality, diversity, and inclusion

CXK is committed to promoting equality, diversity, and inclusion through all aspects of our organisation. Policies and practices ensure that daily behaviours reflect strong compliance and understanding of equality principles across the Charity's work.

CXK has created a very positive culture where people treat each other with mutual respect, regardless of age, disability, gender, marital status, race, religion, sexual orientation, or any other protected characteristic. All staff receive unconscious bias training as part of the mandatory schedule.

CXK commissioned an external Equality, Diversity and Inclusion review by a third party specialist organisation in 2022 and the Charity have continued to strengthen policies, processes and procedures to ensure strong EDI principles are prioritised and embed across the Charity. CXK has a very strong, professional and compassionate understanding of equality, diversity and inclusion. The culture of the Charity is responsive, open, and empathetic in its support and inclusion of staff, beneficiaries and stakeholders.

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Trustees' report (continued)
For the year ended 31 March 2024

Compliance

The Board continues to be recognised as one that evidences strong Charity Governance with exemplary feedback received from auditors and external quality assurance reviews. The expertise of the Trustees across a wide skills Matrix complements additional expertise that the Charity identifies in "Champion Roles" for Health and Safety; Safeguarding; EDI; and ESG.

The Charity continues to apply the updated Charity Sector Voluntary Code of Governance. This supports a framework for objective assessment of the organisation's governance arrangements and performance.

The Code of Governance is reviewed annually with progress monitored against the action plan. CXK has an established and rigorous framework of governance and its effective policies and procedures are well regarded when compared with other similar charities.

CXK continue to comply with OFSTED recommendations and adhere to the standards of Merlin (for supply chain management) and Matrix standards (for delivery of information, advice, and guidance).

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Charity will continue in business.

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

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Trustees' report (continued)

For the year ended 31 March 2024

Disclosure of information to Auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Auditors

The auditors, Kreston Reeves LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'Kelly Freeman', is written over the printed name.

Kelly Freeman

Date: 26 September 2024

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Independent auditors' report to the Members of CXK

Opinion

We have audited the financial statements of CXK (the 'charity') for the year ended 31 March 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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.

Independent auditors' report to the Members of CXK (continued)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion 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 including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements;
- the Trustees' report and the Strategic report have 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

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

Responsibilities of trustees

As explained more fully in the 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 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.

Independent auditors' report to the Members of CXK (continued)**Auditors' 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 Auditors' 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.

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:

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charity and the sector as a whole, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety, anti-bribery and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities SORP (FRS 102) Second Edition (released October 2019), the Companies Act 2006 and other relevant charity legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated Trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks related to posting inappropriate journal entries to increase revenue or reduce expenditure, and management bias in accounting estimates and judgemental areas of the financial statements such as the valuation of investment properties. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Review of internal controls and physical inspection of tangible assets susceptible to fraud or irregularity; and
- Reading minutes of meetings of those charged with governance; and
- Review of corporate governance arrangements; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.
- Using data analytics to identify high risk journals and investigate these.

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.

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Independent auditors' report to the Members of CXK (continued)

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

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

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

Use of our report

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

Kreston Reeves LLP

S M Rouse FCCA DCHA (Senior statutory auditor)

for and on behalf of
Kreston Reeves LLP

Chartered Accountants
Statutory Auditor

Canterbury

27 September 2024

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Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 March 2024

	Note	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations and legacies	4	4,000	1,533	5,533	4,184
Charitable activities	5	-	6,816,724	6,816,724	8,518,289
Investments	6	-	166,545	166,545	66,961
Total income		4,000	6,984,802	6,988,802	8,589,434
Expenditure on:					
Charitable activities		4,000	7,342,668	7,346,668	8,191,482
Total expenditure		4,000	7,342,668	7,346,668	8,191,482
Net (expenditure)/income before net gains/(losses) on investments		-	(357,866)	(357,866)	397,952
Net gains/(losses) on investments		-	153,164	153,164	(141,777)
Net movement in funds		-	(204,702)	(204,702)	256,175
Reconciliation of funds:					
Total funds brought forward		-	6,357,032	6,357,032	6,100,857
Net movement in funds		-	(204,702)	(204,702)	256,175
Total funds carried forward		-	6,152,330	6,152,330	6,357,032

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 30 to 47 form part of these financial statements.

CXK

(A company limited by guarantee)

Registered number: 04399340

Balance sheet

As at 31 March 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	11	381,108	408,394
Investments	13	2,078,639	1,884,744
Investment property	12	945,000	945,000
		<u>3,404,747</u>	<u>3,238,138</u>
Current assets			
Debtors	14	1,112,639	935,297
Cash at bank and in hand		3,411,675	4,189,411
		<u>4,524,314</u>	<u>5,124,708</u>
Creditors: amounts falling due within one year	15	(1,776,731)	(2,005,814)
Net current assets		<u>2,747,583</u>	<u>3,118,894</u>
Total assets less current liabilities		<u>6,152,330</u>	<u>6,357,032</u>
Total net assets		<u>6,152,330</u>	<u>6,357,032</u>
Charity funds			
Restricted funds	16	-	-
Unrestricted funds	16	6,152,330	6,357,032
Total funds		<u>6,152,330</u>	<u>6,357,032</u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Kelly Freeman

Date: 26 September 2024

The notes on pages 30 to 47 form part of these financial statements.

CXK
(A company limited by guarantee)

Statement of cash flows
For the year ended 31 March 2024

	2024 £	2023 £
Cash flows from operating activities		
Net cash used in operating activities (note 20)	(802,528)	(1,897,583)
Cash flows from investing activities		
Dividends, interests and rents from investments	65,523	66,961
Purchase of tangible fixed assets	-	(5,905)
Proceeds from sale of investments	-	592,047
Purchase of investments	(40,731)	(581,564)
Net cash provided by investing activities	24,792	71,539
Change in cash and cash equivalents in the year	(777,736)	(1,826,044)
Cash and cash equivalents at the beginning of the year	4,189,411	6,015,455
Cash and cash equivalents at the end of the year	3,411,675	4,189,411

The notes on pages 30 to 47 form part of these financial statements

CXK

(A company limited by guarantee)

Notes to the financial statements For the year ended 31 March 2024

1. General information

CXK is a company limited by guarantee (registered number 04399340) which is incorporated and domiciled in England. It is also registered as a charity with the Charity Commission (registered number 1120755). The address of the registered office is The Old Court, Tufton Street, Ashford, Kent, TN23 1QN.

2. Accounting policies

2.1 Basis of preparation of financial statements

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

CXK 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.

2.2 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income comprises mainly grant and contract funding for projects from government and other bodies. Additional income arises from interest received and fundraising.

Income from government and other grants is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance for provision of specified services is deferred until the criteria for income recognition are met.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.3 Expenditure

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

Expenditure is classified under the following activity headings:

i) Expenditure on charitable activities includes costs incurred in furtherance of the Charity's objects relating to the benefit of children and young people, and the associated support costs.

ii) Support costs are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include head office costs, finance, payroll, IT, HR, data, management information, impact reporting, marketing, business development, innovation and insurance.

iii) Governance costs are those relating to the Charity itself, not its objects and include external audit, any legal advice for the Trustees and any costs associated with complying with constitutional and statutory requirements i.e. the costs of Trustees meetings and preparing statutory accounts.

CXK

(A company limited by guarantee)

Notes to the financial statements For the year ended 31 March 2024

2. Accounting policies (continued)

2.4 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the Charity assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

The estimated useful lives are as follows:

Computer equipment	- 3 to 5 years straight line
Fixtures and fittings	- 3 to 20 years straight line

2.6 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of financial activities.

Investment properties

The Trustees' policy is to revalue the charity's investment properties at each reporting date.

A valuation of the land and buildings was carried out on 5 August 2019.

No depreciation is provided in respect of investment properties in accordance with section 16 of FRS 102 "Investment Property".

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

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

CXK

(A company limited by guarantee)

**Notes to the financial statements
For the year ended 31 March 2024**

2. Accounting policies (continued)

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.10 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.11 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

2.12 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 are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

CXK

(A company limited by guarantee)

**Notes to the financial statements
For the year ended 31 March 2024**

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

i) Property valuations: freehold land and buildings and investment properties are revalued by Stafford Perkins when the Trustees believe there has been a material change in value. Trustees assess on an annual basis the valuation of the properties. The value of the properties is estimated to be the open market value at the balance sheet date.

CXK
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2024

4. Income from donations and legacies

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Donations	4,000	1,533	5,533

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Donations	4,000	184	4,184

5. Income from charitable activities

	Unrestricted funds 2024 £	Total funds 2024 £
Income from charitable activities	6,816,724	6,816,724

	Unrestricted funds 2023 £	Total funds 2023 £
Income from charitable activities	8,518,289	8,518,289

6. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £
Investment income	166,545	166,545

CXK

(A company limited by guarantee)

**Notes to the financial statements
For the year ended 31 March 2024**

6. Investment income (continued)

	Unrestricted funds 2023 £	Total funds 2023 £
Investment income	66,961	66,961

7. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £
Charitable activities	7,325,053	21,615	7,346,668

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Charitable activities	8,168,519	22,963	8,191,482

CXK

(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2024

7. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Activities 2024 £	Total funds 2024 £
Staff costs	3,720,406	3,720,406
Depreciation	27,285	27,285
Travel and subsistence	45,237	45,237
Sub-Contractor costs	2,678,662	2,678,662
Consultancy	34,282	34,282
Premises costs	150,485	150,485
IT and Communications	349,955	349,955
Printing, postage and stationery	37,953	37,953
Training costs	45,586	45,586
Marketing and development	8,307	8,307
Other staff costs	82,542	82,542
Insurance	29,335	29,335
Direct delivery costs	40,429	40,429
Subscriptions and licenses	45,526	45,526
Other costs	29,063	29,063
	7,325,053	7,325,053

CXK

(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2024

7. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	Activities 2023 £	Total funds 2023 £
Staff costs	3,573,268	3,573,268
Depreciation	25,895	25,895
Travel and subsistence	45,137	45,137
Sub-Contractor costs	3,628,919	3,628,919
Consultancy	44,732	44,732
Premises costs	121,176	121,176
IT and Communications	368,970	368,970
Printing, postage and stationery	45,018	45,018
Training costs	38,960	38,960
Marketing and development	6,636	6,636
Other staff costs	45,937	45,937
Insurance	26,593	26,593
Direct delivery costs	128,508	128,508
Subscriptions and licenses	35,858	35,858
Other costs	32,912	32,912
	8,168,519	8,168,519

Analysis of support costs

	Activities 2024 £	Total funds 2024 £
Governance costs	21,615	21,615

	Activities 2023 £	Total funds 2023 £
Governance costs	22,963	22,963

CXK
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2024

8. Auditors' remuneration

	2024 £	2023 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	13,050	11,350
Fees payable to the Charity's auditor in respect of: All non-audit services not included above	1,200	3,800

9. Staff costs

	2024 £	2023 £
Wages and salaries	3,271,747	3,128,683
Social security costs	291,573	291,591
Contribution to defined contribution pension schemes	157,086	152,994
	<u>3,720,406</u>	<u>3,573,268</u>

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

	2024 No.	2023 No.
Delivery staff, including delivery managers	119	115
Central support and Senior Leadership Team	15	15
	<u>134</u>	<u>130</u>

The average headcount expressed as full-time equivalents was:

	2024 No.	2023 No.
Delivery staff, including delivery managers	93	87
Central support and Senior Leadership Team	14	14
	<u>107</u>	<u>101</u>

CXK**(A company limited by guarantee)****Notes to the financial statements
For the year ended 31 March 2024****9. Staff costs (continued)**

The number of employees whose employee benefits (excluding social security costs) exceeded £60,000 was:

	2024 No.	2023 No.
In the band £60,001 - £70,000	1	-
In the band £70,001 - £80,000	2	2
In the band £110,001 - £120,000	-	1
In the band £120,001 - £130,000	1	-

Key management personnel are considered to be the executive directors. The full time equivalent was 3 (2023 - 3).

During the year, amounts paid to executive directors in respect of qualifying services amounted to £272,734 (2023 - £261,499). Charity contributions to associated pension schemes amounted to £19,177 (2023 - £18,264).

10. Trustees' remuneration and expenses

During the year, one or more Trustees has been paid remuneration in line with the Charity's Articles of association. The value of Trustees' remuneration and other benefits was as follows:

		2024 £	2023 £
Pauline Smith CEO	Remuneration	120,314	115,775
	Pension contributions paid	11,631	11,078
Sonette Schwartz Chair (from 01/01/2023)	Remuneration	10,560	4,422
Jo Boraston Chair FGR committee	Remuneration	4,950	4,950
William Vernon Chair P&Q committee	Remuneration	495	-
Dick Fedorcio OBE Chair (to 31/12/2022)	Remuneration	-	12,375
Christian Robinson Chair A&G committee	Remuneration	-	2,008

During the year ended 31 March 2024, expenses totalling £2,336 were reimbursed or paid directly to 4 Trustees (2023 - £1,200 to 5 Trustees) for travel and accommodation expenditure. At year end £31 was owed to 1 Trustee (2023 - £817).

CXK

(A company limited by guarantee)

**Notes to the financial statements
For the year ended 31 March 2024**

11. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2023	193,484	491,315	64,899	749,698
At 31 March 2024	193,484	491,315	64,899	749,698
Depreciation				
At 1 April 2023	-	281,843	59,461	341,304
Charge for the year	-	25,317	1,969	27,286
At 31 March 2024	-	307,160	61,430	368,590
Net book value				
At 31 March 2024	193,484	184,155	3,469	381,108
At 31 March 2023	193,484	209,472	5,438	408,394

CXK**(A company limited by guarantee)****Notes to the financial statements
For the year ended 31 March 2024****12. Investment property**

	Freehold investment property £
Valuation	
At 1 April 2023	945,000
At 31 March 2024	<u>945,000</u>

The valuation was made by Stafford Perkins, on an open market value for existing use basis on 5 August 2019 and Trustees have assessed the valuation in 2024 based on the historic third party valuation.

13. Fixed asset investments

	Listed investments £
Cost or valuation	
At 1 April 2023	1,884,744
Additions	40,731
Revaluations	153,164
At 31 March 2024	<u>2,078,639</u>
Net book value	
At 31 March 2024	<u>2,078,639</u>
At 31 March 2023	<u>1,884,744</u>

The Charity owns 100% of the issued share capital of CXK Trading Limited, a company registered in England. The Charity acquired the one ordinary share of £1 at par upon incorporation and the company has not traded to date. This share is carried in the balance sheet at its original cost of £1, which the trustees believe equates to its market value.

The charity controls 100% of the issued share capital in CXK Careers Limited, a company registered in England. The Charity acquired control of the one ordinary share of £1 which remains unpaid upon incorporation and the company has not traded to date.

CXK
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2024

14. Debtors

	2024 £	2023 £
Due within one year		
Trade debtors	591,491	149,340
Other debtors	3,558	2,492
Prepayments and accrued income	517,590	783,465
	<u>1,112,639</u>	<u>935,297</u>

15. Creditors: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	51,818	255,462
Other taxation and social security	229,121	172,773
Other creditors	782,236	730,727
Accruals and deferred income	713,556	846,852
	<u>1,776,731</u>	<u>2,005,814</u>

	2024 £	2023 £
Deferred income at 1 April 2023	154,387	248,888
Resources deferred during the year	122,844	154,387
Amounts released from previous periods	(154,387)	(248,888)
	<u>122,844</u>	<u>154,387</u>

CXK

(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2024

16. Statement of funds

Statement of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2024 £
Unrestricted funds					
General Funds	<u>6,357,032</u>	<u>6,984,802</u>	<u>(7,342,668)</u>	<u>153,164</u>	<u>6,152,330</u>
Restricted funds					
WH&A Hawkins Charitable Trust	<u>-</u>	<u>4,000</u>	<u>(4,000)</u>	<u>-</u>	<u>-</u>
Total of funds	<u><u>6,357,032</u></u>	<u><u>6,988,802</u></u>	<u><u>(7,346,668)</u></u>	<u><u>153,164</u></u>	<u><u>6,152,330</u></u>

Restricted funds

The WH&A Hawkins Charitable Trust fund is in respect of the restriction donation received for the purpose of the CXK Base Camp mentoring programme. This programme was set up support young people in Kent and Medway who are not in education, employment or training.

CXK

(A company limited by guarantee)

**Notes to the financial statements
For the year ended 31 March 2024**

16. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2022 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2023 £
Unrestricted funds					
General Funds	6,100,857	8,585,434	(8,187,482)	(141,777)	6,357,032
Restricted funds					
WH&A Hawkins Charitable Trust	-	4,000	(4,000)	-	-
Total of funds	<u>6,100,857</u>	<u>8,589,434</u>	<u>(8,191,482)</u>	<u>(141,777)</u>	<u>6,357,032</u>

17. Summary of funds

Summary of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2024 £
General funds	6,357,032	6,984,802	(7,342,668)	153,164	6,152,330
Restricted funds	-	4,000	(4,000)	-	-
	<u>6,357,032</u>	<u>6,988,802</u>	<u>(7,346,668)</u>	<u>153,164</u>	<u>6,152,330</u>

Summary of funds - prior year

	Balance at 1 April 2022 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2023 £
General funds	6,100,857	8,585,434	(8,187,482)	(141,777)	6,357,032
Restricted funds	-	4,000	(4,000)	-	-
	<u>6,100,857</u>	<u>8,589,434</u>	<u>(8,191,482)</u>	<u>(141,777)</u>	<u>6,357,032</u>

CXK

(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2024

18. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	381,108	381,108
Fixed asset investments	2,078,639	2,078,639
Investment property	945,000	945,000
Current assets	4,524,314	4,524,314
Creditors due within one year	(1,776,731)	(1,776,731)
Total	6,152,330	6,152,330

Analysis of net assets between funds - prior period

	Unrestricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	408,394	408,394
Fixed asset investments	1,884,744	1,884,744
Investment property	945,000	945,000
Current assets	5,124,708	5,124,708
Creditors due within one year	(2,005,814)	(2,005,814)
Total	6,357,032	6,357,032

CXK**(A company limited by guarantee)****Notes to the financial statements
For the year ended 31 March 2024****19. Reconciliation of net movement in funds to net cash flow from operating activities**

	2024 £	2023 £
Net income/expenditure for the period (as per Statement of Financial Activities)	(204,702)	256,175
Adjustments for:		
Depreciation charges	27,285	25,895
Gains/(losses) on investments	(153,164)	66,681
Dividends, interest and rent from investments	(65,523)	(66,961)
Increase in debtors	(177,342)	(282,030)
Decrease in creditors	(229,082)	(1,641,592)
Decrease in provisions	-	(255,751)
Net cash used in operating activities	(802,528)	(1,897,583)

20. Analysis of cash and cash equivalents

	2024 £	2023 £
Cash in hand	3,411,675	4,189,411
Total cash and cash equivalents	3,411,675	4,189,411

21. Analysis of changes in net debt

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash at bank and in hand	4,189,411	(777,736)	3,411,675
	4,189,411	(777,736)	3,411,675

22. Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £157,086 (2023 - £152,994). There were no contributions outstanding at the balance sheet date (2023 - £nil)

CXK

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Notes to the financial statements

For the year ended 31 March 2024

23. Operating lease commitments

At 31 March 2024 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024	2023
	£	£
Not later than 1 year	22,754	27,186
Later than 1 year and not later than 5 years	31,165	49,356
	<u>53,919</u>	<u>76,542</u>

24. Related party transactions

S Schwartz was the Principal and Accounting Officer of Brockhill Performing Arts College until she retired on the 31/07/2022, while also a Trustee of CXK. During the year therefore, there was no comparable income. (2023- £2,750 for the period she was Principal) in relation to careers guidance and counselling provided to the college.

CXK

England & Wales - Charity number 1120755

Accounts

Registered number: 04399340
Charity number: 1120755

CXK

(A company limited by guarantee)

Trustees' report and financial statements

For the year ended 31 March 2023

CXK

(A company limited by guarantee)

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CXK

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**Reference and administrative details of the Charity, its Trustees and advisers
For the year ended 31 March 2023**

Trustees	Sonette Schwartz, Chair from 01/01/2023 Dick Fedorcio OBE, Chair until 31/12/2022 (resigned 31 December 2022) Pauline Smith, Chief Executive Jo Boraston Graham Briscoe (appointed 23 March 2023) Domini Bucknell-Sargent Graeme Dykes Kelly Freeman Dominic Hilleard Peter O'Brien Christian Robinson (resigned 23 March 2023) Robert Rose William Vernon Charlotte Walshe David Yates (resigned 21 August 2023) Pamela Watts (appointed 23 March 2023)
Company registered number	04399340
Charity registered number	1120755
Registered office	The Old Court Tufton Street Ashford Kent TN23 1QN
Company secretary	Anthony Crocker
Chief executive officer	Pauline Smith

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Reference and administrative details of the Charity, its Trustees and advisers (continued)
For the year ended 31 March 2023

Independent auditors	Kreston Reeves LLP Chartered Accountants 37 St Margaret's Street Canterbury Kent CT1 2TU
Solicitors	Blandy and Blandy LLP Friar House Reading RG1 1DA Girlings LLP Stourside Place 35-41 Station Road Ashford TN23 1PP
Bankers	Barclays Bank Plc Forbury Road Reading RG1 1AX
Insurance Broker	A J Gallagher The Walbrook Building 25 Walbrook London EC4N 8AW
Investment Advisors	Sarasin & Partners LLP Juxon House 100 St. Paul's Churchyard London EC4M 8BU

CXK

(A company limited by guarantee)

Executive summary

For the year ended 31 March 2023

The last year proved to be one of CXK's most successful and impactful. Innovative and targeted service delivery supporting over 238,000 beneficiaries resulted in CXK being awarded the Kent Charity Awards **Kent Large Charity of the Year** award. This was an incredible recognition of the hard work, dedication, and professionalism of so many staff, management, and Trustees across the Charity. It reflected the positive change in perceptions of the targeted and focused work delivered by CXK to young people and adults, and the judges confirmed that the Charity's work was life changing and inspirational.

CXK's drive to tackle deep-rooted societal challenges through the empowerment and support of beneficiaries, many of whom are often marginalised from mainstream services, is evidenced by the huge impact and outcomes achieved by thousands of individuals across their communities.

As an established Charity based in the South East, we have worked tirelessly in our vision to ensure that "everyone has access to what they need to maximise their potential". This is achieved through our inherent understanding of the needs and challenges experienced by so many young people and adults across our region and our ability to reflect, understand and drive national policy into translatable and inclusive services and programmes at a local and regional level.

The last year has been an extraordinary one for CXK, especially considering the turbulent and erratic external landscape experienced by the voluntary, private and public sectors. Programme design and innovation has been a key priority in positively managing the challenging reductions in public funding and worrying impact of the cost-of-living crisis on our beneficiaries, staff and the wider Charity. Strong financial management, inspirational business growth and development along with exceptional respect and reputation earned across the sector places CXK at the heart of the voluntary community sector across the South of England.

We have managed a very tight financial Charity, responding effectively and swiftly to financial pressures. Robust diligence in managing controls and processes has secured very positive outcomes in the navigation of this difficult period with a very optimistic financial year end against the predicted budget and levels of reserves. Our success and growth are even more impressive, particularly at a time when the challenging external landscape has seen many of our partners and competitors become overwhelmed and defeated by the pressures and complexities of managing services post pandemic.

Business development activity has been intensive as we considered the most appropriate and relevant funding opportunities that reflect and support Charity growth and sustainability. The post pandemic impact and cost of living challenges create high levels of need and anxiety with many of CXK's beneficiaries and it was imperative that our business development reflected the targeted approach of service design required to best serve individuals, commissioners, and communities.

Successful retendering of key government contracts (National Careers Service, ASK) has been a key highlight of the year. Winning large regional contracts in such a competitive landscape evidences the strength of CXK in its successful management and delivery of such significant and valuable service delivery across the south of England.

Success breeds success, and growth in our work across prisons in Kent, Surrey and Sussex led to the development of an MOJ-funded employability programme for prisoners nearing their release from custody. Additionally, CXK secured funding from Youth Futures Foundation to lead a peer-led research project across Hastings. Young people have developed research lines of enquiry, methodologies, and a detailed programme of research activity to engage with their peers, employers, and stakeholders to review the challenges young people face in gaining employment across Hastings. This is an exciting and ground-breaking piece of research that will identify key barriers to employment and the system change required to tackle those barriers.

January 2023 saw the appointment of CXK's new Chair of the Board of Trustees. The new Chair has worked confidently with the Executive team and the Board of Trustees to review and explore reviewed approaches to committee and Board structures. CXK is fortunate to have a large and diverse Trustee Board of 13 members which provides strong, honest, professional review, support, and challenge. Trustees have played a very active role in working with the senior leadership team to identify innovative uses of reserves, enabling CXK to deliver its targeted Base Camp programme to young people aged 16-25yrs who are not in education, employment, or training (NEET). Further support was approved for cost of living pay rises for all CXK staff, in addition to a one-off financial award in November 2022.

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Executive summary (continued)

For the year ended 31 March 2023

Tremendous strides have been made in the expansion of social media, PR, and communication activity across the Charity. A Charity-wide development day focused specifically on the importance of evidencing and showcasing the impact of all services. Emotive case study videos, alongside evaluative reports and published editorials have strengthened the focus, brand, understanding and engagement of our services across the region.

Following an in-depth review of Equality, Diversity and Inclusion across the Charity, excellent progress has been made in managing an internal action plan that celebrates, supports, and promotes equality, diversity and inclusion across the Charity. The establishment of a CXK Employee Forum has been an inspiring addition to the communication and engagement of staff members across the organisation.

2022/23 will stand proudly as a very positive and impactful year for CXK. We have continued to build on the success of our established programmes across the south-east, providing a wide breadth and variety of provision that is deeply rooted across communities. Innovation, focus and breadth of inspiring and supportive education, employment and provision will drive the Charity's priorities and growth in the year ahead. **One Team, One Organisation Changing Lives!!**

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Trustees' report

For the year ended 31 March 2023

The Trustees present their annual report together with the audited financial statements of the Charity for the year 1 April 2022 to 31 March 2023. The annual report serves the purposes of both a Trustees' report and a directors' report under company law.

The Trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) as amended by Update Bulletin 2 (effective 1 January 2019).

STRATEGIC PURPOSE, OBJECTIVES AND ACTIVITIES

CXK's 5-year strategic plan (2019-2024) reflects the direction, focus, impact, and outcome of CXK's work, providing a tangible reference for all CXK staff, beneficiaries, and stakeholders. It remains the key strategic plan that drives the Charity's focus and forms the basis for annual business plan targets and priorities for individual staff and teams. The annual business plan objectives are applied as a template for all staff and team appraisals, ensuring that the whole Charity is focused on working towards, and contributing to, our overarching strategy.

The Articles of Association provide an overview of the key purpose, objectives and activities delivered by CXK:-

Advance in life those who are in need by reason of their youth, age, ill-health, disability, financial hardship or other disadvantage, in particular but not limited to young people who are situated anywhere within England by developing their skills, education, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals, through the provision of a service which:

- Raises their aspirations, participation and achievement;
- Provides impartial information, advice, guidance and opportunities for their personal development, education and employability;
- Refers and introduces them to learning and employment opportunities;
- Provides and supports the provision of learning programmes supporting their personal health and wellbeing, and educational development, and preparing them for life choices and circumstances;
- Provides those outside learning, or otherwise at risk of underachieving, with the support they need to maximise their potential.

Mission

Inspiring people to thrive.

Vision

Everyone has access to what they need to maximise their potential. Through support and guidance CXK empowers individuals and strengthens communities.

Values

CXK is passionate, efficient, transparent and displays integrity, resilience and innovation.

Strategic objectives and priorities

The overarching focus of the Charity's strategy is encapsulated through the following six priority objectives :-

1. **BRAND** - Invigorate and improve the awareness and understanding of the CXK charitable brand and impact, securing greater engagement of beneficiaries, wider stakeholders and communities.
2. **FOCUS** - Positively reflect and prioritise the needs and aspirations of individuals and communities in the development, range and scope of all CXK service provision and activities.
3. **FINANCE** - Secure financial sustainability with emphasis on retention of current contracts, developing new, and preserving cost effectiveness and rigour across all funding and income streams.

Trustees' report (continued)

For the year ended 31 March 2023

4. **QUALITY** - Continue to enhance and strengthen the delivery of high quality services, increasing performance outcomes and impact, working positively to build and nurture an environment of continuous improvement.
5. **PEOPLE** - Build on and develop the strengths and diversity of our Trustees, workforce and volunteers - promoting a stronger sense of collective purpose, culture and social action.
6. **PARTNERSHIPS** - Enhance the effectiveness, breadth and success of trusting partnerships and relationships to achieve flexible solutions, innovative outcomes and focused results for the needs of targeted individuals and communities.

Activities and areas of delivery and engagement

CXK supports young people and adults through the development and delivery of services and provision that fulfil its three core pillars of focus and activity:

- Information, Advice and Guidance
- Targeted Support
- Training and Development

As a very successful and high-achieving Charity it remains imperative that we maintain a strong focus, understanding and commitment to the needs of beneficiaries in the development of our wide range of programmes, services, and initiatives.

Understanding the needs of young people and adults in relationship to their aspirations and opportunities in education and employment drives decisions in developing a breadth of diverse approaches and specialisms to reach out and engage with the complex and multifaceted needs of our beneficiaries.

The pandemic and subsequent cost of living challenges have created additional challenges for many CXK beneficiaries, and it has been important to review all aspects of our delivery to ensure that the changing needs of young people and adults are reflected positively in the design and delivery of all current, and future, service provision.

The last year has created the space for careful and considered review of all areas of delivery. Virtual and remote service delivery has complemented ongoing face-to-face delivery to ensure we adapt and engage with beneficiaries in new and innovative ways.

The financial landscape has changed enormously with pressures faced by Central and Local Government departments and wider commissioners. CXK have remained determined in our commitment to deliver high quality services to address the growing needs of beneficiaries within the challenges of funding reductions, and cessation of many alternative funding streams.

The full range of provision CXK delivered throughout the year included:

- The **National Careers Service** (contract commenced October 2015) delivery of targeted Information Advice and Guidance (IAG) to adults across the south-east. Specific priority groups are supported within this contract including low skilled adults without a level 2 qualification; 18-24 year olds Not in Education, Employment or Training (NEET); Jobcentre Plus (JCP) customers aged 18 plus; adults with learning disabilities and/or disabilities; single parents with one or more dependents at home; adults over 50 facing redundancy or newly redundant. **(DFE funded)**
- **Apprenticeship Support and Knowledge service (ASK)** – providing a full range of guidance and support to young people, teachers, parents, schools and FE settings on the opportunities of Apprenticeship and Technical education pathways. **(DFE funded)**

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Trustees' report (continued)

For the year ended 31 March 2023

- **Bridge the Gap** - Delivery of a targeted mentoring programme for the long-term unemployed experiencing barriers to employment in Canterbury, Swale and Thanet. **(UKCRF funded)**
- **Prison IAG** - Delivery of IAG services and support to adult prisoners in 10 custodial settings across Kent, Surrey and Sussex. **(MOJ funded)**
- **Work-Ready** – An employability programme delivered to prisoners 12 weeks before their release from custody. **(MOJ funded)**
- **Step Up** – A European Social Fund (ESF) participation contract for 16-24 year olds in Kent, East Sussex and Essex who are at risk of becoming, or are already, Not in Education, Employment or Training (NEET). **(ESF funded)**
- **Youth Employability Service (YES)** – a service for NEET young people across East Sussex. **(East Sussex County Council funded)**
- **Careers Education, Information, Advice and Guidance (CEIAG)** services to secondary school pupils throughout Kent, Medway and East Sussex, to help them with their next steps in education or employment. **(Individual school funded)**
- **Base Camp** – A CXK funded engagement and mentoring programme for young people 16-25 yrs, supporting mental health, confidence and aspirations to move into positive education or employment pathways. **(CXK reserves funded)**
- **Get Connected** – an innovative mentoring programme for young people with Special Educational Needs and Disability (SEND). **(Kent County Council funded)**
- **Connected Futures Hastings** – a peer led research project identifying the employment challenges faced by young people in Hastings. **(Youth Futures Foundation funded)**
- **Emotional Health and Wellbeing** – Intensive support for young people in schools, aiding mental health, confidence and wellbeing. **(Individual school funded)**

ACHIEVEMENTS AND PERFORMANCE

Analysis and review of all achievements and performance is managed through a wide range of robust processes and procedures. The Trustees, executive team, and senior managers analyse and examine a wide range of measures to assess the Charity's success in achieving its charitable objectives.

All service delivery aims and goals derive from these measures, alongside focused key performance indicators established by funders and stakeholders. A comprehensive dashboard (operational scorecard) of performance, achievement and quality is our key tool used to evaluate success, impact and address aspects of challenge or concern across all areas of provision. Specific measures include:

- The number of people engaged and the quality of their experience and employment, learning or training outcomes for adults involved in the National Careers Service. Customer satisfaction, Customer Management and Job or Learning outcomes are key contract deliverables.
- Level of reduction in the number of 16–18-year-olds who are Not in Education, Employment or Training (NEET). In addition, level of positive engagement, outcome and progression with those supported.

Trustees' report (continued)

For the year ended 31 March 2023

- Outcomes of the preventative work with pre-16-year-olds and work with vulnerable young people, including Learners with Learning Difficulties or Disabilities (LLDD), Looked after Children (LAC) Special Educational Needs and Disability (SEND) and young offenders.
- Rigorous performance indicators within each specific contract specification.
- Evidence, research, and evaluation gained from the delivery of services and provision.
- Total income obtained from funding sources and financial management over analysis.
- Employee engagement and satisfaction through staff surveys, team analysis.
- Customer/beneficiary/stakeholder satisfaction.
- Ofsted inspection outcomes.
- Maintenance of external accreditations (for example, Cyber Essentials Plus, Merlin Standard and the Matrix Standard).

Specific achievements

The last year has been extremely successful for CXK. With the uncertainties and turbulence of the voluntary sector including decreasing funding, cost of living pressures and beneficiaries' needs increasing, CXK has been determined in the necessity to refocus and re-energise programmes and services – reaching out and re-engaging many individuals most marginalised from mainstream services.

We were awarded the **Kent Large Charity of the Year** award (Kent Charity Awards) in September 2022 – Judges recognised the life changing services we delivered across so many differing programmes and communities. This recognition meant so much to the staff, Trustees and stakeholders and has showcased our work and the wonderful achievements we have made with so many beneficiaries.

We have strengthened our footprint, particularly in Kent, Medway, Essex and East Sussex, building on previous successes. Comprehensive evaluation and analysis of the impact of our work has been imperative in ensuring we design the most effective methods of engagement and delivery to ensure positive outcomes and progression pathways are in place for our beneficiaries.

We successfully re-tendered and won the new National Careers Service (NCS) contract in October 2022 – competing against many national and international organisations. Our delivery of NCS provides a vital service across the south-east through our direct delivery and that of a network of creative and efficient sub-contracted provision.

The delivery of ASK has been a tremendous success with all Key Performance Indicators exceeded and CXK leading national league tables.

Success in the growth of targeted provision for young people has seen increased volumes in the number of SEND schools contracting CXK to deliver IAG and also growth in alternative funding streams wishing to contract CXK for this specialist work.

Expanding our work across prisons has also been hugely successful, with our winning of the contract to design and deliver a Work Ready employability support programme to prisoners in their last 12 weeks of custody. This programme has played to the strengths of CXK provision – targeted mentoring and support leading to positive employability skills and progressive pathways into employment.

CXK has experienced a growth in specialist programme delivery - our diversity resulting in our increased recognition as the “go to Charity” for comment and insight into the challenges facing young people and adults in the context of education and employment.

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Trustees' report (continued)

For the year ended 31 March 2023

This year, CXK directly empowered, supported, and engaged with more than 238,000 individuals across all services. The Charity has been instrumental in helping many more indirectly through wider engagement with communities and other stakeholders.

Participation and engagement numbers across the range of programmes include:-

- Prison IAG service - supported 5,800 individuals in custody across 10 prisons. 98% of individuals were satisfied with the service they received.
- Work Ready programme - delivered to 258 learners across 5 prisons. 99% of learners said they were satisfied with the service they received.
- National Careers Service - provided careers information, advice and guidance to 29,000 adults across the south-east, achieving 100% customer satisfaction.
- CXK's School Careers service - delivered in 57 schools in Kent and East Sussex, supporting 9,400 young people.
- YES (Youth Employability Service) - supported 4,088 NEET (Not in Education, Employment or Training) East Sussex young people with intensive 1:1 support.
- Step Up - CXK partnered with local organisations, delivering bespoke training programmes to 1,023 NEET 16-24 year olds in Kent, Medway, East Sussex, Essex, Thurrock and Southend. 39% progressed into work, education or training.
- ASK (Apprenticeship Support & Knowledge) - supported: 175,000 students, 12,250 parents, 1,750 teachers, working with 900 schools across the South of England to promote awareness of the benefits of apprenticeships.
- Get Connected - a peer mentoring programme supported young people with autistic spectrum conditions, delivered 85 sessions across 3 districts to develop young people's confidence, social development and integration.

Growing Influence

CXK continues to work closely with central government departments, local authorities, and other key stakeholders – influencing and supporting the political environment and required policy/strategic drivers that effect the challenges and experiences of our beneficiaries and their multi-layered needs and requests.

Our key focus is to ensure all CXK delivery targets the real needs of individuals and communities we work within. Key stakeholders we liaise and commission with include:-

- Department of Education (DfE),
- Department of Work and Pensions (DWP),
- Ministry of Justice (MOJ),
- Department of Levelling up and Communities (DLUC),
- South-East Local Enterprise Partnership (SELEP),
- Kent County Council,
- Medway Unitary,
- East Sussex County Council,
- The Integrated Care Board and Integrated Care Partnership for Kent and Medway,
- South- East Chambers of Commerce and Federation of Small Businesses

The Chief Executive is an active and engaged member of a wide breadth of key membership organisations and formal Boards, successfully managing and influencing key strategy and performance on a local and regional level. The ethos of "generous leadership" is at the heart of our CEO's dedication to the education and skills sector and the wider voluntary sector landscape.

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Trustees' report (continued)

For the year ended 31 March 2023

Membership includes the following:-

- Association of Chief Executives of Voluntary Organisations (ACEVO),
- Kent Association of Training Organisations (KATO) – Board member,
- Kent CEO forum,
- Voluntary Community Sector steering group (Kent and Medway) – Board member,
- Medway VCS – Board member,
- SELEP skills board – Board member,
- Kent and Medway Employment Task Force – Board member,
- Kent 16-19 Pathways for All – Board member,
- Medway 16-19 review – Board member,
- Skills East Sussex – Board member,
- Adult Learning Network East Sussex – Board member,
- Integrated Care Board, Kent and Medway – Board member

CXK's representation for itself and the wider charity sector is true testament of the expertise it holds across the voluntary sector and its ability to pursue, challenge and celebrate the role of the voluntary sector in national, regional and local plans and policy. CXK's CEO was appointed in 2022 as the voluntary sector representative on the newly formed Integrated Care Board, and plays an important role in advocating for the engagement, recognition and commitment of the role of the VCS in the plans for a robust Integrated Care strategy across Kent and Medway.

CXK is also a board member of Careers England, and the Careers Development Institute, both significant national associations for the professionalism and credibility of accredited careers guidance.

The last year has seen significant effort and commitment by CXK to nurture and strengthen relationships with local councilors and Members of Parliament. Local MPs are consulted, lobbied and supported in the policy, strategy and political impact of education and skills development and challenges impacting CXK beneficiaries.

Our Chief Executive has established close working relationships with key Members of Parliament and local councilors across CXK's delivery regions to champion the needs, issues and concerns that relate to beneficiaries or developing Government policy.

Senior managers sit on a wide range of county-wide and regional planning and implementation groups across the south-east. The senior leadership team are members of many key partnerships and boards including the Care Leaver Progression Partnership, the Digital Skills Network, and the Children and Young People Panel.

Championing and promoting the impact and success of the breadth of CXK provision remains a key strategic priority. Over the last year impressive strides were made to increase the engagement and support of local, regional and national media. A suite of performance indicators drove an increased reach in social media, website data analytics, press coverage, targeted blogs and news items which all contributed positively to raising the profile of the Charity.

People and Personnel

People and personnel remain the highest priority within our Charity. The pandemic instigated a period of transformation, growth, diversity, and change – for our beneficiaries, our stakeholders, and our Charity.

People are key at every level, enabling our Charity to have a positive impact through the delivery of its services. Some 85% of staff are directly involved in delivering services to beneficiaries, with the remaining 15% providing essential support, including management, administration, finance, IT, GDPR, governance, marketing, estates and HR services.

Since the pandemic CXK, like many other organisations in the voluntary, public and private sectors have had to navigate new and varied working patterns to accommodate the growing needs and wants of staff, commissioners and beneficiaries. The majority of our delivery staff have identified localities for programme delivery – e.g prisons, schools, job-centres etc. Community venues support our delivery infrastructure alongside virtual delivery that can be delivered from staff based at home.

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Trustees' report (continued)

For the year ended 31 March 2023

Hybrid working arrangements and flexibility related to staff working patterns have been a mainstay of a changing world where staff require more flexibility and work/life balance. CXK are continuing to monitor and assess the impact of the focus on different approaches to working patterns. It will remain essential for us to balance the needs of our staff alongside the needs and demands of commissioners and stakeholders. The tension between both remains a challenge for all sectors moving forward.

The impact of post pandemic changes and current cost of living pressures has not only affected our Charity but our staff too. Empathy and compassion have been integral in ensuring that staff feel adequately supported by CXK in these challenging times. CXK has a well-established Employee Assistance Programme which has seen an increase in staff engagement, particularly in the last year. Pressures of mental health, anxiety, finance, and personal relationships are noted as developing areas where support has been provided.

Our Charity's success is borne from the dedication, professionalism, tenacity, and dedication of all our staff. We arranged an incredibly positive staff development day in 2022. Bringing staff from across the Charity to share a positive day together reflecting on strategy, practice, delivery and impact was demonstrably successful, with 99% of staff confirming that the day was "amazing" or "good".

A new Performance Development Review (PDR) process was implemented in 2022. The PDR provides a transparent process of line management supervision, review and appraisal with performance linked to operational delivery and staff's adherence to, and display of, the CXK values and strategy.

The Trustee Board were keen to reward the hard work of all CXK staff and agreed both a cost-of-living award and a 5% pay increase across all pay scales within the Charity. CXK is proud to be a Real Living Wage employer in addition to being an accredited disability confident employer.

Trustees wish to pay tribute to all CXK staff for delivering services so effectively across our wide breadth of services. External recognition in winning the Large Charity of the Year award, alongside continued growth in successfully winning new funding opportunities to develop our provision, is testament to the continued hard work and dedication of each and every member of staff.

Partnerships

Strength and commitment to strong collaboration and partnerships places CXK above its peers in relation to the breadth of its partnership engagement. As national Prime Contractor for two DFE programmes (NCS and ASK) CXK have established strong, effective sub-contracted relationships with key providers across the south of England. As an excellent Matrix-accredited Charity we have displayed robust, honest and transparent processes, procedures, audits and compliance monitoring that strengthens performance and relationships.

The necessity to nurture and retain effective partnerships is crucial to CXK's delivery across communities. The challenges faced by beneficiaries remain complex and multi-faceted and we strive confidently to continue to increase the breadth of innovative partnerships to help address and tackle the barriers of disadvantage that many individuals still face.

CXK, in its role as a significant Charity in the south-east has a key role in supporting other partnerships with Charities trying to navigate the turbulent and fragile landscape of the third sector. Opportunities for partnership working in delivery, engagement, programme design and bidding for potential new funding streams are actively underway and the CEO plays an active role in strategically supporting and developing new relationships.

Quality and Impact

Quality is the key "golden thread" running through the charity. Rigorous processes of quality review, analysis, compliance, and impact are fully embedded across the Charity. The Performance and Quality committee has a strategic overview of all services and reflects and reviews all aspects of CXK delivery in quarterly analysis of the Operational Scorecard.

Quality and impact drive performance at all levels of the organisation and line management, peer meetings, management forums, senior leadership team evaluation and Trustee Board committees are all key elements of the robust quality framework.

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Trustees' report (continued)

For the year ended 31 March 2023

Self Assessment Reviews (SAR's) are commonplace within our large DFE contracts and other evaluation tools and KPI review mechanisms are in place for the range of other programmes across the Charity. In addition to robust Quality Assurance measurements that are reported and assessed on the CXK operational scorecard, CXK continues to evaluate performance through the "CXK impact toolkit". The impact measurement framework enables and empowers all beneficiaries to express their progress against key indicators;-

- Readiness to thrive
- Economic inclusion
- Social inclusion
- Health and wellbeing

CXK commits to delivering all its activities to very high standards and invests in a broad range of quality management standards and accreditations as follows:

- Matrix Accreditation
- Merlin Standard - outstanding
- Ofsted - two level 2 'Good' ratings
- Cyber Essentials Plus
- Disability Confident Employer
- Real Living Wage Employer

Policies and Processes

CXK has an extensive portfolio of policies and procedures. These are maintained, updated, reviewed and updated at Exec and/or Trustee Board level. Strong robust governance ensures our Charity complies with relevant legislation and that it operates in line with national and international best-practice. This safeguards beneficiaries, staff and partners and provides them with access to the right support at the right time, delivered in a way that meets their needs.

A document register is monitored and evaluated with key timelines identified for document review and evaluation. Policies are endorsed for either management or Trustee review and formal sign off.

All policies are stored in an online portal accessible to all staff and all sub-contractors are obliged to adhere to all CXK policies and principles.

Performance Management

Each CXK project/contract is delivered in line with a business/delivery plan, which is developed collaboratively during the preparation of a funding proposal/tender response. Each plan includes:

- Milestones
- Leads/Responsibilities
- Key Tasks
- Timelines
- Risks
- Performance Review and Evaluation

Plans are reviewed monthly and are used to manage a project's progress, to address poor performance, to manage risk and to ensure targets are met or in most cases exceeded.

Financial Review Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

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Trustees' report (continued)

For the year ended 31 March 2023

Reserves policy

At 31st March 2023, the Charity had "free reserves" (i.e. the total of unrestricted income funds not invested in tangible fixed assets) of £5,948,638 with an operating cost base of £8,191,482 (31st March 2022: £5,672,473 against operating costs of £6,579,698). Restricted reserves are £nil (2022: £nil).

Taking into account the nature and volume of the Charity's income streams and the patterns of expenditure in meeting the Charity's objects, the Trustees regularly undertake a risk assessment of the probability and likely impact on service delivery that might be caused by a decline in income, an inability to meet financial obligations, or an inability to reduce expenditure in the immediate short-term. This approach ensures a balance between spending the maximum amount of income raised as soon as possible after receipt, while maintaining the minimum level of reserves to ensure uninterrupted operation.

The target range is reviewed annually as part of the budget approval process by the Trustees to reassess the risks and reflect changes in CXK's income, financial obligations and expenditure and also as part of the risk review process. The year under review is the penultimate year of the 6 year plan agreed whereby contract sustainability was considered and a number of financially unsustainable contracts were chosen to withdraw from. Reserves were used to underwrite the resulting structure losses. We are pleased to say that this plan has been a great success and CXK are significantly ahead of where it had been forecast to be in 2023, with CXK free reserves now at its highest level, helping to ensure the Charity is on an extremely sound financial footing.

It has been deemed that the level of free reserves being held is sufficient and appropriate for CXK. This level is set aside to account for fluctuations in funding levels, payment in arrears contracts and to account for potential redundancy costs on contracts that end. This is especially important given the current uncertainty as the world continues to adjust post-pandemic and expected increase in demand for CXK's services. Free reserves are the total of unrestricted funds not invested in tangible fixed assets. Based on this approach, CXK is happy the level of reserves is sufficient, with 8.7 months of operating costs (2022: 10.3 months) set aside.

Investments policy

Under the rules of the Charity's governing document, the Trustees have wide ranging powers to invest the funds of the Charity as they see fit within the scope of the laws and regulations applying in the United Kingdom.

The objectives for these investments are to achieve a balanced return from income and capital growth whilst accepting a moderate degree of risk and maintain the real value of capital in order to achieve and potentially facilitate periodic capital withdrawal. In approving investments, the Trustee Board follows an ethical policy, which examines good employment practices, good environmental practices and a commitment to corporate and social responsibility.

The Charity has investments of £1,884,744 (2022: £1,961,908) of its reserves in shares or equities with Sarasin and Partners LLP. The policy on investments is reviewed regularly under the governance of the Finance and Resources Committee.

Any investment returns made on the portfolio are used to purchase further shares and equities

Approach to fundraising

CXK's income is primarily received from successful commissioned services or grants. There is very limited income received through fundraising and any funding received adds value to the commissioned services it already delivers. 100% of the monies raised is used to support beneficiaries who need it most.

Fundraising income remains low, as the Charity does not specifically target resources for this source of funding. This is under continuous review as such funding will complement alternative approaches to service provision. This year, the Charity raised £4,184 (2022: £6,087) towards improving its beneficiaries' life-chances. No fundraising complaints (2022: none) were received during the year.

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Trustees' report (continued)

For the year ended 31 March 2023

CXK's Growth and Development Plan outlines the key principles and approaches to be explored and reviewed as part of the Charity's expansion of income growth and diversification. In 2023 we have identified a specific feasibility project to review and consider positive approaches to generate corporate/philanthropy income.

Professional indemnity insurance

The Charity has taken out a combined commercial insurance policy that provides an element of professional indemnity cover for the Trustees amounting to £5 million in respect of any one claim.

Management of Risk

The Board is committed to ensuring the long term health and sustainability of CXK through an effective risk management framework. This is designed to identify and mitigate key risks that could affect the ability to deliver strategic objectives and achieve the Charity's charitable aims.

The management of risk is embedded in day-to-day business activities and is well supported by established processes and policies. The management of most risks is delegated to the Chief Executive and the Senior Leadership Team. A Business Critical Risk Register is updated monthly by the Executive Team, reviewed and scrutinised by the Audit and Governance Committee and updated reports are given to the respective committees and Trustee Board at each meeting. All major risks are reviewed, and systems and procedures in place to manage and mitigate risks.

The principal risks currently identified include:

- A significant contract, or multiple contracts, become unprofitable and unsustainable.
- Loss of a major income source.
- Competition for new contracts results in loss of income through new re-tendered business.
- Major incident relating to the safeguarding, or the wellbeing of staff or beneficiaries.
- Failure in the management of a significant governance responsibility e.g Health and Safety, GDPR

The risk management process for the Charity was reviewed during the financial year by the Audit and Governance Committee and improvements made to risk reporting. Each Committee of the Board has a responsibility to review all relevant risks for their area of the business and amend risk level appropriately.

CXK continued to make good progress on improving its risk management across the five major risk categories of Compliance, External and Environmental Factors, Financial, Governance and Operational. The Charity has continued to refine and report on the major risks that it faces in delivering its services. In particular, it continues to strengthen its procedures regarding significant risks with a new detailed analysis which focuses on the mitigation activities for the most significant risks.

PUBLIC BENEFIT

The Trustees have taken The Charity Commission's specific guidance on public benefit (contained within the guidance publication "The Advancement of Education for Public Benefit") into consideration in preparing their statements on public benefit contained within this Trustees' Annual Report.

Benefits & Beneficiaries

In accordance with its charitable objects, the Charity strives to advance in life those who are in need by reason of their youth, age, ill-health, disability, financial hardship, or other disadvantage in particular, but not limited to, young people. The benefits offered by the Charity are the services that it delivers to support, mentor, advise and guide individuals so that they are empowered and inspired to thrive.

This financial year the Charity worked with more than 238,000 young people and adults through CXK's direct delivery and the work of its sub-contractors and partners. Challenges of engagement for many of our very vulnerable beneficiaries resulted in an increase of 1-1 mentoring programmes and less group work activity. This has resulted in numbers of individuals reducing from last year.

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Trustees' report (continued)

For the year ended 31 March 2023

The ability to work closely with commissioners and beneficiaries to design and adapt service delivery to ensure maximum impact and value for money is a key strength of the Charity. Working closely with Government departments including Department of Education, Department of Work and Pensions, Ministry of Justice, Department of Levelling Up and Communities and Local Authorities and key stakeholders across our delivery region drives the innovation of services to tackle wider public benefit and positive community outcomes.

CXK's flexibility, agility and responsiveness to individual and community need has secured amazing outcomes in targeted local delivery, truly changing the lives of individual beneficiaries, and supporting wider public benefit and social value priorities. See page 7 for volumes and impact of key CXK service delivery.

Trustees' Assessment of Public Benefit

The Trustees utilise the range of measures of performance detailed (see page 9) to determine the Charity's success and to demonstrate that it continues to advance in life individuals for the public benefit. All aspects of CXK's programme delivery is targeted at addressing a local socio/economic need and/or supporting a Central/local Government initiative / priority.

It has not gone unnoticed that CXK continued to work tirelessly to ensure that all services were maintained and successful business growth achieved at a time when the landscape of employment and education remained turbulent and fractured.

There is great satisfaction and appreciation of the Charity's performance, which has seen its key performance objectives met every year. The Charity has achieved regional and national acclaim for its engagement projects for vulnerable and disadvantaged individuals and maintained its leading stance on Careers Education, Information, Advice and Guidance (CEIAG).

CXK has received high acclaim from national, regional stakeholders, local authorities, and stakeholders across communities for the focused, determined, and successful methodologies implemented as a result of the pandemic. CXK has built on its innovation and achievements to develop a suite of targeted provision that provides true opportunities and progressive pathways for so many marginalised beneficiaries.

The wide range of CXK programme delivery enables the Charity to work at the heart of communities by empowering young people and adults to maximise their potential, increasing their own skills, knowledge and confidence, instilling a positive approach to contributing effectively to their local communities. With carefully selected partners who bring additional value, specialisms, and expertise we continue to ensure our innovative programmes engage outlying communities and marginalised beneficiaries.

Strong business development and business improvement activity has been instrumental in ensuring that CXK remains focused in its important role in delivering exceptional and vital education and employment pathways to its beneficiaries across the south-east.

The last year has seen huge achievements as the Charity successfully secured the National Careers Service prime contract for a third time, extended its footprint in prisons by delivering a Work Ready employability programme, re-procured the Youth Employability Service in East Sussex and secured funding to deliver innovative research across Hastings which will lead to the identification of the barriers faced by young people seeking employment. Additionally, the growth of specialist provision to mentor and support young people with SEND has been recognised, with funding from local authorities and directly from schools commissioning new services.

PLANS FOR FUTURE PERIODS

The Charity's aim of making a positive difference to the lives of those who are in need by reason of their youth, age, ill-health, disability, financial hardship, or other disadvantage will remain the driving force in the year ahead.

CXK will continue to align itself closely to the political and strategic policy drivers that will help shape and support our beneficiaries impacted by the pandemic and economic crisis faced by so many. CXK is well positioned to drive forward change and innovation to tackle the increasing challenges for access to education and employment for so many disengaged and disenchanted individuals.

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Trustees' report (continued)

For the year ended 31 March 2023

The landscape will undoubtedly remain turbulent and unpredictable and CXK's efforts will be focused on prioritising the right decisions, both operationally and strategically, to ensure CXK remains in a strong and confident position within the voluntary sector.

The needs of beneficiaries remain complex and challenging. Innovation and flexibility in the delivery of services will be critically important to ensure that CXK responds swiftly and effectively to the needs of individuals and commissioners. We will build on the success and innovation of the last year and continue to shape the hybrid model of delivery approaches required to move forward.

Key priorities for the year ahead include:

- Approve an 18-month business plan reflecting the 2019-2024 strategic plan priorities.
- Finalise the IT infrastructure enhancements and recruit a dedicated IT Manager.
- Commence the feasibility review of corporate and voluntary fundraising/income generation.
- Establish greater collaborative working relationships with DWP to develop innovative employability support programmes across the south-east.
- Further enhance new business development opportunities across custodial settings.
- Continue to enhance the volume and quality of case studies and impact measurement processes across the Charity.
- Review the current Trustee committee structures and adapt articles of association where required.
- Remain diligent in the face of the economic crisis and positively support the wider voluntary sector in its role across communities.
- Continue the focus of strategic and high-profile engagement with Government departments and key stakeholders – advocating strongly for the needs of beneficiaries and the voluntary sector.
- Undertake a detailed review of the ESG action plan and implement a programme of activity across the Charity.

FUTURE PUBLIC BENEFIT

There has been much for CXK to celebrate in the year 2022/23. There has been a strengthening and expansion of some key functions within the Charity, and a shared culture of demonstrating efficiency, innovation, and impact. Strong governance and management have enhanced the strategic vision for the organisation and creativity and innovation in the further development and growth of the organisation will be a key emphasis moving forward.

Relationships with stakeholders are strong, meaningful and impactful. The CXK brand is well respected and the Charity is acknowledged to be a leading force across the south-east. Strength in our ambassadorial role has led to engagement and involvement in a wide number of strategic boards which has placed CXK in an important and privileged role and at the heart of strategy and policy development moving forwards.

CXK has, through its steadfast and rigorous leadership, been successful in strengthening its engagement and focus for individuals and communities. CXK will continue in its drive and commitment to work closely with those most affected by the socio-economic challenges and continual impact of the pandemic and play a significant role in strengthening innovative provision to support individuals and communities moving forward

The Trustees will continue to ensure that our Charity benefits the public by reducing unemployment, supporting individuals with barriers to progression, and delivering accessible and high-quality services in collaboration with its stakeholders and partners. CXK will support central and local government and key stakeholders in driving forward the change required to provide opportunity and advancement for so many individuals who have felt left behind.

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Trustees' report (continued)

For the year ended 31 March 2023

STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure

The Charity was incorporated on 20th March 2002 and became a Registered Charity on 4th September 2007. The Charity has incorporated the following dormant subsidiary undertakings - CXK Trading Limited and CXK Careers Limited.

On 5th April 2022, Medway Youth Trust, subsidiary of CXK, was dissolved.

The Charity is governed by the rules and regulations set down in its company Memorandum and Articles of Association originally dated 20th March 2002, which were amended by special resolution on 23rd January 2007, 16th December 2008, 24th June 2009 and 19th September 2011. A review of the Articles of Association by the Board of Trustees and an updated version was approved on 4th September 2018 and 21st May 2020 and then subsequently updated on 6th July 2023.

Trustees

The Trustees that served during the year are as follows:

Dick Fedorcio OBE, Chair (resigned 31st December 2022)

Sonette Schwartz (appointed Chair 1st January 2023)

Pauline Smith, Chief Executive

Jo Boraston

Graham Briscoe (appointed 23rd March 2023)

Domini Bucknell-Sargent

Graeme Dykes

Kelly Freeman

Dominic Hilleard

Peter O'Brien

Christian Robinson (resigned 23rd March 2023)

Robert Rose

William Vernon

Charlotte Walshe

David Yates

Pam Watts (appointed 23rd March 2023)

During the year the average attendance of all Trustees at Board and committee meetings was 87% (2022 : 87%)

Governance and management

CXK is a registered Charity, and a company limited by guarantee, not having share capital. Every Trustee undertakes to contribute an amount not exceeding £10 to the assets of the Charity in the event of the Charity being wound-up during the period of membership, or within one year thereafter.

On 31st March 2023 the Charity had 13 Members (including the Chief Executive), all of whom are CXK's Trustees. The Trustees are recruited from the business community, private sector, education and the public and not for profit sectors, and bring considerable experience and expertise to their roles which strengthens the Charity's development, growth, and sustainability. In July 2023, the Articles of Association were updated to change the maximum number of terms a Trustee can serve, from 2 terms of 3 years a term (maximum 6 years), to 3 terms of 3 years a term (maximum 9 years).

The overall strategic direction of the Charity is determined by the Board of Trustees. The Board develops and sets the strategy and reviews performance against its business plan targets over the course of the year.

The management and delivery of the overall strategy, and day to day service delivery, is delegated by the Board to the Chief Executive and the Executive Team, with a wider staff team of circa 130 staff.

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Trustees' report (continued)

For the year ended 31 March 2023

The Chair of the Board and Chief Executive are committed to enhancing and strengthening the focus, commitment, and engagement of the Trustees. Trustees are appointed based on the skills analysis and expertise required by the Trustee Board. Recruitment of Independent Trustees takes place by advertisements in local media and on targeted websites and social media platforms.

Applicants are subject to interview by Trustees and the Chief Executive to determine their suitability for the role, including whether their skills match the Charity's need, and then forwarded to the Board for approval. Skills profiles are updated and reviewed by the Audit and Governance Committee. The Charity has an agreed Induction Pack that is given to new Trustees alongside formal induction training. They also meet with the Chair, Chief Executive, Executive Team, and relevant employees.

The past year saw the retirement of the Chair, Dick Fedorcio OBE as he had completed his two terms of 3 years. Additionally, Trustee Christian Robinson completed two terms of 3 years and also retired. Both individuals had worked diligently and tirelessly for CXK in their respective roles – always providing robust and professional support and challenge in equal measure. Their impact on the senior leadership team and the Charity as a whole has been exemplary and we will miss them.

Following an external recruitment campaign CXK appointed a new Chair, Sonette Schwartz to the Board and also welcomed two new Trustees – Pam Watts and Graham Briscoe.

The Board met in March 2023 and a review commenced on the committee structure and frequency of meetings. In June 2023 a new structure and timetable was approved. The Audit and Governance committee merged with Finance and Resources to agree a new format of three committees as shown below ;-

- Development, Fundraising and Marketing Committee
- Finance, Governance and Resources Committee
- Performance and Quality Committee

The Committees meet a minimum of three times a year to scrutinise, oversee and make recommendations to the Board on all key aspects of CXK's business. Each Committee is chaired by a Trustee and supported by the relevant Executive Director. The full Trustee Board meets a minimum of three times a year with an additional strategic away day being held each year.

The updated membership of the committees is as follows:

Development, Fundraising and Marketing Committee

Charlotte Walshe (Committee Chair)
Domini Bucknell-Sargent
Kelly Freeman
Dominic Hilleard

Finance, Governance and Resources Committee

Jo Boraston (Committee Chair)
Graham Briscoe
Kelly Freeman
Pete O'Brien
Robert Rose

Performance and Quality Committee

William Vernon (Committee Chair)
Graham Briscoe
Graeme Dykes
Charlotte Walshe
Pam Watts

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Trustees' report (continued)

For the year ended 31 March 2023

The Board completes a range of mandatory training and is offered development and support on relevant topics and regulation, to ensure it remains informed and aware of the challenges and risks facing the Charity.

The Board reviews its own, and the Chair's, performance and all Trustees have an annual appraisal. The Charity produces a monthly e-bulletin for staff and quarterly e-bulletin Trustees and the Chief Executive provides strategic updates to Trustees to inform them of the latest developments or critical issues that occur outside of formal Board meetings. A Chief Executive's report is presented at each Board meeting.

While Trustees concentrate on the overall running of the Charity and the scheduled Board and Committee meetings facilitate the governance framework, Trustees are also supported to visit front line services, meet staff and attend beneficiary events and achievement events. Visits have been somewhat hindered due to constraints of some delivery localities e.g prisons and also the increase in virtual delivery, however a full schedule of opportunities will be prepared to facilitate greater engagement for Trustees to see and observe programme delivery in 2023.

Virtual meetings have worked extremely well for Trustees since the pandemic and have therefore continued for most of the committee meetings. Hybrid alternatives are now offered and it is commonplace to have a mixture of face-to-face and virtual attendance. The opportunity for variety has resulted in ongoing high attendance by the Trustee members.

The Senior Leadership Team and Trustee Board have worked quickly and effectively to steer the charity through the turbulent and unpredictable challenges of the voluntary sector as it faces a global economic crisis and the ongoing post pandemic impact, particularly in relationship to the labour market, employability and societal changes on the role and values of work.

The Trustee Board and leadership team of CXK were determined and resolute in implementing rigorous financial modelling, risk assessment and budget processes to maintain management overview of the financial and strategic impact to the charity. The 2022/23 year end highlights that the dedicated focus and robust management has successfully resulted in yet another very positive year for CXK.

Pay policy for key management personnel

The Chair of the Board is responsible for the Chief Executive's appraisal and the Board determine an annual pay review for all staff, based on the financial position of the charity, industry benchmarks and within the employment contract and policies of the organisation.

Equality, diversity, and inclusion

CXK is committed to promoting equality, diversity, and inclusion through all aspects of our organisation. Policies and practices ensure that daily behaviours reflect strong compliance and understanding of equality principles across the Charity's work.

CXK has created a very positive culture where people treat each other with mutual respect, regardless of age, disability, gender, marital status, race, religion, sexual orientation, or any other protected characteristic. All staff receive unconscious bias training as part of the mandatory schedule.

CXK commissioned an external Equality, Diversity and Inclusion review by a third party specialist organisation over a three month period and included:-

- Staff focus groups
- Manager focus groups
- Trustee Board focus group
- One-to-one interview with Chair, CEO, and Senior Leadership Team members
- Comprehensive review of Charity policy documents, recruitment and retention processes and communication and PR materials.

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Trustees' report (continued)

For the year ended 31 March 2023

The outcome of the review was extremely positive with an abundance of evidence that CXK had a very strong, professional and compassionate understanding of equality, diversity and inclusion. The culture of the Charity is responsive, open, and empathetic in its support and inclusion of staff, beneficiaries and stakeholders.

A developmental action plan was produced with 9 key action points to enhance and improve processes and policy even further.

Compliance

The Board continues to be recognised as one that evidences strong Charity Governance with exemplary feedback received from auditors and external quality assurance reviews. The expertise of the Trustees across a wide skills Matrix complements additional expertise that the Charity identifies in "Champion Roles" for Health and Safety; Safeguarding; EDI; and ESG.

The Charity continues to apply the updated Charity Sector Voluntary Code of Governance. This supports a framework for objective assessment of the organisation's governance arrangements and performance.

The Code of Governance is reviewed annually with progress monitored against the action plan. CXK has an established and rigorous framework of governance and its effective policies and procedures are well regarded when compared with other similar charities.

CXK continue to comply with Ofsted recommendations and adhere to the standards of Merlin (for supply chain management) and Matrix standards (for delivery of information, advice, and guidance).

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity 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 Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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Trustees' report (continued)

For the year ended 31 March 2023

Disclosure of information to auditors

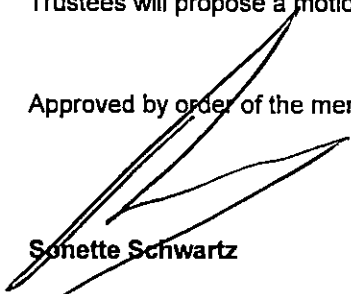
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The auditors, Kreston Reeves LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:



Sonette Schwartz

Date: 28 September 2023

CXK

(A company limited by guarantee)

Independent auditors' report to the Members of CXK

Opinion

We have audited the financial statements of CXK (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and the related notes, 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 of the 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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 Group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

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Independent auditors' report to the Members of CXK (continued)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion 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 including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Independent auditors' report to the Members of CXK (continued)

Auditors' 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 Auditors' 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.

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:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

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

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

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Independent auditors' report to the Members of CXK (continued)

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

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

Use of our report

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

A handwritten signature in blue ink that reads "Kreston Reeves LLP". The signature is written in a cursive, flowing style.

S M Rouse FCCA DChA (Senior statutory auditor)

for and on behalf of
Kreston Reeves LLP

Chartered Accountants
Statutory Auditor

Canterbury

28 November 2023

CXK**(A company limited by guarantee)****Consolidated Statement of financial activities (incorporating income and expenditure account)**
For the year ended 31 March 2023

	Note	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	4	4,000	184	4,184	6,087
Charitable activities	5	-	8,518,289	8,518,289	6,956,632
Investments	6	-	66,961	66,961	55,137
Total income		4,000	8,585,434	8,589,434	7,017,856
Expenditure on:					
Charitable activities		4,000	8,187,482	8,191,482	6,579,698
Total expenditure		4,000	8,187,482	8,191,482	6,579,698
Net income before net (losses)/gains on investments		-	397,952	397,952	438,158
Net (losses)/gains on investments		-	(141,777)	(141,777)	2,284
Net movement in funds		-	256,175	256,175	440,442
Reconciliation of funds:					
Total funds brought forward		-	6,100,857	6,100,857	5,660,415
Net movement in funds		-	256,175	256,175	440,442
Total funds carried forward		-	6,357,032	6,357,032	6,100,857

CXK

(A company limited by guarantee)

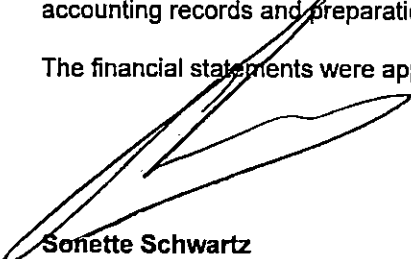
Registered number: 04399340

**Consolidated balance sheet
As at 31 March 2023**

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	11	408,394	428,384
Investments	13	1,884,744	1,961,908
Investment property	12	945,000	945,000
		<u>3,238,138</u>	<u>3,335,292</u>
Current assets			
Debtors	14	935,297	653,267
Cash at bank and in hand		4,189,411	6,015,455
		<u>5,124,708</u>	<u>6,668,722</u>
Creditors: amounts falling due within one year	15	(2,005,814)	(3,647,406)
Net current assets		<u>3,118,894</u>	<u>3,021,316</u>
Total assets less current liabilities		<u>6,357,032</u>	<u>6,356,608</u>
Provisions for liabilities	16	-	(255,751)
Total net assets		<u><u>6,357,032</u></u>	<u><u>6,100,857</u></u>
Charity funds			
Restricted funds	17	-	-
Unrestricted funds	17	6,357,032	6,100,857
Total funds		<u><u>6,357,032</u></u>	<u><u>6,100,857</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Sonette Schwartz

Date: 28 September 2023

The notes on pages 30 to 47 form part of these financial statements.

CXK

(A company limited by guarantee)
Registered number: 04399340

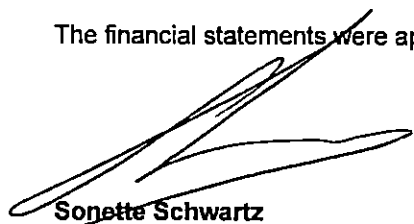
Charity balance sheet
As at 31 March 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	11	408,394	428,384
Investments	13	1,884,744	1,961,908
Investment property	12	945,000	945,000
		<u>3,238,138</u>	<u>3,335,292</u>
Current assets			
Debtors	14	935,297	653,267
Cash at bank and in hand		4,189,411	6,015,455
		<u>5,124,708</u>	<u>6,668,722</u>
Creditors: amounts falling due within one year	15	(2,005,814)	(3,647,406)
Net current assets		<u>3,118,894</u>	<u>3,021,316</u>
Total assets less current liabilities		<u>6,357,032</u>	<u>6,356,608</u>
Provisions for liabilities		-	(255,751)
Total net assets		<u><u>6,357,032</u></u>	<u><u>6,100,857</u></u>
Charity funds			
Restricted funds	17	-	-
Unrestricted funds	17	6,357,032	6,100,857
Total funds		<u><u>6,357,032</u></u>	<u><u>6,100,857</u></u>

The Charity's net movement in funds for the year was £256,175 (2022 - £766,042).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Sonette Schwartz

Date: 28 September 2023

The notes on pages 30 to 47 form part of these financial statements.

CXK**(A company limited by guarantee)****Consolidated statement of cash flows**
For the year ended 31 March 2023

	2023 £	2022 £
Cash flows from operating activities		
Net cash used in operating activities (note 20)	(1,897,583)	2,339,201
Cash flows from investing activities		
Dividends, interests and rents from investments	66,961	55,137
Purchase of tangible fixed assets	(5,905)	-
Proceeds from sale of investments	592,047	43
Purchase of investments	(581,564)	(32,137)
Net cash provided by investing activities	71,539	23,043
Change in cash and cash equivalents in the year	(1,826,044)	2,362,244
Cash and cash equivalents at the beginning of the year	6,015,455	3,653,211
Cash and cash equivalents at the end of the year	4,189,411	6,015,455

The notes on pages 30 to 47 form part of these financial statements

CXK

(A company limited by guarantee)

Notes to the financial statements For the year ended 31 March 2023

1. General information

CXK is a company limited by guarantee (registered number 04399340) which is incorporated and domiciled in England. It is also registered as a charity with the Charity Commission (registered number 1120755). The address of the registered office is The Old Court, Tufton Street, Ashford, Kent, TN23 1QN.

2. Accounting policies

2.1 Basis of preparation of financial statements

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

CXK 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.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

2.2 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income comprises mainly grant and contract funding for projects from government and other bodies. Additional income arises from interest received and fundraising.

Income from government and other grants is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance for provision of specified services is deferred until the criteria for income recognition are met.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.3 Expenditure

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

**Notes to the financial statements
For the year ended 31 March 2023**

2. Accounting policies (continued)

2.3 Expenditure (continued)

Expenditure is classified under the following activity headings:

- i) Expenditure on charitable activities includes costs incurred in furtherance of the Charity's objects relating to the benefit of children and young people, and the associated support costs.
- ii) Support costs are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include head office costs, finance, payroll, IT, HR, data, management information, impact reporting, marketing, business development, innovation and insurance.
- iii) Governance costs are those relating to the Charity itself, not its objects and include external audit, any legal advice for the Trustees and any costs associated with complying with constitutional and statutory requirements i.e. the costs of Trustees meetings and preparing statutory accounts.

2.4 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the Charity assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

The estimated useful lives are as follows:

Computer equipment	- 3 to 5 years straight line
Fixtures and fittings	- 3 to 20 years straight line

Notes to the financial statements
For the year ended 31 March 2023

2. Accounting policies (continued)

2.6 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated statement of financial activities.

Investment properties

The Trustees' policy is to revalue the charity's investment properties at each reporting date.

A valuation of the land and buildings was carried out on 5 August 2019.

No depreciation is provided in respect of investment properties in accordance with section 16 of FRS 102 "Investment Property".

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

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

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.10 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.11 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

**Notes to the financial statements
For the year ended 31 March 2023**

2. Accounting policies (continued)

2.12 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 Group and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

i) Property valuations: freehold land and buildings and investment properties are revalued by Stafford Perkins when the Trustees believe there has been a material change in value. Trustees assess on an annual basis the valuation of the properties. The value of the properties is estimated to be the open market value at the balance sheet date.

ii) Clawback provision: provisions are made in the financial statements for potential clawbacks from funders based on the terms of the contracts/grants. The Trustees assess annually whether the potential clawbacks meet the criteria for recognition of liabilities and will include any amounts accordingly.

CXK

(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2023

4. Income from donations and legacies

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Donations	4,000	184	4,184

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Donations	4,000	2,087	6,087

5. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £
Income from charitable activities	8,518,289	8,518,289

	Unrestricted funds 2022 £	Total funds 2022 £
Income from charitable activities	6,956,632	6,956,632

6. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £
Investment income	66,961	66,961

CXK

(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2023

6. Investment income (continued)

	Unrestricted funds 2022 £	Total funds 2022 £
Investment income	55,137	55,137

7. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Charitable activities	8,168,519	22,963	8,191,482

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Charitable activities	6,554,402	25,296	6,579,698

CXK

(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2023

7. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Activities 2023 £	Total funds 2023 £
Staff costs	3,573,102	3,573,102
Depreciation	25,895	25,895
Travel and subsistence	45,137	45,137
Sub-Contractor costs	3,628,919	3,628,919
Consultancy	44,732	44,732
Premises costs	121,176	121,176
IT and Communications	368,970	368,970
Printing, postage and stationery	45,018	45,018
Training costs	38,960	38,960
Marketing and development	6,636	6,636
Other staff costs	16,564	16,564
Direct delivery costs	128,508	128,508
Other costs	124,902	124,902
	8,168,519	8,168,519

CXK

(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2023

7. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	Activities 2022 £	Total funds 2022 £
Staff costs	3,286,368	3,286,368
Depreciation	29,922	29,922
Travel and subsistence	30,684	30,684
Sub-Contractor costs	2,541,958	2,541,958
Consultancy	53,984	53,984
Premises costs	129,180	129,180
IT and Communications	379,932	379,932
Printing, postage and stationery	77,170	77,170
Training costs	21,486	21,486
Marketing and development	7,240	7,240
Other staff costs	12,922	12,922
Direct delivery costs	111,395	111,395
Other costs	86,354	86,354
VAT refund	(214,193)	(214,193)
	<u>6,554,402</u>	<u>6,554,402</u>

Analysis of support costs

	Activities 2023 £	Total funds 2023 £
Governance costs	<u>22,963</u>	<u>22,963</u>

	Activities 2022 £	Total funds 2022 £
Governance costs	<u>25,296</u>	<u>25,296</u>

CXK

(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2023

8. Auditors' remuneration

	2023 £	2022 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	11,350	11,000
Fees payable to the Charity's auditor in respect of: All non-audit services not included above	3,800	10,800

9. Staff costs

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Wages and salaries	3,128,517	2,891,889	3,128,517	2,891,889
Social security costs	291,591	250,536	291,591	250,536
Contribution to defined contribution pension schemes	152,994	143,943	152,994	143,943
	3,573,102	3,286,368	3,573,102	3,286,368

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

	Group 2023 No.	Group 2022 No.
Delivery staff, including delivery managers	115	100
Central support and Senior Leadership Team	15	14
	130	114

The average headcount expressed as full-time equivalents was:

	Group 2023 No.	Group 2022 No.
Delivery staff, including delivery managers	87	86
Central support and Senior Leadership Team	14	13
	101	99

Notes to the financial statements
For the year ended 31 March 2023

9. Staff costs (continued)

The number of employees whose employee benefits (excluding social security costs) exceeded £60,000 was:

	Group 2023 No.	Group 2022 No.
In the band £60,001 - £70,000	-	1
In the band £70,001 - £80,000	2	1
In the band £110,001 - £120,000	1	1

Key management personnel are considered to be the executive directors. The full time equivalent was 3 (2022 - 3).

During the year, amounts paid to executive directors in respect of qualifying services amounted to £261,499 (2022 - £255,521). Charity contributions to associated pension schemes amounted to £18,264 (2022 - £24,438).

10. Trustees' remuneration and expenses

		2023 £	2022 £
Dick Fedorcio OBE (Chair until 31 Dec 2022)	Remuneration	12,375	16,500
Pauline Smith (Chief Executive)	Remuneration	115,775	113,444
	Pension contributions paid	11,078	10,644
Sonette Schwartz (Chair from 1 Jan 2023)	Remuneration	4,422	-
Christian Robinson (Chair of Audit and Governance Committee)	Remuneration	2,008	2,778
Robert Rose (Chair of Finance and Resources Committee until 31 Dec 2021)	Remuneration	-	3,713
Jo Boraston (Chair of Finance and Resources Committee)	Remuneration	4,950	1,238

During the year ended 31 March 2023, expenses totalling £1,200 were reimbursed or paid directly to 5 Trustees (2022 - £469 to 3 Trustees) for travel and accommodation expenditure. At year end £817 was owed to 2 Trustees (2022 - £Nil).

CXK

(A company limited by guarantee)

**Notes to the financial statements
For the year ended 31 March 2023**

11. Tangible fixed assets

Group and Charity

	Freehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2022	193,484	491,315	58,994	743,793
Additions	-	-	5,905	5,905
At 31 March 2023	193,484	491,315	64,899	749,698
Depreciation				
At 1 April 2022	-	256,526	58,883	315,409
Charge for the year	-	25,317	578	25,895
At 31 March 2023	-	281,843	59,461	341,304
Net book value				
At 31 March 2023	193,484	209,472	5,438	408,394
At 31 March 2022	193,484	234,789	111	428,384

CXK
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2023

12. Investment property

Group and Charity

	Freehold investment property £
Valuation	
At 1 April 2022	945,000
At 31 March 2023	<u>945,000</u>

The valuation was made by Stafford Perkins, on an open market value for existing use basis on 5 August 2019 and Trustees have assessed the valuation in 2023 based on the historic third party valuation.

13. Fixed asset investments

	Listed investments £
Group and Charity	
Cost or valuation	
At 1 April 2022	1,961,908
Additions	581,564
Disposals	(592,047)
Revaluations	(66,681)
At 31 March 2023	<u>1,884,744</u>
Net book value	
At 31 March 2023	1,884,744
At 31 March 2022	<u>1,961,908</u>

The Charity owns 100% of the issued share capital of CXK Trading Limited, a company registered in England. The Charity acquired the one ordinary share of £1 at par upon incorporation and the company has not traded to date. This share is carried in the balance sheet at its original cost of £1, which the trustees believe equates to its market value.

The charity controls 100% of the issued share capital in CXK Careers Limited, a company registered in England. The Charity acquired control of the one ordinary share of £1 which remains unpaid upon incorporation and the company has not traded to date.

CXK

(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2023

14. Debtors

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Due within one year				
Trade debtors	149,340	184,088	149,340	184,088
Other debtors	2,492	1,781	2,492	1,781
Prepayments and accrued income	783,465	467,398	783,465	467,398
	935,297	653,267	935,297	653,267

15. Creditors: Amounts falling due within one year

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Trade creditors	255,462	50,940	255,462	50,940
Other taxation and social security	172,773	2,431,479	172,773	2,431,479
Other creditors	730,727	565,916	730,727	565,916
Accruals and deferred income	846,852	599,071	846,852	599,071
	2,005,814	3,647,406	2,005,814	3,647,406

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Deferred income at 1 April 2022	248,888	173,221	248,888	173,221
Resources deferred during the year	154,387	248,888	-	248,888
Amounts released from previous periods	(248,888)	(173,221)	-	(173,221)
	154,387	248,888	248,888	248,888

CXK**(A company limited by guarantee)****Notes to the financial statements
For the year ended 31 March 2023****16. Provisions****Group and Charity**

	Provisions £
At 1 April 2022	255,751
Amounts reversed	(255,751)
	-

17. Statement of funds**Statement of funds - current year**

	Balance at 1 April 2022 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2023 £
Unrestricted funds					
General Funds	6,100,857	8,585,434	(8,187,482)	(141,777)	6,357,032
Restricted funds					
WH&A Hawkins Charitable Trust	-	4,000	(4,000)	-	-
Total of funds	6,100,857	8,589,434	(8,191,482)	(141,777)	6,357,032

Restricted funds

The WH&A Hawkins Charitable Trust fund is in respect of the restriction donation received for the purpose of the CXK Base Camp mentoring programme. This programme was set up support young people in Kent and Medway who are not in education, employment or training.

CXK

(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2023

17. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2022 £
Unrestricted funds					
General Funds	5,660,415	7,013,856	(6,575,698)	2,284	6,100,857
	<u>5,660,415</u>	<u>7,013,856</u>	<u>(6,575,698)</u>	<u>2,284</u>	<u>6,100,857</u>
Restricted funds					
WH&A Hawkins Charitable Trust	-	4,000	(4,000)	-	-
	<u>-</u>	<u>4,000</u>	<u>(4,000)</u>	<u>-</u>	<u>-</u>
Total of funds	<u>5,660,415</u>	<u>7,017,856</u>	<u>(6,579,698)</u>	<u>2,284</u>	<u>6,100,857</u>

18. Summary of funds

Summary of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2023 £
General funds	6,100,857	8,585,434	(8,187,482)	(141,777)	6,357,032
Restricted funds	-	4,000	(4,000)	-	-
	<u>6,100,857</u>	<u>8,589,434</u>	<u>(8,191,482)</u>	<u>(141,777)</u>	<u>6,357,032</u>

Summary of funds - prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2022 £
General funds	5,660,415	7,013,856	(6,575,698)	2,284	6,100,857
Restricted funds	-	4,000	(4,000)	-	-
	<u>5,660,415</u>	<u>7,017,856</u>	<u>(6,579,698)</u>	<u>2,284</u>	<u>6,100,857</u>

CXK

(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2023

19. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	408,394	408,394
Fixed asset investments	1,884,744	1,884,744
Investment property	945,000	945,000
Current assets	5,124,708	5,124,708
Creditors due within one year	(2,005,814)	(2,005,814)
Total	6,357,032	6,357,032

Analysis of net assets between funds - prior year

	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	428,384	428,384
Fixed asset investments	1,961,908	1,961,908
Investment property	945,000	945,000
Current assets	6,668,722	6,668,722
Creditors due within one year	(3,647,406)	(3,647,406)
Provisions for liabilities and charges	(255,751)	(255,751)
Total	6,100,857	6,100,857

CXK

(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2023

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

	Group 2023 £	Group 2022 £
Net income for the year (as per Statement of Financial Activities)	256,175	440,442
Adjustments for:		
Depreciation charges	25,895	29,922
Gains/(losses) on investments	66,681	(2,284)
Dividends, interests and rents from investments	(66,961)	(55,137)
Decrease/(increase) in debtors	(282,030)	39,324
Increase/(decrease) in creditors	(1,641,592)	1,886,934
Increase/(decrease) in provisions	(255,751)	-
Net cash provided by/(used in) operating activities	(1,897,583)	2,339,201

21. Analysis of cash and cash equivalents

	Group 2023 £	Group 2022 £
Cash in hand	4,189,411	6,015,455
Total cash and cash equivalents	4,189,411	6,015,455

22. Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	6,015,455	(1,826,044)	4,189,411
	6,015,455	(1,826,044)	4,189,411

23. Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £152,994 (2022 - £143,943). There were no contributions outstanding at the balance sheet date (2022 - £nil)

CXK**(A company limited by guarantee)****Notes to the financial statements
For the year ended 31 March 2023****24. Operating lease commitments**

At 31 March 2023 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Charity 2023 £	Charity 2022 £
Not later than 1 year	27,186	25,416
Later than 1 year and not later than 5 years	49,356	29,858
	<u>76,542</u>	<u>55,274</u>

25. Related party transactions

S Schwartz was the Principal and Accounting Officer of Brockhill Performing Arts College until she resigned on the 31/07/2022, while also a Trustee of CXK. During the year the Charity received income from Brockhill Performing Arts College totalling £2,750 for the period she was Principal (2022- £8,250) in relation to careers guidance and counselling provided to the college.

R Rose is a Trustee at Highworth Grammar School and a Trustee of CXK. No income was received during the year from Highworth Grammar School in relation to careers guidance and counselling provided to the school (2022 - £10,320).

CXK

England & Wales - Charity number 1120755

Accounts

Registered number: 04399340
Charity number: 1120755

CXK Limited

(A company limited by guarantee)

Trustees' report and financial statements

For the year ended 31 March 2022

CXK Limited
(A company limited by guarantee)

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CXK Limited
(A company limited by guarantee)

Reference and administrative details of the Charity, its Trustees and advisers
For the year ended 31 March 2022

Trustees	Dick Fedorcio OBE, Chair Pauline Smith, Chief Executive Jo Boraston Graham Briscoe (resigned 16 September 2021) Domini Bucknell Graeme Dykes Kelly Freeman Dominic Hilleard Peter O'brien (appointed 24 March 2022) Christian Robinson Robert Rose Sonette Schwartz William Vernon Charlotte Walshe David Yates
Company registered number	04399340
Charity registered number	1120755
Registered office	The Old Court Tufton Street Ashford Kent TN23 1QN
Company secretary	Anthony Crocker
Chief executive officer	Pauline Smith

CXK Limited

(A company limited by guarantee)

Reference and administrative details of the Charity, its Trustees and advisers (continued)
For the year ended 31 March 2022

Independent auditors	Kreston Reeves LLP Chartered Accountants 37 St Margaret's Street Canterbury Kent CT1 2TU
Bankers	Barclays Bank Plc Forbury Road Reading RG1 1AX
Solicitors	Blandy and Blandy Friar House Reading RG1 1DA
Insurance Broker	A J Gallagher The Walbrook Building 25 Walbrook London EC4N 8AW
Investment Advisors	Sarasin & Partners LLP Juxon House 100 St. Paul's Churchyard London EC4M 8BU

Executive summary
For the year ended 31 March 2022

The last year has been an exceptional one for CXK in so many ways. The pandemic has created a totally new landscape to work within, one where we had to work hard and diligently to maintain service delivery and outcomes for our beneficiaries, whilst tackling and addressing the impact and inevitable socio-economic challenges faced by so many of our beneficiaries across so many of the communities we work within across the south of England.

Demand for our services increased as many of the challenges faced by our beneficiaries became multifaceted with the shock and impact of the tangible changes experienced after the pandemic and subsequent reflection and review by so many in their approach to work, family and the future.

We have worked hard to adapt to the “new norm” which presents different rules of engagement for not only our beneficiaries but our staff and volunteers too. Many individuals are taking stock of their lives and making new decisions for themselves and their families that provide better work/life balances and a keenness for new opportunities and rewards.

This has presented CXK with exciting approaches to our recruitment and retention of staff and also new routes of engagement across our diverse communities to support beneficiaries in the skills and experience they are identifying as requirements to move them into employment or education pathways.

Instability and uncertainty regarding funding models and challenges of income generation, compounded by political uncertainty at national and local government level, remains a challenge. However CXK has evidenced prompt agility in moving swiftly and flexibly in exploring new business improvement and development opportunities.

Our strength at understanding complex national and regional challenges provided us with the ability to review and consolidate what support is currently in place for beneficiaries and what new or additional support is required. Considered review and scoping for relevant, realistic and deliverable new income streams has resulted in a number of very positive new contracts and funding sources being secured.

In addition it has continued to be incredibly important to adopt the pragmatic and tough decisions required to not “chase income streams” but to show diligence and clarity in business opportunities that add value to beneficiaries, support the Charity’s objectives and provide long term sustainability and growth.

With the majority of CXK’s funding paid on a ‘payment by results’ basis, our financial sustainability remains a primary concern and financial forecasting took precedence as we worked hard to deliver services, within the complexities and challenges experienced after Lockdowns. The expectations and engagement of our partners and stakeholders has required careful and considered management to ensure that honesty related to processes and protocols is understood and solutions developed and shared to ensure the very best of service delivery and outcomes moving forward.

With major changes to hybrid and flexible working practices across the Charity it has been important to prioritise effective communication channels to maintain the positive culture and team focus of CXK. Staff wellbeing, mental health and requirements and aspirations regarding their job role and responsibilities have been considered carefully. Major changes to staff pay scales, performance development and training needs analysis have supported the feedback from staff following the staff survey.

We are incredibly proud that the successful conclusion of the merger of another Charity in July 2020 enabled CXK to strengthen its commitment and vision of delivering transformational services to young people and adults. Staff and services have integrated well and the impact on our work in East Sussex has been extremely positive with a stronger and sustainable business model that is complemented by new business development opportunities.

CXK’s importance and recognition in the employment and education sector has strengthened enormously in the last year – evidenced by the approach by so many stakeholders from across government departments and the public, private and voluntary sector in engaging with CXK to explore strategy, policy, innovation and growth across the south of England.

Executive summary (continued)
For the year ended 31 March 2022

Huge success in winning funding streams from ESF, UK Community Renewal, COVID 19 grants, and extension of our targeted work in prisons, schools and with disadvantaged young people and adults is reflective of our ability to design and deliver provision that meets the needs of the beneficiaries whilst tackling and addressing greater strategic priorities.

Building strong and effective partnerships with key influencers and policy makers helped CXK foster the needs and voice of beneficiaries, ensuring that the requirements of individuals and communities remained high on the political agenda. CXK has extended its presence and membership of established regional Boards to explore and review the impact of COVID-19 and economic challenges on skills, education, and employment across communities.

CXK has worked tirelessly in the last year to manage the transformation and change since the pandemic and we are excited to build on the positive innovation that has driven our Charity in the last couple of years. We move forward with strong financial sustainability, strengthened by re-winning the National Careers Service contract for the south-east region and remain focused in our drive to provide services for the growing number of disadvantaged young people and adults that require our support. The organisation mantra of “One Team, One Organisation, Changing Lives” remains critically important as the socio economic landscape remains unstable.

CXK Limited
(A company limited by guarantee)

Trustees' report
For the year ended 31 March 2022

The Trustees present their annual report together with the audited financial statements of the Charity for the year 1 April 2021 to 31 March 2022. The annual report serves the purposes of both a Trustees' report and a directors' report under company law.

The Trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) as amended by Update Bulletin 2 (effective 1 January 2019).

STRATEGIC PURPOSE, OBJECTIVES AND ACTIVITIES

Following an extensive review and consultation with staff, trustees, beneficiaries, and stakeholders, CXK published its 2019-2024 strategic plan. The 5 year strategic plan reflects the direction, focus, impact and outcome of CXK's work, providing a tangible reference for all CXK staff, beneficiaries and stakeholders.

The CXK strategy with its 6 overarching priorities navigates the direction of travel for our Charity and is used as a golden thread for individuals and teams to identify and highlight annual business objectives and priorities. The annual business plan objectives are then applied as a template for all staff and team appraisals, ensuring that the whole Charity is focused on working towards and contributing to our overarching strategy.

The Articles of Association provide an overview of the key purpose, objectives and activities delivered by CXK -

Advance in life those who are in need by reason of their youth, age, ill-health, disability, financial hardship or other disadvantage, in particular but not limited to young people, who are situated anywhere within England by developing their skills, education, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals, through the provision of a service which:

- Raises their aspirations, participation and achievement;
- Provides impartial information, advice, guidance and opportunities for their personal development;
- Refers and introduces them to learning and employment opportunities;
- Provides and supports the provision of learning programmes supporting their personal and educational development, and prepares them for life choices and circumstances; and
- Provides those outside learning, or otherwise at risk of underachieving, with the support they need to maximise their potential.

Mission

Inspiring people to thrive.

Vision

Everyone has access to what they need to maximise their potential. Through support and guidance CXK empowers individuals and strengthens communities.

Values

CXK is passionate, efficient, transparent and displays integrity, resilience and innovation.

Strategic objectives and priorities

The overarching focus of the Charity's strategy is encapsulated through the following six priority objectives ;-

1. **BRAND** - Invigorate and improve the awareness and understanding of the CXK charitable brand and impact, securing greater engagement of beneficiaries, wider stakeholders and communities.
2. **FOCUS** - Positively reflect and prioritise the needs and aspirations of individuals and communities in the development, range and scope of all CXK service provision and activities.
3. **FINANCE** - Secure financial sustainability with emphasis on retention of current contracts, developing new, and preserving cost effectiveness and rigour across all funding and income streams.

Trustees' report (continued)
For the year ended 31 March 2022

4. **QUALITY** - Continue to enhance and strengthen the delivery of high quality services, increasing performance outcomes and impact, working positively to build and nurture an environment of continuous improvement.
5. **PEOPLE** - Build on and develop the strengths and diversity of our Trustees, workforce and volunteers - promoting a stronger sense of collective purpose, culture and social action.
6. **PARTNERHIPS** - Enhance the effectiveness, breadth and success of trusting partnerships and relationships to achieve flexible solutions, innovative outcomes and focused results for the needs of targeted individuals and communities.

Activities and areas of delivery and engagement

CXK supports young people and adults through the development and delivery of services and provision that fulfil its three core pillars of focus and activity:

- Information, Advice and Guidance
- Targeted Support
- Training and Development

It remains essential that CXK maintains a strong focus, understanding and commitment in developing a range of different approaches and specialisms to reach out and engage such a diverse and high number of beneficiaries. Strong commitment to providing support to ensure that individuals can access provision of skills, education, or employment, drives the development and new business innovation of the Charity.

The pandemic has created additional challenges and opportunities for CXK's beneficiaries, and it has been important to review all aspects of our delivery to ensure that the changing needs of young people and adults are reflected positively in the design and delivery of all current and any new provision of services.

New operational delivery models alongside a focus on financial sustainability were key drivers that formed the integral framework required to make informed, swift decisions across all areas of delivery. The Charity worked diligently to ensure that each delivery team was consulted and fully engaged in the revised plans required to reach out and engage with all beneficiaries.

The last year has created the space for careful and considered review of all areas of delivery. Virtual and remote service delivery has complemented ongoing face-to-face delivery to ensure we adapt and engage with beneficiaries in new and innovative ways.

The full range of provision CXK delivered throughout the year included:

- The **National Careers Service** (contract commenced October 2018) delivers targeted Information Advice and Guidance (IAG) to adults across the south-east. Specific priority groups are supported within this contract including, low skilled adults without a level 2 qualification; 18-24 year olds Not in Education, Employment or Training (NEET); Jobcentre Plus (JCP) customers 18 plus; adults with learning disabilities and/or disabilities; single parents with one or more dependents at home; adults over 50 facing redundancy or newly redundant.
- **Bridge the Gap** - Delivery of a targeted mentoring programme for the long term unemployed experiencing barriers to employment in Canterbury, Swale and Thanet.
- **Prison IAG** - Delivery of IAG services and support to adult prisoners in 10 custodial settings across Kent, Surrey and Sussex.

Trustees' report (continued)
For the year ended 31 March 2022

- **Step Up** – A European Social Fund (ESF) participation contract for 16-24 year olds in Kent, East Sussex and Essex who are at risk of becoming or are Not in Education, Employment or Training (NEET).
- **Careers Education, Information, Advice and Guidance** (CEIAG) services to secondary school pupils throughout Kent, Medway and East Sussex, to help them with their next steps in education or employment.

ACHIEVEMENTS AND PERFORMANCE

The Trustees and executive team analyse and examine a wide range of measures to assess the Charity's success in achieving its charitable objectives. All service delivery aims and goals derive from these alongside focused key performance indicators established by funders and stakeholders. A comprehensive dashboard (operational scorecard) of performance, achievement and quality is our key tool used to evaluate success, impact and address aspects of challenge or concern across all areas of provision. Specific measures include:

- The number of people engaged and the quality of their experience and employment, learning or training outcomes for adults involved in the National Careers Service. Customer satisfaction, Customer Management and Job or Learning outcomes are key contract deliverables.
- Level of reduction in the number of 16–18-year-olds who are Not in Education, Employment or Training (NEET). Also level of positive engagement, outcome and progression with those supported.
- Outcomes of the preventative work with pre-16-year-olds and work with vulnerable young people, including Learners with Learning Difficulties or Disabilities (LLDD), Looked after Children (LAC) Special educational needs and disability (SEND) and young offenders.
- Rigorous performance indicators within each specific contract specification.
- Evidence, research, and evaluation gained from the delivery of services and provision.
- Total income obtained from funding sources.
- Employee engagement and satisfaction.
- Customer/beneficiary/stakeholder satisfaction.
- Ofsted inspection outcomes.
- Maintenance of any external accreditations (for example, Cyber Essentials + , Merlin Standard and the Matrix Standard).
- Staff survey and team analysis.

Specific achievements

The last year has been incredibly successful for CXK – the ability to strengthen and develop our extensive range of longstanding services alongside the exciting development of tendering for and winning a range of new innovative programmes.

The pandemic has significantly affected and shifted individuals' and community aspirations and this is palpable from the perspective of both beneficiaries and staff. We have worked hard to ensure that the focus and purpose of all our work is closely aligned and targeted to reflect the needs of our beneficiaries in this changing world. Great efforts have been made to continually identify and measure the impact of all our service provision with considerations and reflections shared closely with commissioners and stakeholders.

CXK has been recognised as a significant player in the education and employment sector and as such we have been instrumental in reviewing local delivery and priorities in the context of wider government strategic priorities.

Trustees' report (continued)
For the year ended 31 March 2022

This year, CXK directly empowered, supported, and engaged with more than 273,000 individuals across all services. The Charity has been instrumental in helping many more indirectly through wider engagement with communities and other stakeholders outside of direct service delivery. COVID-19 and subsequent lockdowns and restrictions had a negative impact on the number of beneficiaries accessing services. We have worked tirelessly to ensure our support across the southeast re-engages young people and adults, empowering them to re-assess and move forward positively after the challenging period of isolation and uncertainty.

Communication and engagement with Trustees, staff and stakeholders has remained a key priority and we have established a strong suite of communication strategies to ensure all key individuals and teams are kept up to date with comprehensive, prompt, clear, timely and effective communication.

CXK's successful year did not go unnoticed from external awarding bodies and the Charity is delighted to have been awarded the following ;-

- Finalist – Ashford Business Awards 2022 – Innovation award
- Finalist - Kent Charity of the Year 2021 – Large Charity of the year.

This external acknowledgment is an exceptional achievement for the Charity in a year when so much hard work, dedication and commitment has been demonstrated to support our many beneficiaries across so many different communities.

Growing Influence

CXK has always worked closely with central government departments, local authorities and other agencies supporting the commissioning strategies and political strategic direction of the south-east. These include Department of Education (DfE), Department of Work and Pensions (DWP), Ministry of Justice (MOJ), Local Enterprise Partnership (SELEP), Kent County Council, Medway Unitary, East Sussex County Council, the Clinical Commissioning Groups (CCG's) and Public Health England.

The Charity also has close links with voluntary and community bodies both through subcontracted services and more informal partnerships and other key stakeholders, private sector employers and training providers.

Since the pandemic it has become evident that CXK's position and importance as an ambassador and voice for the voluntary, education and skills sector has strengthened and gained significant momentum. As a Charity we pride ourselves on the ability to understand national and regional policy priorities and we work diligently to transform key strategies into local transformation and change to support regional and local communities.

The Chief Executive is a member of the Association of Chief Executives of Voluntary Organisations (ACEVO), Kent Association of Training Organisations (KATO) committee, the Kent CEO forum, Local Authority Skills Boards, the skills board for SELEP, and plays a crucial role in influencing regional and national policy and the shape, breadth and quality of the roll out of local provision across the south-east.

As a result of COVID-19 many new regional and national strategic boards were established to review and explore the short, medium and long-term impact of the pandemic on individuals and communities. CXK's CEO was invited to join - The Kent and Medway Employment Task Force, The East Sussex Covid Recovery Board, the Kent 16-19 Review Board and Ministerial roundtable events with key Members of Parliament.

CXK's representation for itself and the wider charity sector is true testament of the expertise it holds across the voluntary sector and its ability to pursue, challenge and celebrate the role of the voluntary sector in national, regional and local, pandemic recovery plans.

CXK is a board member of Careers England, the national association for organisations involved in careers guidance. The Charity continues to work closely with key stakeholders and government departments for Education, Skills and the Economy, supporting and contributing to ongoing review and strategy development into careers education, information, advice and guidance. Local MPs are lobbied regarding the figures for those Not in Education, Employment or Training (NEET) and the emotional wellbeing of young people. Links with the South East Local Enterprise Partnership (SELEP) and the regional Skills Boards have allowed CXK to shape the local debate concerning the guidance and support that young people receive.

Trustees' report (continued)
For the year ended 31 March 2022

Senior managers sit on a wide range of county-wide and regional planning and implementation groups across the south-east. The senior leadership team are members of many key partnerships and boards including the Care Leaver Progression Partnership, the digital skills network, and the children and young people panel.

The Chief Executive has established close working relationships with key Members of Parliament and local councillors across CXK's delivery regions to champion the needs, issues and concerns that relate to beneficiaries or developing Government policy.

Championing and promoting the impact and success of the breadth of CXK provision remains a key strategic priority. Over the last year impressive strides were made to increase the engagement and support of local, regional and national media. A suite of performance indicators drove an increased reach in social media, website data analytics, press coverage, targeted blogs and news items which all contributed positively to raising the profile of the Charity.

The People and Personnel

The last year has been one of change, transformation and review across the Charity whilst we listen to staff and reflect on new ways of working that suit the beneficiaries' needs and support the aspirations of staff following the shift since the pandemic.

People are key at every level, enabling the Charity to have a positive impact through the delivery of its services. Some 85% of staff are directly involved in delivering services to beneficiaries, with the remaining 15% providing essential support, comprising of management, administration, finance, IT, marketing, and HR services.

Focus has been prioritised in the last year to ensure staff felt supported and empowered both professionally and personally as CXK managed the impact of the pandemic and changes to working practices and delivery requirements. External economic factors and cost of living increases alongside staff and their families reflecting and reviewing homelife and work life priorities has led to many informal and formal discussions regarding working practices, flexible working requests and job reviews.

Covid-19 has not gone away and ongoing support and advice to inform staff of working protocols and procedures to keep them safe and protected have remained a priority. CXK already had an extensive employee assistance programme (EAP) support system for staff which offered access to a range of complimentary services to assist wellbeing and mental health in addition to counselling, financial support, and a range of other areas targeted in supporting staff and their families. We have noticed a positive engagement by staff in accessing additional support where they feel it is appropriate and staff have reported very favourably on the support available to them in our annual staff survey.

Behind the quantitative and qualitative statistics lie many stories of beneficiaries and their families and how CXK made a difference to their lives. This would not be possible without the tremendous hard work of dedicated staff teams who are "inspiring others to thrive". The staff's flexibility and commitment to the Charity has been outstanding in this last year which has seen so much change.

The annual staff survey received an excellent 86% completion rate, and the findings and outcomes of the survey were shared and disseminated across the Charity through roadshows delivered by the CEO and senior leadership team in staff meetings. Significant work has been undertaken to focus on staff feedback and a new HR roadmap with key objectives and performance indicators now implemented.

The new HR self-service system introduced in June 2020, allows greater oversight and monitoring for individuals and managers and provides robust reporting mechanisms for senior management and Trustee Board review and analysis.

Following a detailed benchmarking and review of all salary grades and job roles across the Charity we introduced a new pay scale and supporting performance development review system across CXK.

Trustees' report (continued)
For the year ended 31 March 2022

Diligent analysis and review of each job role and responsibility helped inform and shape a really positive and refreshed payscale scheme that provided increases to every individual job role across the Charity. All information and details were shared openly with staff and followed up with the introduction and training required to implement the new Performance Review system in April 2022.

We are confident that the new payscale and review system adds further confidence and reassurance to staff that we are committed to ongoing review and feedback and with the Board's support we feel confident that our major changes now in place will aid retention and recruitment moving forward.

Trustees wish to pay tribute to all CXK staff and volunteers for delivering services so effectively and especially for the dedication and professionalism displayed in their response to another year of extraordinary challenge, change and development. The dedication, determination, and flexibility of staff to make a positive difference to other people's lives with such vigour, energy, innovation and passion has been outstanding.

Partnerships

Creating and nurturing meaningful partnerships and relationships remained a key priority for the Charity and is a specific emphasis in our five-year strategic plan. Great rewards were achieved and recognised through extensive partnership working. CXK places great importance on the social action, wider impact, and resilience of their work in strengthening communities and it successfully nurtures the broader and effective buy-in from a range of local partners and supporters.

Significant success in the last year was achieved through CXK's additional engagement with strategic partners to discuss, explore and tackle the ongoing societal impact of COVID-19. CXK have earned a reputation of being the "go to" Charity across Kent, Medway, and East Sussex particularly to provide input and feedback on issues relating to education, skills, employment and socio/economic challenges for the disengaged or disadvantaged.

The challenges faced by beneficiaries, remain complex and multi-faceted and CXK strive confidently to continue to increase and strengthen key partnerships across communities to tackle the barriers of disadvantage that so many individuals still face.

Building strong and effective partnerships with key influencers and policy makers supports CXK in fostering the needs and the voice of beneficiaries and ensuring the needs of individuals and communities remains high on the political agenda. Significant improvements have been made in the last year at increasing the awareness of the CXK brand and the impact of the charity's work, specifically with the effective continuation and dedication to service delivery during lockdowns, the successful merger of Medway Youth Trust, and strong engagement of local and central government politicians.

The challenges of COVID-19 have created ongoing instability and volatility across the voluntary, public and private sector and many established partners have faced crisis decisions of their own to manage. Relationships and partnerships with new and current stakeholders have proved crucial in CXK's navigation of the last year will remain essential in our long-term development and growth in managing the long-term impact of the changing world we live in.

In addition to strategic partners, stakeholders, commissioners and political or sector-based partnerships, CXK has a very strong and vibrant network of sub-contractors who it manages and works with to deliver aspects of the wide portfolio of services.

CXK monitors and manages compliance with all standards and accreditations, across all contracts, projects, and activities, undertaking regular quality audits, self-assessments and actively monitoring its network of subcontractors and partners as rigorously as they monitor their own CXK delivery.

Trustees' report (continued)
For the year ended 31 March 2022

Quality and Impact

As one of the six CXK strategic priorities the quality and impact of the work of the Charity remains enormously important. Committed, through all that it does, ensuring that the quality of its service delivery and impact is of the highest possible standard, the Charity continues to receive positive feedback from all its beneficiaries and stakeholders.

Quality is a “golden thread” running through the charity where processes to review and evaluate quality and impact are entrenched at all levels of the organisation. Line management, peer meetings, management forums, senior leadership team analysis and Trustee Board committees are all key elements of the robust quality framework.

In addition to robust Quality Assurance measurements that are reported and assessed on the CXK operational scorecard, CXK has embedded the complementary “CXK impact toolkit”. The impact measurement framework enables and empowers all beneficiaries to express their progress against key indicators;-

- Readiness to thrive
- Economic inclusion
- Social inclusion
- Health and wellbeing

CXK commits to delivering all its activities to very high standards and invests in a broad range of quality management standards and accreditations as follows:

CXK currently hold the following:

- Matrix Accreditation
- Merlin Standard - outstanding
- Ofsted - two level 2 'Good' ratings
- Disability Confident Committed
- Cyber Essentials Plus

Policies and Processes

CXK has an extensive portfolio of policies and procedures to ensure it complies with relevant legislation and that it operates in line with national and international best-practice. This safeguards beneficiaries, staff and partners and provides them with access to the right support at the right time, delivered in a way that meets their needs.

A document register is monitored and evaluated with key timelines identified for document review and evaluation. Policies are endorsed for either management or trustee review and formal sign off.

All policies are stored in an online portal accessible to all staff and all sub-contractors are obliged to adhere to all CXK policies and principles.

Performance Management

Each CXK project/contract is delivered in line with a business/delivery plan, which is developed collaboratively during the preparation of a funding proposal/tender response. Each plan includes:

- Milestones
- Leads/Responsibilities
- Key Tasks
- Timelines
- Risks
- Performance Review and Evaluation

Trustees' report (continued)
For the year ended 31 March 2022

Plans are reviewed monthly and are used to manage a project's progress, to address poor performance, to manage risk and to ensure targets are met or in most cases exceeded.

Financial Review Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Reserves policy

At 31st March 2022, the Charity had "free reserves" (i.e. the total of unrestricted income funds not invested in tangible fixed assets) of £5,672,473 with an operating cost base of £6,579,698 (31st March 2021: £5,202,109 against operating costs of £7,152,235). Restricted reserves are £nil (2021: £670). Taking into account the nature and volume of the Charity's income streams and the patterns of expenditure in meeting the Charity's objects, the Trustees regularly undertake a risk assessment of the probability and likely impact on service delivery that might be caused by a decline in income, an inability to meet financial obligations, or an inability to reduce expenditure in the immediate short-term. This approach ensures a balance between spending the maximum amount of income raised as soon as possible after receipt, while maintaining the minimum level of reserves to ensure uninterrupted operation. The target range is reviewed annually as part of the budget approval process by the Trustees to reassess the risks and reflect changes in CXK's income, financial obligations and expenditure and also as part of the risk review process.

It has been deemed that the level of free reserves being held is sufficient and appropriate for CXK. This level is set aside to account for fluctuations in funding levels, payment in arrears contracts and to account for potential redundancy costs on contracts that end. This is especially important given the current uncertainty due to Covid-19 and the expected increase in demand on CXK's services. Free reserves are the total of unrestricted funds not invested in tangible fixed assets. Based on this approach, CXK is happy the level of reserves is sufficient, with 10.3 months of operating costs (2021: 8.7 months) set aside.

Investments policy

Under the rules of the Charity's governing document, the Trustees have wide ranging powers to invest the funds of the Charity as they see fit within the scope of the laws and regulations applying in the United Kingdom.

The objectives for these investments are to achieve a balanced return from income and capital growth whilst accepting a moderate degree of risk and maintain the real value of capital in order to achieve and potentially facilitate periodic capital withdrawal. In approving investments, the Trustee Board follows an ethical policy, which examines good employment practices, good environmental practices and a commitment to corporate and social responsibility.

The Charity has investments of £1,961,908 (2021: £1,927,530) of its reserves in shares or equities with Sarasin and Partners LLP. The policy on investments is reviewed regularly under the governance of the Finance and Resources Committee.

Any investment returns made on the portfolio are used to purchase further shares and equities

Approach to fundraising

CXK's income is primarily received from successful commissioned services or grants. There is very limited income received through fundraising and any funding received adds value to the commissioned services it already delivers. 100% of the monies raised is used to support beneficiaries who need it most.

Fundraising income remains low, as the Charity does not specifically target resources for this source of funding. This is under continuous review as such funding will complement alternative approaches to service provision. This year, the Charity raised £6,087 (2021: £4,000) towards improving its beneficiaries' life-chances. No fundraising complaints (2021: none) were received during the year.

Trustees' report (continued)
For the year ended 31 March 2022

CXK's Growth and Development Plan outlines the key principles and approaches to be explored and reviewed as part of the Charity's expansion of income growth and diversification.

Professional indemnity insurance

The Charity has taken out a combined commercial insurance policy that provides an element of professional indemnity cover for the Trustees amounting to £5 million in respect of any one claim.

Management of Risk

The Board is committed to ensuring the long term health and sustainability of CXK through an effective risk management framework. This is designed to identify and mitigate key risks that could affect the ability to deliver strategic objectives and achieve the Charity's charitable aims.

The management of risk is embedded in day-to-day business activities and is well supported by established processes and policies. The management of most risks is delegated to the Chief Executive and the Senior Leadership Team. A Business Critical Risk Register is updated monthly by the executive team, reviewed and scrutinised by the Audit and Governance Committee and updated reports are given to the respective committees and Trustee Board at each meeting. All major risks are reviewed, and systems and procedures are in place to manage and mitigate risks.

The principal risks currently identified include:

- A significant contract, or multiple contracts, become unprofitable and unsustainable.
- Loss of a major income source.
- Competition for new contracts results in loss of income through new re-tendered business.
- Major incident relating to the safeguarding, or the wellbeing of staff or beneficiaries.
- Failure in the management of a significant governance responsibility e.g Health and Safety, GDPR
- The impact of Coronavirus and the recovery post COVID-19, especially on the outcomes claimable on payment by results contracts

The risk management process for the Charity was reviewed during the financial year by the Audit and Governance Committee and improvements made to risk reporting. Each Committee of the Board has a responsibility to review all relevant risks for their area of the business and amend risk level appropriately.

CXK continued to make good progress on improving its risk management across the five major risk categories of Compliance, External and Environmental Factors, Financial, Governance and Operational. The Charity has continued to refine and report on the major risks that it faces in delivering its services. In particular, it continues to strengthen its procedures regarding significant risks with a new detailed analysis which focuses on the mitigation activities for the most significant risks.

PUBLIC BENEFIT

The Trustees have taken The Charity Commission's specific guidance on public benefit (contained within the guidance publication "The Advancement of Education for Public Benefit") into consideration in preparing their statements on public benefit contained within this Trustees' Annual Report.

Trustees' report (continued)
For the year ended 31 March 2022

Benefits & Beneficiaries

In accordance with its charitable objects, the Charity strives to advance in life those who are in need by reason of their youth, age, ill-health, disability, financial hardship, or other disadvantage in particular, but not limited to, young people. The benefits offered by the Charity are the services that it delivers to advise and guide all individuals so that they have a positive and enjoyable life. Inspiring individuals to thrive and maximising their potential across their communities remains CXK's key priority and focus.

This financial year the Charity worked with more than 273,000 young people and adults through CXK's direct delivery and from the work of its sub-contractors and partners. COVID-19 with its ongoing challenges, resulted in atypical numbers of individual engagement across each service. Generally there was a 11% increase in total number of individuals engaged with as our beneficiaries and partner agencies readjusted to re-engaging with the support and provision delivered by our Charity.

Analysis of each area of delivery highlights the number of beneficiaries who received direct support;-

- National Careers Service supported 29,000 (2021: 27,000) individuals across the southeast region.
- Prison Information Advice and Guidance supported more than 5,500 (2021: 1,000) individuals across 10 (2021: 10) prisons.
- Bridge the Gap has mentored over 300 hard to reach unemployed individuals.
- Apprenticeship Support and Knowledge (ASK) service supported more than 205,000 (2021: 179,000) students, more than 18,000 (2021: 22,000) parents, more than 6,000 (2021: 6,000) teachers, and working with more than 1,000 (2021: 1,000) schools across the south region.
- NEET service supported more than 3,500 (2021: 3,500) young people with additional work experience and progression support provided to 875 (2021: 720) young people.
- School Careers and Emotional Well-being services were delivered to more than 50 (2021: 70) schools and supported more than 4,000 (2021: 3,500) young people.
- Cookham Wood Young Offender Institute supported more than 90 (2021: 160) young people and family members.
- Base Camp and Kickstart mentoring and employability support initiatives supported over 60 (2021: 50) young people aged 16-25 years.
- Step Up – has worked with 8 subcontracted partners and more than 1,300 young people.

Trustees' Assessment of Public Benefit

The Trustees utilise the range of measures of performance detailed (see page 11) to determine the Charity's success and to demonstrate that it continues to advance in life individuals for the public benefit. All aspects of CXK's programme delivery is targeted at addressing a local socio/economic need and/or supporting a Central/local Government initiative / priority.

There is great satisfaction and appreciation of the Charity's performance, which has seen its key performance objectives met every year. The Charity has achieved regional and national acclaim for its engagement projects for vulnerable and disadvantaged individuals and its leading stance on Careers Education, Information, Advice and Guidance (CEIAG).

CXK has received high acclaim from national, regional stakeholders, local authorities, and stakeholders across communities for the focused, determined, and successful methodologies implemented as a result of the pandemic. It has not gone unnoticed that CXK worked tirelessly to ensure that all services were maintained and support to beneficiaries continued at a time when the landscape of employment and education remained turbulent and fractured.

The wide range of CXK programme delivery enables the Charity to work at the heart of communities by empowering young people and adults to maximise their potential, increasing their own skills, knowledge and confidence, instilling a positive approach to contributing effectively to their local communities. Partners are selected on their ability to bring additional value, specialisms, and expertise to the delivery of innovative programmes ensuring full reach and accessibility to outlying communities and beneficiaries with additional or complex needs.

Trustees' report (continued)
For the year ended 31 March 2022

The Charity's specific focus on reducing duplication, maximising opportunities, and commitment to collaborate more with partners to enhance high quality provision and engagement remains a key strength and positions CXK as a well-respected Charity within the sector. CXK's Achievements have been endorsed externally by being announced as winner of the Kent Large Charity of the Year award for 2021/22 and finalist in the Ashford Business Awards 2022 – testament for all the hard work of staff, partners, the leadership team, and the Trustee Board.

Strong business development and business improvement activity has been instrumental in ensuring that CXK does not get complacent regarding its important role in delivering exceptional and vital education and employment pathways to its beneficiaries across the south-east.

The last year has seen huge achievements as the Charity successful secured a £2million ESF contract, a UK Community Renewal grant for over £500K, new developmental provision across the south-east prisons and very recently confirmation that it has been re-awarded the National Careers Service Contract for the south-east region to work with over 44,000 beneficiaries.

The strong legacy of success that CXK has driven over the last five years is evidenced now in its key role in the infrastructure of delivering so many services to support and empower so many young people and adults across the south of England.

PLANS FOR FUTURE PERIODS

The Charity's aim of making a positive difference to the lives of those who are in need by reason of their youth, age, ill-health, disability, financial hardship, or other disadvantage will remain the driving force in the year ahead. Sadly, we are fully aware that the need for innovative and engaging services are needed now more than ever as growing numbers of individuals have been negatively impacted from COVID-19 and growing challenges of the economic situation within the UK.

CXK will be aligning itself closely to the political and strategic policy drivers that will form a key element to the recovery of the pandemic and economic crisis across our communities. CXK is well positioned to drive forward change and innovation to tackle the increasing challenges for access to education and employment for so many disengaged and disenchanted individuals.

Strategic objectives shape the direction and priorities of the Charity to embrace continual development, growth, and financial sustainability. The landscape will undoubtedly remain turbulent and unpredictable and CXK's efforts will be focused on prioritising the right decisions, both operationally and strategically, to ensure CXK remains in a strong and confident position within the Third Sector.

The Charity's huge experience and ability to continue driving change and positive outcomes for so many young people and adults engaged in its programme areas will prove invaluable in the commitment and perseverance in continuing this vital work. Our success in securing ongoing contracts and a suite of new provision further cements this position and provides positive sustainability for the Charity moving forwards.

We will build on the success and innovation of the last year – huge achievements have been made through the inventive demonstration of new processes, delivery models and engagement with our beneficiaries, and stakeholders. The positive outcomes will be developed further, and the year ahead will be one of ambition and growth as we progress enthusiastically towards the future.

Health and Safety alongside individual and team wellbeing will be at the heart of decision making in the journey required to introduce the new norms in working practices and delivery of services. Detailed analysis of the staff survey and feedback on working practices will support next steps and business decisions

The needs of beneficiaries remain complex and challenging. Innovation and flexibility in the delivery of services will be critically important to ensure that CXK respond swiftly and effectively to the needs of individuals and commissioners. So many positive outcomes have been achieved through virtual delivery of services and the advantages and learning outcomes achieved will help to continue to shape the hybrid model of approaches required to move forward.

Trustees' report (continued)
For the year ended 31 March 2022

COVID-19 has forced our Charity and many others, to totally review and reflect on new ways of working and it is CXK's promise to staff, beneficiaries and stakeholders that it will maintain the innovation that has worked well and use the knowledge to design and develop ground-breaking services for the future.

Key priorities for the year ahead include:

- New Chair of Board of Trustees appointment September 2022
- Completion of the current 5 year strategic plan and drafting of the new 5 year plan to 2029.
- A 12-month annual business plan reflecting the CXK 6 strategic objectives.
- Successful retendering of a number of significant contracts
- Increasing and broadening sustainable funding sources aligned to central and government policy priorities.
- Further marketing and development of the CXK brand and impact, including greater and more widespread social media campaigns to promote the opportunities available from CXK.
- Increased celebration of the impact and added social value of CXK in the operational targeted areas.
- Expansion and investment into the number of people engaged in the delivery of our charitable aims whether as a volunteer, employee or third party.
- Enhanced and enriched relationships with external partners and key influencers to champion the needs of beneficiaries and shape political direction and priorities.
- Investment in workforce and volunteers, ensuring they have the skills and support to positively impact the lives of beneficiaries.
- Broaden the outcomes of the Charity wide Training Needs Analysis to ensure all staff, trustees and volunteers have the support and skills to carry out their roles
- Work towards a financial sustainable operating model, strengthening forecast plans which will include investments and use of reserves.
- Enhanced focus and drive in the identification and receipt of new and innovative funding streams.
- Continual growth and development of services across a wider geographical patch – securing opportunities to embed high quality services across an increased number of communities.
- A full review of all digital innovation to ensure that CXK are well placed in delivering ambitious and inspiring services and provision for a diverse range of beneficiaries.
- An external review by an accredited third party organisation to review Environmental, Social and Governance (ESG) aspects of the Charity is planned for late 2022

FUTURE PUBLIC BENEFIT

Whilst undoubtedly this has been another tough year for charities, CXK has continued to operate very effectively. As a charity, it continues to seek opportunities to expand its reach and impact across the South of England, building on the links that it has gained through its prime contractor status which sees the geographical footprint expand across a much larger area.

There has been much for CXK to celebrate. There has been a strengthening and expansion of some key functions within the Charity, and a shared culture of demonstrating efficiency, innovation, and impact. Strong governance and management have enhanced the strategic vision for the organisation and creativity and innovation in the further development and growth of the organisation will be a key emphasis moving forward.

The successful acquisition of MYT provided great opportunities for development and growth, raising the profile and impact of the Charity's wide and extensive range of services to a growing number of beneficiaries.

Whilst COVID-19 has severely affected the voluntary sector, CXK has, through its steadfast and rigorous leadership been successful in strengthening its engagement and focus for individuals and communities. CXK will continue in its drive and commitment to work closely with those most affected by the socio economic challenges and impact of coronavirus and play a significant role in strengthening innovative provision to support individuals and communities moving forward.

The Trustees will continue to ensure that the Charity benefits the public by reducing unemployment, supporting individuals with barriers to progression, and delivering accessible and high-quality services in collaboration with its stakeholders and partners. CXK will support central and local government and key stakeholders in driving forward the change required to provide opportunity and advancement for so many individuals who have felt left behind.

CXK Limited
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 March 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure

The Charity was incorporated on 20th March 2002 and became a Registered Charity on 4th September 2007. The Charity has incorporated the following dormant subsidiary undertakings - CXK Trading Limited and CXK Careers Limited.

On 5th April 2022, Medway Youth Trust, subsidiary of CXK Limited, was dissolved.

The Charity is governed by the rules and regulations set down in its company Memorandum and Articles of Association originally dated 20th March 2002, which were amended by special resolution on 23rd January 2007, 16th December 2008, 24th June 2009 and 19th September 2011. A review of the Articles of Association by the Board of Trustees and an updated version was approved on 4th September 2018 and subsequently updated on 21st May 2020.

Trustees

The Trustees that served during the year are as follows:

Dick Fedorcio OBE, Chair
Pauline Smith, Chief Executive
Jo Boraston
Graham Briscoe (resigned 16 September 2021)
Domini Bucknell
Graeme Dykes
Kelly Freeman
Dominic Hilleard
Peter O'Brien (appointed 24 March 2022)
Christian Robinson
Robert Rose
Sonette Schwartz
William Vernon
Charlotte Walshe
David Yates

During the year the average attendance of all Trustees at Board and committee meetings was 87% (2021 : 91%)

Governance and management

CXK Limited is a registered Charity, and a company limited by guarantee, not having share capital. Every Trustee undertakes to contribute an amount not exceeding £10 to the assets of the Charity in the event of the Charity being wound-up during the period of membership, or within one year thereafter.

At 31st March 2022 the Charity had 14 Members (including the Chief Executive), all of whom are CXK's Trustees. The Trustees are recruited from the business community, private sector, education and the public and not for profit sectors, and bring considerable experience and expertise to their roles which strengthens the Charity's development, growth, and sustainability.

The overall strategic direction of the Charity is determined by the Board of Trustees. The Board develops and sets the strategy and reviews performance against its business plan targets over the course of the year.

The management and delivery of the overall strategy, and day to day service delivery, is delegated by the Board to the Chief Executive and the executive team, with a wider staff team of circa 130.

Trustees' report (continued)
For the year ended 31 March 2022

The Chair of the Board and Chief Executive are committed to enhancing and strengthening the focus, commitment, and engagement of the Trustees. Trustees are appointed based on the skills analysis and expertise required by the Trustee Board. Recruitment of Independent Trustees takes place by advertisements in local media and on targeted websites and social media platforms.

Applicants are subject to interview by Trustees and the Chief Executive to determine their suitability for the role, including whether their skills match the Charity's need, and then forwarded to the Board for approval. Skills profiles are updated and reviewed by the Audit and Governance Committee. The Charity has an agreed Induction Pack that is given to new Trustees alongside formal induction training. They also meet with the Chair, Chief Executive, executive team, and relevant employees.

The past year saw the retirement of one Trustee, Graham Briscoe, who had made significant contributions on the Board and the governance and audit priorities of the Charity. CXK also welcomed a new Trustee, Peter O'Brien, to the Board and will be planning a targeted recruitment campaign in late 2022 to address the fact that three Trustees will reach the end of their second terms in the Spring of 2023.

The Board has four Committees:

- Audit and Governance Committee
- Development, Fundraising and Marketing Committee
- Finance and Resources Committee
- Performance and Quality Committee

The Committees meet four times a year to scrutinise, oversee and make recommendations to the Board on all key aspects of CXK's business. Each Committee is chaired by a Trustee and supported by the relevant Executive Director. The full Trustee Board meets a minimum of four times a year with an additional strategic away day being held each year.

The membership of the committees is as follows:

Audit and Governance Committee

Christian Robinson
Graeme Dykes
Peter O'Brien
William Vernon

Development, Fundraising and Marketing Committee

Charlotte Walshe
Dominic Hilleard
Kelly Freeman
David Yates

Finance and Resources Committee

Jo Boraston
Robert Rose
Kelly Freeman

Performance and Quality Committee

William Vernon
Sonette Schwartz
Domini Bucknell

The Board completes a range of mandatory training and is offered development and support on relevant topics and regulation, to ensure it remains informed and aware of the challenges and risks facing the Charity. The

Trustees' report (continued)
For the year ended 31 March 2022

Board reviews its own and the Chair's performance and all Trustees have an annual appraisal. The Charity produces a monthly e-bulletin for staff and Trustees and the Chief Executive provides strategic updates to Trustees to inform them on latest developments or critical issues that occur outside of formal Board meetings. A Chief Executive's report is received at each Board meeting.

While Trustees concentrate on the overall running of the Charity and the scheduled Board and Committee meetings facilitate the governance framework, Trustees are also supported to visit front line services, meet staff and attend beneficiary events and achievement events however this has been hindered in the last year due to the lack of face to face delivery taking place and restrictions due to the pandemic. 2022 is starting to present new opportunities for Trustees to become more engaged with service visits to meet staff and beneficiaries.

COVID-19 impacted on the workings of the Trustee Board as all Board meetings moved to a virtual format conducted via Microsoft Teams. The virtual meetings have worked extremely well and have continued for most of the committees. Hybrid alternatives are now offered and it is common place to have a mixture of face to face and virtual attendance. The opportunity for variety has resulted in ongoing high attendance by the Trustee members.

Whilst this has been a tough year for charities, CXK has demonstrated incredible resilience whilst navigating COVID-19 and subsequent economic challenges. Strong governance displayed through innovative leadership and management ensured CXK not only survived another challenging year, but in fact has experienced one of its most successful years for creative expansion, service development, and financial sustainability.

The Charity's aim of making a positive difference to the lives of those in need by reason of youth, age, ill-health, disability, financial hardship, or other disadvantage remained the driving force and motivation required to achieve our success.

The senior leadership team and Trustee Board worked quickly and effectively to steer the charity through the turbulent and unpredictable challenges resulting from COVID-19. We remained resolute on grasping the issues, identifying the impact, prioritising the right decisions, both operationally and strategically, guaranteeing CXK remained in a strong position to maintain its charitable impact across the South East.

Efficiency in mobilising all services from face-to-face (previously delivered within community venues/settings), to totally new digital and virtual platforms was nothing short of a miracle. Our charity transformation now ensures we engage and support our beneficiaries and communities in new and exciting ways.

With estimates that many charities would be unable to survive the impact and consequences of COVID-19, the Trustee Board and leadership team of CXK were determined and resolute in implementing rigorous financial modelling, risk assessment and budget processes to maintain management overview of the financial and strategic impact to the charity.

Pay policy for key management personnel

The Chair of the Board is responsible for the Chief Executive's appraisal and the Board determine an annual pay review for all staff, based on the financial position of the charity, industry benchmarks and within the employment contract and policies of the organisation.

CXK successfully concluded a Charity-wide review and benchmarking exercise that concluded with a new payscale system with job bandings, and a complementary new performance development review (PDR) process.

All line managers across the organisation underwent targeted training and all staff have been kept regularly up to date and informed of the new process, procedures and timetable for the enhanced system.

The new PDR process will provide opportunity to reward outstanding performance against specific criteria and will be moderated by an internal pay review panel.

Trustees' report (continued)
For the year ended 31 March 2022

Equality, diversity, and inclusion

CXK is committed to promoting equality, diversity, and inclusion through all aspects of our organisation. Policies and practices ensure that daily behaviours reflect strong compliance and understanding of equality principles across the Charity's work.

CXK has created a very positive culture where people treat each other with mutual respect, regardless of age, disability, gender, marital status, race, religion, sexual orientation, or any other protected characteristic. All staff receive unconscious bias training as part of the mandatory schedule.

In November 2021 CXK commissioned an external Equality, Diversity and Inclusion review by a third party specialist organisation. The review took place over three months and included :-

- Staff focus groups
- Manager focus groups
- Trustee Board focus group
- One-to-one interview with Chair, CEO, and Senior Leadership Team members
- Comprehensive review of Charity policy documents, recruitment and retention processes and communication and PR materials.

The outcome of the review was shared with the whole organisation and CXK were pleased to report that they had a very good understanding of effective and empathetic processes and procedures with a strong culture of EDI across the Charity

A developmental action plan has been written with key recommendations to enhance and improve the Charity's processes even further.

Compliance

The Board continues to be recognised a very strong example of Charity Governance with exemplary feedback received for auditors and external quality assurance reviews. The expertise of the Trustees across a wide skills matrix complements additional expertise that the Charity sources for areas such as an independent, dedicated Health and Safety advisor.

The Charity continues to apply the updated Charity Sectors Voluntary Code of Governance. This supports a framework for objective assessment of the organisation's governance arrangements and performance.

The Code of Governance is reviewed annually with progress monitored against the action plan. CXK has an established and rigorous framework of governance and its effective policies and procedures are well regarded when compared with other similar charities.

CXK continue to comply with Ofsted recommendations and adhere to the standards of Merlin (for supply chain management) and Matrix standards (for delivery of information, advice, and guidance).

CXK Limited
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Trustees' report (continued)
For the year ended 31 March 2022

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity 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 Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The auditors, Kreston Reeves LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:



Dick Fedorcio OBE

Date: 29 September 2022

CXK Limited
(A company limited by guarantee)

Independent auditors' report to the Members of CXK Limited

Opinion

We have audited the financial statements of CXK Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and the related notes, 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 of the 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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 Group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Independent auditors' report to the Members of CXK Limited (continued)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion 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 including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

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

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Independent auditors' report to the Members of CXK Limited (continued)

Auditors' 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 Auditors' 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.

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:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

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

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

CXK Limited
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Independent auditors' report to the Members of CXK Limited (continued)

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

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

Use of our report

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



S M Rouse FCCA DChA (Senior statutory auditor)

for and on behalf of
Kreston Reeves LLP

Chartered Accountants
Statutory Auditor

37 St Margaret's Street

Canterbury

Kent

CT1 2TU

Date: 30 September 2022

CXK Limited
(A company limited by guarantee)

Consolidated Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 March 2022

	Note	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations and legacies	4	4,000	2,087	6,087	298,036
Charitable activities	5	-	6,956,632	6,956,632	7,286,851
Investments	6	-	55,137	55,137	56,344
Total income		4,000	7,013,856	7,017,856	7,641,231
Expenditure on:					
Charitable activities		4,000	6,575,698	6,579,698	7,152,234
Total expenditure		4,000	6,575,698	6,579,698	7,152,234
Net income before net gains on investments		-	438,158	438,158	488,997
Net gains on investments		-	2,284	2,284	257,964
Net movement in funds		-	440,442	440,442	746,961
Reconciliation of funds:					
Total funds brought forward		-	5,660,415	5,660,415	4,913,454
Net movement in funds		-	440,442	440,442	746,961
Total funds carried forward		-	6,100,857	6,100,857	5,660,415

Consolidated balance sheet
As at 31 March 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	12	428,384	458,306
Investments	14	1,961,908	1,927,530
Investment property	13	945,000	945,000
		3,335,292	3,330,836
Current assets			
Debtors	15	653,267	693,285
Cash at bank and in hand		6,015,455	3,653,211
		6,668,722	4,346,496
Creditors: amounts falling due within one year	16	(3,647,406)	(1,761,166)
Net current assets		3,021,316	2,585,330
Total assets less current liabilities		6,356,608	5,916,166
Provisions for liabilities	17	(255,751)	(255,751)
Net assets excluding pension asset		6,100,857	5,660,415
Total net assets		6,100,857	5,660,415
Charity funds			
Restricted funds	18	-	-
Unrestricted funds	18	6,100,857	5,660,415
Total funds		6,100,857	5,660,415

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Dick Fedorcio OBE

Date: 29 September 2022

The notes on pages 30 to 46 form part of these financial statements.

Charity balance sheet
As at 31 March 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	12	428,384	458,306
Investments	14	1,961,908	1,927,530
Investment property	13	945,000	945,000
		3,335,292	3,330,836
Current assets			
Debtors	15	653,267	693,285
Cash at bank and in hand		6,015,455	3,297,871
		6,668,722	3,991,156
Creditors: amounts falling due within one year	16	(3,647,406)	(1,731,426)
Net current assets		3,021,316	2,259,730
Total assets less current liabilities		6,356,608	5,590,566
Provisions for liabilities		(255,751)	(255,751)
Net assets excluding pension asset		6,100,857	5,334,815
Total net assets		6,100,857	5,334,815
Charity funds			
Restricted funds	18	-	-
Unrestricted funds	18	6,100,857	5,334,815
Total funds		6,100,857	5,334,815

The Charity's net movement in funds for the year was £766,042 (2021 - £421,362).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Dick Fedorcio OBE

Date: 29 September 2022

The notes on pages 30 to 46 form part of these financial statements.

CXK Limited
(A company limited by guarantee)

Consolidated statement of cash flows
For the year ended 31 March 2022

	2022 £	2021 £
Cash flows from operating activities		
Net cash used in operating activities	2,339,201	1,245,922
Cash flows from investing activities		
Dividends, interests and rents from investments	55,137	56,344
Proceeds from the sale of tangible fixed assets	-	305,000
Proceeds from sale of investments	43	-
Purchase of investments	(32,137)	(56,012)
Cash acquired on acquisition	-	138,327
Net cash provided by investing activities	23,043	443,659
Cash flows from financing activities		
Net cash provided by financing activities	-	-
Change in cash and cash equivalents in the year	2,362,244	1,689,581
Cash and cash equivalents at the beginning of the year	3,653,211	1,963,630
Cash and cash equivalents at the end of the year	6,015,455	3,653,211

The notes on pages 30 to 46 form part of these financial statements

Notes to the financial statements
For the year ended 31 March 2022

1. General information

CXK Limited is a company limited by guarantee (registered number 04399340) which is incorporated and domiciled in England. It is also registered as a charity with the Charity Commission (registered number 1120755). The address of the registered office is The Old Court, Tufton Street, Ashford, Kent, TN23 1QN.

2. Accounting policies

2.1 Basis of preparation of financial statements

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

CXK Limited 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.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

2.2 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income comprises mainly grant and contract funding for projects from government and other bodies. Additional income arises from interest received and fundraising.

Income from government and other grants is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance for provision of specified services is deferred until the criteria for income recognition are met.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.3 Expenditure

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

Notes to the financial statements
For the year ended 31 March 2022

2. Accounting policies (continued)

2.3 Expenditure (continued)

Expenditure is classified under the following activity headings:

- i) Expenditure on charitable activities includes costs incurred in furtherance of the Charity's objects relating to the benefit of children and young people, and the associated support costs.
- ii) Support costs are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include head office costs, finance, payroll, IT, HR and governance costs.
- iii) Governance costs are those relating to the Charity itself, not its objects and include external audit, any legal advice for the Trustees and any costs associated with complying with constitutional and statutory requirements i.e. the costs of Trustees meetings and preparing statutory accounts.

2.4 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the Charity assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

The estimated useful lives are as follows:

Computer equipment	- 3 to 5 years straight line
Fixtures and fittings	- 3 to 20 years straight line

Notes to the financial statements
For the year ended 31 March 2022

2. Accounting policies (continued)

2.6 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated statement of financial activities.

Investment properties

The Trustees' policy is to revalue the charity's investment properties at each reporting date.

A valuation of the land and buildings was carried out as at 31 March 2019.

No depreciation is provided in respect of investment properties in accordance with section 16 of FRS 102 "Investment Property".

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

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

2.9 Liabilities

Liabilities and provisions are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.10 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.11 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

Notes to the financial statements
For the year ended 31 March 2022

2. Accounting policies (continued)

2.12 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 Group and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

i) Property valuations: freehold land and buildings and investment properties are revalued by Stafford Perkins when the Trustees believe there has been a material change in value. Trustees assess on an annual basis the valuation of the properties. The value of the properties is estimated to be the open market value at the balance sheet date.

ii) Clawback provision: provisions are made in the financial statements for potential clawbacks from funders based on the terms of the contracts/grants. The Trustees assess annually whether the potential clawbacks meet the criteria for recognition of liabilities and will include any amounts accordingly.

Notes to the financial statements
For the year ended 31 March 2022

4. Income from donations and legacies

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Donations	4,000	2,087	6,087
	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Donations	-	4,000	4,000
Fair value of Medway Youth Trust assets received	294,036	-	294,036
	294,036	4,000	298,036

5. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £
Income from charitable activities	6,956,632	6,956,632

There was no grant income received from the Coronavirus Job Retention Scheme during the year (2021: £221,781).

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Income from charitable activities	348,097	6,938,754	7,286,851

Notes to the financial statements
For the year ended 31 March 2022

6. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £
Investment income	55,137	55,137

	Unrestricted funds 2021 £	Total funds 2021 £
Investment income	56,344	56,344

7. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Charitable activities	6,554,402	25,296	6,579,698

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Charitable activities	7,131,448	20,786	7,152,234

Notes to the financial statements
For the year ended 31 March 2022

7. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Activities 2022 £	Total funds 2022 £
Staff costs	3,286,368	3,286,368
Depreciation	29,922	29,922
Travel and subsistence	30,684	30,684
Sub-Contractor costs	2,541,958	2,541,958
Consultancy	53,984	53,984
Premises costs	129,180	129,180
IT and Communications	379,932	379,932
Printing, postage and stationery	77,170	77,170
Training costs	21,486	21,486
Marketing and development	7,240	7,240
Other staff costs	12,922	12,922
Direct delivery costs	111,395	111,395
VAT refund	(214,193)	(214,193)
Other costs	86,354	86,354
	6,554,402	6,554,402

Notes to the financial statements
For the year ended 31 March 2022

7. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	Activities 2021 £	Total funds 2021 £
Staff costs	3,402,236	3,402,236
Depreciation	45,546	45,546
Travel and subsistence	6,119	6,119
Sub-Contractor costs	2,660,226	2,660,226
Consultancy	55,923	55,923
Premises costs	131,855	131,855
IT and Communications	403,389	403,389
Printing, postage and stationery	12,388	12,388
Training costs	18,554	18,554
Marketing and development	8,437	8,437
Other staff costs	10,836	10,836
Direct delivery costs	217,468	217,468
Provision movement	58,993	58,993
Other costs	99,478	99,478
	<u>7,131,448</u>	<u>7,131,448</u>

Analysis of support costs

	Activities 2022 £	Total funds 2022 £
Governance costs	25,296	25,296

	Activities 2021 £	Total funds 2021 £
Governance costs	20,786	20,786

Notes to the financial statements
For the year ended 31 March 2022

8. Auditors' remuneration

	2022 £	2021 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	11,000	15,100
Fees payable to the Charity's auditor in respect of: All non-audit services not included above	10,800	650

9. Staff costs

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Wages and salaries	2,891,889	2,980,181	2,891,889	2,795,510
Social security costs	250,536	266,321	250,536	248,576
Contribution to defined contribution pension schemes	143,943	155,734	143,943	144,628
	3,286,368	3,402,236	3,286,368	3,188,714

Staff costs include termination benefits of £nil (2021 - £8,709). Termination benefits are measured at the best estimate of expenditure required to settle the obligation at the reporting date. No termination benefits were payable at the year end (2021 - £8,257).

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

	Group 2022 No.	Group 2021 No.
Delivery staff, including delivery managers	100	108
Central support and Senior Leadership Team	14	13
	114	121

The average headcount expressed as full-time equivalents was:

	Group 2022 No.	Group 2021 No.
Delivery staff, including delivery managers	86	86
Central support and Senior Leadership Team	13	12
	99	98

Notes to the financial statements
For the year ended 31 March 2022

9. Staff costs (continued)

The number of employees whose employee benefits (excluding social security costs) exceeded £60,000 was:

	Group 2022 No.	Group 2021 No.
In the band £60,001 - £70,000	1	2
In the band £70,001 - £80,000	1	1
In the band £110,001 - £120,000	1	1

Key management personnel are considered to be the executive directors. The full time equivalent was 3 (2021 - 3).

During the year, amounts paid to executive directors in respect of qualifying services amounted to £255,521 (2021 - £252,860). Charity contributions to associated pension schemes amounted to £24,438 (2021 - £24,420).

10. Trustees' remuneration and expenses

		2022 £	2021 £
Dick Fedorcio OBE (Chair)	Remuneration	16,500	16,500
Pauline Smith (Chief Executive)	Remuneration	113,444	111,100
	Pension contributions paid	10,644	10,500
Graham Briscoe (Chair of Audit and Governance Committee until 31 July 2021)	Remuneration	-	1,238
Christian Robinson (Chair of Audit and Governance Committee from 1 August 2021)	Remuneration	2,778	1,733
Robert Rose (Chair of Finance and Resources Committee until 31 December 2021)	Remuneration	3,713	-
Jo Boraston (Chair of Finance and Resources Committee from 1 January 2022)	Remuneration	1,238	-

During the year ended 31 March 2022, expenses totalling £469 were reimbursed or paid directly to 3 Trustees (2021 - £403 to 3 Trustees).

11. Exceptional items

During the year, the charity made a claim in respect of historical VAT treatment concerning a government contract. The result of this claim was a net VAT refund of £214,193, which is shown within note 7 of the financial statements.

CXK Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2022

12. Tangible fixed assets

Group and Charity

	Freehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2021	193,484	491,315	58,994	743,793
At 31 March 2022	193,484	491,315	58,994	743,793
Depreciation				
At 1 April 2021	-	227,604	57,883	285,487
Charge for the year	-	28,922	1,000	29,922
At 31 March 2022	-	256,526	58,883	315,409
Net book value				
At 31 March 2022	193,484	234,789	111	428,384
At 31 March 2021	193,484	263,711	1,111	458,306

Notes to the financial statements
For the year ended 31 March 2022

13. Investment property

Group and Charity

	Freehold investment property £
Valuation	
At 1 April 2021	945,000
At 31 March 2022	<u>945,000</u>

The valuation was made by Stafford Perkins, on an open market value for existing use basis in 2020 and Trustees have assessed the valuation in 2022 based on the historic third party valuation.

14. Fixed asset investments

	Listed investments £
Group and Charity	
Cost or valuation	
At 1 April 2021	1,927,530
Additions	32,137
Disposals	(43)
Revaluations	2,284
At 31 March 2022	<u>1,961,908</u>
Net book value	
At 31 March 2022	1,961,908
At 31 March 2021	<u>1,927,530</u>

The Charity owns 100% of the issued share capital of CXK Trading Limited, a company registered in England. The charity acquired the one ordinary share of £1 at par upon incorporation and the company has not traded to date. This share is carried in the balance sheet at its original cost of £1, which the trustees believe equates to its market value.

The charity controls 100% of the issued share capital in CXK Careers Limited, a company registered in England. The Charity acquired control of the one ordinary share of £1 which remains unpaid upon incorporation and the company has not traded to date

On 29 March 2022, Medway Youth Trust, subsidiary of CXK Limited was struck off the company register. There were no transactions or balances for the year ended 31 March 2022.

CXK Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2022

15. Debtors

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Due within one year				
Trade debtors	184,088	256,778	184,088	256,778
Other debtors	1,781	635	1,781	635
Prepayments and accrued income	467,398	435,872	467,398	435,872
	653,267	693,285	653,267	693,285

16. Creditors: Amounts falling due within one year

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Trade creditors	50,940	322,774	50,940	322,774
Other taxation and social security	2,431,479	138,369	2,431,479	134,972
Other creditors	565,916	638,408	565,916	612,064
Accruals and deferred income	599,071	661,615	599,071	661,616
	3,647,406	1,761,166	3,647,406	1,731,426

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Deferred income at 1 April 2021	173,221	107,550	173,221	107,550
Resources deferred during the year	248,888	173,221	248,888	173,221
Amounts released from previous periods	(173,221)	(107,550)	(173,221)	(107,550)
	248,888	173,221	248,888	173,221

17. Provisions

Group and Charity

	Provisions £
At 1 April 2021	255,751
	255,751

Notes to the financial statements
For the year ended 31 March 2022

18. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2022 £
Unrestricted funds					
General Funds	<u>5,660,415</u>	<u>7,013,856</u>	<u>(6,575,698)</u>	<u>2,284</u>	<u>6,100,857</u>
Restricted funds					
WH&A Hawkins Charitable Trust	<u>-</u>	<u>4,000</u>	<u>(4,000)</u>	<u>-</u>	<u>-</u>
Total of funds	<u><u>5,660,415</u></u>	<u><u>7,017,856</u></u>	<u><u>(6,579,698)</u></u>	<u><u>2,284</u></u>	<u><u>6,100,857</u></u>

Restricted funds

The WH&A Hawkins Charitable Trust fund is in respect of the restriction donation received for the purpose of the CXK Base Camp mentoring programme. This programme was set up support young people in Kent and Medway who are not in education, employment or training.

Statement of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2021 £
Unrestricted funds					
General funds	<u>4,912,784</u>	<u>6,999,099</u>	<u>(6,509,432)</u>	<u>257,964</u>	<u>5,660,415</u>
Restricted funds					
Awards for All	670	-	(670)	-	-
Medway Youth Trust funds restricted for use in the Medway area	-	294,036	(294,036)	-	-
Medway Youth Trust funds restricted for use in the South East	-	348,097	(348,097)	-	-
	<u>670</u>	<u>642,133</u>	<u>(642,803)</u>	<u>-</u>	<u>-</u>
Total of funds	<u><u>4,913,454</u></u>	<u><u>7,641,232</u></u>	<u><u>(7,152,235)</u></u>	<u><u>257,964</u></u>	<u><u>5,660,415</u></u>

Notes to the financial statements
For the year ended 31 March 2022

19. Summary of funds

Summary of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2022 £
General funds	5,660,415	7,013,856	(6,575,698)	2,284	6,100,857
Restricted funds	-	4,000	(4,000)	-	-
	<u>5,660,415</u>	<u>7,017,856</u>	<u>(6,579,698)</u>	<u>2,284</u>	<u>6,100,857</u>

Summary of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2021 £
General funds	4,912,784	6,999,099	(6,509,432)	257,964	5,660,415
Restricted funds	670	642,133	(642,803)	-	-
	<u>4,913,454</u>	<u>7,641,232</u>	<u>(7,152,235)</u>	<u>257,964</u>	<u>5,660,415</u>

20. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	428,384	428,384
Fixed asset investments	1,961,908	1,961,908
Investment property	945,000	945,000
Current assets	6,668,722	6,668,722
Creditors due within one year	(3,647,406)	(3,647,406)
Provisions for liabilities and charges	(255,751)	(255,751)
Total	<u>6,100,857</u>	<u>6,100,857</u>

Notes to the financial statements
For the year ended 31 March 2022

20. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Endowment funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	458,306	-	458,306
Fixed asset investments	1,927,530	-	1,927,530
Investment property	945,000	-	945,000
Current assets	4,346,496	-	4,346,496
Creditors due within one year	(1,761,166)	-	(1,761,166)
Provisions for liabilities and charges	(255,751)	-	(255,751)
Total	5,660,415	-	5,660,415

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

	Group 2022 £	Group 2021 £
Net income for the year (as per Statement of Financial Activities)	440,442	746,961
Adjustments for:		
Depreciation charges	29,922	45,546
Losses on investments	(2,284)	(257,964)
Dividends, interests and rents from investments	(55,137)	(56,344)
Decrease in debtors	39,324	115,779
Increase in creditors	1,886,934	945,980
Donation of assets on acquisition of Medway Youth Trust	-	(294,036)
Net cash provided by operating activities	2,339,201	1,245,922

22. Analysis of cash and cash equivalents

	Group 2022 £	Group 2021 £
Cash in hand	6,015,455	3,653,211
Total cash and cash equivalents	6,015,455	3,653,211

Notes to the financial statements
For the year ended 31 March 2022

23. Analysis of changes in net debt

	At 1 April 2021	Cash flows	At 31 March 2022
	£	£	£
Cash at bank and in hand	3,653,211	2,362,244	6,015,455
	<u>3,653,211</u>	<u>2,362,244</u>	<u>6,015,455</u>

24. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £143,943 (2021 - £144,628). There were no contributions outstanding at the balance sheet date (2021 - £nil)

25. Related party transactions

During the year the charity received income from Brockhill Performing Arts College totalling £8,250 (2021 - £4,500) in relation to careers guidance and counselling provided to the college. S Schwartz is the Principal and Accounting Officer of Brockhill Performing Arts College and a Trustee of CXK Limited.

The group also received income from Highworth Grammar School totalling £10,320 (2021 - £2,500) in relation to careers guidance and counselling provided to the school. R Rose is a Trustee at Highworth Grammar School and a Trustee of CXK Limited.

CXK

England & Wales - Charity number 1120755

Accounts

CXK LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

CXK LIMITED
(A Company Limited by Guarantee)

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CXK LIMITED
(A Company Limited by Guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2021**

Trustees

Dick Fedorcio OBE, Chair
Pauline Smith, Chief Executive
Jo Boraston (appointed 11 March 2021)
Graham Briscoe (resigned 16 September 2021)
Domini Bucknell (appointed 11 March 2021)
Graeme Dykes
Kelly Freeman
Dominic Hilleard
Christian Robinson
Robert Rose
Sonette Schwartz
William Vernon
Charlotte Walshe
Barry Wilding (resigned 11 March 2021)
David Yates

**Company registered
number** 04399340

**Charity registered
number** 1120755

Company Secretary Anthony Crocker

Independent auditor Crowe U.K. LLP
Riverside House
40 - 46 High Street
Maidstone
Kent
ME14 1JH

Bankers Barclays Bank Plc
Forbury Road
Reading
RG1 1AX

Solicitors Blandy and Blandy
Friar House
Reading
RG1 1DA

Insurance Broker A J Gallagher
The Walbrook Building
25 Walbrook
London
EC4N 8AW

CXK LIMITED
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
(CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Investment Advisors	Sarasin & Partners LLP Juxon House 100 St. Paul's Churchyard London EC4M 8BU
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CXK LIMITED
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present their annual report together with the audited financial statements of the Charity for the year to 31 March 2021.

The Trustees confirm that the Annual Report and Financial Statements of the charity comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) as amended by Update Bulletin 2 (effective 1 January 2019).

EXECUTIVE SUMMARY

The last year has been an exceptional one for CXK in so many ways. The pandemic has created a totally new landscape to work within, one where we had to work hard and diligently to maintain service delivery and outcomes to our beneficiaries, whilst tackling and addressing the impact and turbulent, uncharted waters of COVID 19.

COVID 19 and subsequent lockdowns had a dramatic impact upon disadvantaged, vulnerable individuals and communities across our geographical areas. Demand for our services increased as many of the challenges faced by our beneficiaries became multifaceted with the shock and impact of the pandemic.

Swift determined decision making was instrumental in the necessity to re mobilise our entire workforce and central support functions. Key priority was the health, safety and wellbeing of all staff and beneficiaries, as we immediately reviewed the viability and continuation of all front line services.

Our Business Continuity Plan became the framework in which we initiated all vital and critical activity to manage all emerging themes and areas of concern or challenge as they arose. Within less than one week all staff were working from home with all IT and digital requirements in place to shift from face to face delivery of services to new, innovative virtual delivery platforms to support all our beneficiaries.

Instability and uncertainty regarding funding models and challenges of income generation, compounded by political uncertainty at national and local government level, were further impacted because of coronavirus. The financial impact of COVID 19 was unclear and immediate negotiations commenced with all funders to ensure that income streams were validated and reviewed where possible.

With the majority of CXK's funding paid on a 'payment by results' basis, our financial sustainability was a primary concern and financial forecasting took precedence as we battled to deliver services, unsure of whether they would be paid for.

Refined and readjusted delivery models and key performance indicators were agreed, with contract variations put in place across all areas of service delivery. Huge progress was made as we refined and readjusted delivery models and revised key performance indicators with all funders and commissioners.

A detailed schedule of comprehensive, timely communication was critical in ensuring the outcomes and impact of all high level decisions with the Executive team and Trustee Board were shared and cascaded to all beneficiaries, staff, stakeholders. Meticulous communication protocols were implemented, ensuring openness and honesty always. Written communication and video updates from the CEO provided essential mechanisms for quick, effective, and transparent communication.

One of our greatest achievements in the midst of the pandemic was the acquisition of another Kent based charity.

CXK had commenced merger discussions with the Medway Youth Trust (who had a similar heritage and charitable objects) in 2019. Prudent considerations by the Board and Leadership team led to the agreement to pursue the merger and many months of negotiations, review and due diligence followed.

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Within the charity sector it is always important to look at economies of scale, opportunities to strengthen and support beneficiaries and to collaborate with organisations with similar missions to deliver a joined-up approach that will benefit the individuals we work with.

CXK were confident that the merger would provide a stronger, improved service for beneficiaries across Kent, and Medway and East Sussex and even with the onslaught of COVID-19 we were committed and focused in passionate about driving ahead to navigate and conclude the merger, however challenging.

We are incredibly proud that the successful conclusion of the merger in July 2020 enabled CXK to strengthen its commitment and vision of delivering transformational services to young people and adults – at a time when, more than ever, so many beneficiaries were reaching out for support. The merger prevented the loss of valuable Kent and East Sussex based services serving a wide range of beneficiaries and secured and protected the employment of a large team of over 30 highly skilled staff.

Challenges faced by our beneficiaries remained complex and multi-faceted and CXK continued to strive positively to increase and strengthen collaborative partnerships that tackle the barriers of disadvantage that so many individuals still face.

Building strong and effective partnerships with key influencers and policy makers helped CXK foster the needs and voice of beneficiaries, ensuring that the requirements of individuals and communities remained high on the political agenda. CXK were invited to join several newly established regional Boards to explore and review the impact of COVID-19 on skills, education, and employment across communities.

Although the impact of COVID-19 was shocking and challenging it proved to be a hugely positive and developmental period for the Charity. It is at times of challenge and adversity that the true strengths of individuals and an organisation are recognised. CXK managed the impact of COVID-19 with determination, professionalism and commitment to its staff, beneficiaries, and stakeholders. The organisation mantra of “One Team, One Organisation, Changing Lives” has never been more evident than in this last year.

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STRATEGIC PURPOSE, OBJECTIVES AND ACTIVITIES

Following an extensive review and consultation with staff, trustees, beneficiaries, and stakeholders, CXK published its 2019-2024 strategic plan. The 5 year strategic plan reflects the direction, focus, impact and outcome of CXK's work, providing a tangible reference for all CXK staff, beneficiaries and stakeholders.

The CXK strategy with its 6 overarching priorities navigate the direction of travel for our Charity and are used as a golden thread for individuals and teams to identify and highlight annual business objectives and priorities. The annual business plan objectives are then applied as a template for all staff and team appraisals, ensuring that the whole Charity is focused on working towards and contributing to our overarching strategy.

The Articles of Association provide an overview of the key purpose, objectives and activities delivered by CXK -

Advance in life those who are in need by reason of their youth, age, ill-health, disability, financial hardship or other disadvantage, in particular but not limited to young people, who are situated anywhere within England by developing their skills, education, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals, through the provision of a service which:

- Raises their aspirations, participation and achievement;
- Provides impartial information, advice, guidance and opportunities for their personal development;
- Refers and introduces them to learning and employment opportunities;
- Provides and supports the provision of learning programmes supporting their personal and educational development, and prepares them for life choices and circumstances; and
- Provides those outside learning, or otherwise at risk of underachieving, with the support they need to maximise their potential.

Mission

Inspiring people to thrive.

Vision

Everyone has access to what they need to maximise their potential. Through support and guidance CXK empowers individuals and strengthens communities.

Values

CXK is passionate, efficient, transparent and displays integrity, resilience and innovation.

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(continued)

Strategic objectives and priorities

The overarching focus of the Charity's strategy is encapsulated through the following six priority objectives ;-

1. **BRAND** - Invigorate and improve the awareness and understanding of the CXK charitable brand and impact, securing greater engagement of beneficiaries, wider stakeholders and communities.
2. **FOCUS** - Positively reflect and prioritise the needs and aspirations of individuals and communities in the development, range and scope of all CXK service provision and activities.
3. **FINANCE** - Secure financial sustainability with emphasis on retention of current contracts, developing new, and preserving cost effectiveness and rigour across all funding and income streams.
4. **QUALITY** - Continue to enhance and strengthen the delivery of high quality services, increasing performance outcomes and impact, working positively to build and nurture an environment of continuous improvement.
5. **PEOPLE** - Build on and develop the strengths and diversity of our Trustees, workforce and volunteers - promoting a stronger sense of collective purpose, culture and social action.
6. **PARTNERHIPS** - Enhance the effectiveness, breadth and success of trusting partnerships and relationships to achieve flexible solutions, innovative outcomes and focused results for the needs of targeted individuals and communities.

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TRUSTEES' REPORT (CONTINUED)
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(continued)

Activities and areas of delivery and engagement

CXK has identified three core pillars of delivery and activity:

- Information, Advice and Guidance
- Targeted Support
- Training and Development

With a strong commitment to providing support to ensure that individuals can access the provision of skills, education or employment, it was necessary that CXK developed a range of different approaches and specialisms to reach out and engage a diverse number of beneficiaries.

The last year proved challenging as we worked tirelessly to ensure that all provision was reviewed, adapted and delivered in new and innovative ways to manage beneficiary engagement throughout the pandemic. It was hugely important that the Charity remained focused on delivering its vital services to all of its beneficiaries and this required careful and detailed analysis and review of each area of service provision.

New operational delivery models alongside a focus on financial sustainability were key drivers that formed the integral framework required to make informed, swift and decisive decisions across all areas of delivery. The Charity worked diligently to ensure that each delivery team were consulted and fully engaged in the revised plans required to reach out and engage with all beneficiaries.

Virtual and remote service delivery became the new normal as CXK adapted to the challenge of reaching out to beneficiaries in new and innovative ways. All services had been delivered face to face prior to Covid-19 so the enormity of the change required in changing delivery methods was huge.

The last year created the space for careful and considered review of all areas of delivery. This resulted in new hybrid delivery models across some services, continuation of face-to-face work across custodial settings and cessation of some areas of support and engagement. The needs and impact of COVID-19 on individual beneficiaries and communities created the need for re-design, re focus and innovation across the Charity.

The full range of provision CXK delivered throughout the year included:

- The National Careers Service (contract commenced October 2018) delivers targeted Information Advice and Guidance (IAG) to adults across the Southeast. Specific priority groups are supported within this contract including, low skilled adults without a level 2 qualification; 18-24 year olds Not in Education, Employment or Training (NEET); Jobcentre Plus (JCP) customers 18 plus; adults with learning disabilities and/or disabilities; single parents with one or more dependents at home; adults over 50 facing redundancy or newly redundant.
- A participation contract for 16-24 year olds in Kent who are at risk of becoming or are Not in Education, Employment or Training (NEET).
- A participation contract for 16-24 year olds in East Sussex who are at risk of becoming or are Not in Education, Employment or Training (NEET).
- Delivery of IAG services and support to inmates in 10 custodial settings across the South East.
- Careers Education, Information, Advice and Guidance (CEIAG) services to secondary school pupils throughout Kent, Medway and East Sussex, to help them with their next steps in education or employment.

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- Emotional Wellbeing services to support primary and secondary school pupils throughout Kent
- The Government's Apprenticeship Support and Knowledge (ASK) contract providing targeted support and guidance to young people, teachers, parents and schools in the development and engagement of apprenticeships.
- Cookham Wood Young Offender Institute – the delivery of an engagement programme for young boys 15-18yrs in custody alongside the delivery of a supportive visitors' centre provision.
- A new CXK Base Camp programme focused on a targeted support and mentoring intervention for 16-25 year old vulnerable and disengaged young people.
- Approval for CXK to become a Government Gateway for the national Kickstart scheme offering support to employers and young people in six-month work placement opportunities.

The Trustee Board, Executive Team, Senior Leadership and staff across the Charity worked so swiftly to ensure that beneficiaries were not disadvantaged or impacted too negatively by COVID-19 and the new models of engagement and delivery were instrumental in success across all service areas.

The intensity and commitment placed on moving from face-to-face delivery to widespread virtual and remote services was outstanding. The dedication and perseverance of staff in adapting all resources and approaches to digital platforms was exemplary.

The funding mechanisms for each service required equally radical and diligent approaches to ensure that all income streams were reviewed and adapted in line of the different delivery models and approaches in place.

A huge amount of time, reflection and analysis was placed on high level negotiation and deliberation with all commissioners to agree and confirm realigned payment methodologies and reporting mechanisms where appropriate.

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TRUSTEES' REPORT (CONTINUED)
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ACHIEVEMENTS AND PERFORMANCE

The Trustees and executive team examine a wide range of measures to assess the Charity's success in achieving its charitable objectives. All aims and goals derive from these alongside focused key performance indicators established by funders and stakeholders. A comprehensive dashboard of performance, achievement and quality is our key tool used to evaluate success, impact and address aspects of challenge or concern across all areas of provision. Specific measures include:

- The number of people engaged and the quality of their experience and employment, learning or training outcomes for adults involved in the National Careers Service. Customer satisfaction, Customer Management and Job or Learning outcomes are key contract deliverables.
- Level of reduction in the number of 16–18-year-olds who are Not in Education, Employment or Training (NEET). Also level of positive engagement, outcome and progression with those supported.
- Outcomes of the preventative work with pre-16-year-olds and work with vulnerable young people, including Learners with Learning Difficulties or Disabilities (LLDD), Looked after Children (LAC) Special educational needs and disability (SEND) and young offenders.
- Rigorous performance indicators within each specific contract specification.
- Evidence, research, and evaluation gained from the delivery of services and provision.
- Total income obtained from funding sources.
- Employee engagement and satisfaction.
- Customer/beneficiary/stakeholder satisfaction.
- Ofsted inspection outcomes.
- Maintenance of any external accreditations (for example, Merlin Standard and the Matrix Standard).
- Staff survey and team analysis.

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TRUSTEES' REPORT (CONTINUED)
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ACHIEVEMENTS AND PERFORMANCE (continued)

Specific achievements

The most overwhelming achievement this last year has been the ability to not only maintain service delivery through a global pandemic, but to achieve such a breadth of innovation, creativity, and impact to beneficiaries and stakeholders. The diligence and hard work led to such positive achievements for staff, beneficiaries and the financial outturn of the Charity.

The acquisition of the Medway Youth Trust was also a very positive and successful achievement – even more so because the decision to conclude the merger was managed right in the midst of COVID-19. Months and months of deliberations and due diligence activity led to the successful completion of the merger in July 2020 and CXK welcomed over 30 staff to the Charity delivering a range of provision in Medway and East Sussex.

A robust and detailed implementation plan which reflected all associated tasks, objectives, including operational delivery, HR processes, IT and infrastructure, was developed and rigorously managed. The transition for staff and services was so successful that the implementation plan targets were completed 6 months ahead of target. CXK are delighted and proud of the success of the merger and the addition of such positive staff and services within our CXK family.

This year, CXK directly empowered, supported, and engaged with more than 245,000 individuals across all services. The Charity has been instrumental in helping many more indirectly through wider engagement with communities and other stakeholders outside of direct service delivery. COVID-19 and subsequent lockdowns and restrictions definitely had a negative impact on the number of beneficiaries accessing services. Green shoots are appearing as the Charity is now starting to see greater engagement and referral numbers.

Concerted effort and priority has been placed on the need to identify and measure the impact of the range of new virtual engagement and provision of services. The CXK Impact framework toolkit continued to be embedded across all areas of service delivery. The impact framework enables all beneficiaries to assess and evaluate the impact of engagement in CXK programmes and services. The impact and quality outcomes of all services are shared internally through governance and management structures but also externally through the wide range of social, print and broadcast media platforms.

Communication and engagement with Trustees, staff and stakeholders was crucial over the last year. CXK proved successful in ensuring that it provided a comprehensive range of prompt, clear, timely and effective, communication strategies which proved essential to the success in navigating positively through the pandemic. CXK's successful year did not go unnoticed from external awarding bodies and the Charity is delighted to have been selected for the following :-

- Careers England - Winner of the National Careers Adviser of the year achieved by the Senior Careers Manager
- National Businesswoman's awards - Finalist for Lockdown Leader of the Year award for CXK's Chief Executive
- Kent Charity of the Year – CXK is a Finalist in the large Charity category.

This external recognition and acknowledgment is an exceptional achievement for the Charity in a year when it worked so tirelessly to maintain services and deliver Charity objectives.

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TRUSTEES' REPORT (CONTINUED)
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ACHIEVEMENTS AND PERFORMANCE (continued)

Growing Influence

CXK works closely with local authorities and other agencies supporting the commissioning strategies of the Southeast Local Enterprise Partnership (SELEP). These include Kent County Council, Medway Unitary, East Sussex County Council, Skills Funding Agency, Education Funding Agency, other local authorities, the Clinical Commissioning Groups (CCG's) and Public Health England. The Charity also has close links with voluntary and community bodies both through subcontracted services and more informal partnerships.

The Chief Executive is a member of the Association of Chief Executives of Voluntary Organisations (ACEVO), Kent Association of Training Organisations (KATO) committee, the Kent CEO forum, Local Authority Skills Boards, the skills board for SELEP, and plays a crucial role in influencing regional and national policy and the shape, breadth and quality of the roll out of local provision across the Southeast.

As a result of COVID-19 many new regional and national strategic boards were established to review and explore the short, medium and long-term impact of the pandemic on individuals and communities. CXK's CEO was invited to join - The Kent and Medway Employment Task Force, The East Sussex Covid recovery Board, the Kent 16-19 Review Board and the Ministerial roundtable event with MP Gillian Keegan, Minister for Apprenticeships and Skills.

CXK's representation for itself and the wider charity sector is true testament of the expertise it holds across the voluntary sector and its ability to pursue, challenge and celebrate the role of the voluntary sector in national, regional and local, pandemic recovery plans.

CXK is a board member of Careers England, the national association for organisations involved in careers guidance. The Charity continues to work closely with key stakeholders and government departments for Education, Skills and the Economy, supporting and contributing to ongoing review and strategy development into careers education, information, advice and guidance. Local MPs are lobbied regarding the figures for those Not in Education, Employment or Training (NEET) and the emotional wellbeing of young people. Links with the Southeast Local Enterprise Partnership (SELEP) and the regional Skills Boards, have allowed CXK to shape the local debate concerning the guidance and support that young people receive.

Senior managers sit on a wide range of county-wide and regional planning and implementation groups across the Southeast. The senior leadership team are members of many key partnerships and boards including the Care Leaver Progression Partnership, the digital skills network, and the children and young people panel.

The Chief Executive has established close working relationships with key Members of Parliament and local councillors across CXKs delivery regions to champion the needs, issues and concerns that relate to beneficiaries or developing Government policy.

Championing and promoting the impact and success of the breadth of CXK provision remains a key strategic priority. Over the last year impressive strides were made to increase the engagement and support of local, regional and national media. A suite of performance indicators drove an increased reach in social media, website data analytics, press coverage, targeted blogs and news items which all contributed positively to raising the profile of the Charity.

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ACHIEVEMENTS AND PERFORMANCE (continued)

The People and Personnel

Behind the quantitative and qualitative statistics lie many stories of beneficiaries and their families and how CXK made a difference to their lives. This would not be possible without the tremendous hard work of dedicated staff teams who are "inspiring others to thrive". The staff's flexibility and commitment to the Charity has been outstanding in this last year which has seen so much change.

People are key at every level, enabling the Charity to have a positive impact through the delivery of its services. Some 80% of staff are directly involved in delivering services to beneficiaries, with the remaining 20% providing essential support, comprising of management, administration, finance, IT, marketing, and HR services.

Focus has been prioritised in the last year to ensure staff felt supported and empowered both professionally and personally as CXK faced the challenges and impact of the pandemic. CXK already had an extensive support system for staff which offered access to a range of complimentary services to assist wellbeing and mental health. These services were promoted extensively as the impact of lockdown, new working arrangements, health and safety, and wider COVID-19 concerns were more widely understood and considered.

CXK has 6 fully trained mental health first aiders who provide additional support to staff's line managers. The availability of a 24/7 hour Employee Assistance Programme provides extensive support and offers a wide range of on-line and face to face assistance to staff, including support for mental health, bereavement, grief, family and relationships, financial and other personal or family matters.

The breadth of emotional wellbeing and mental health support offered by CXK is well utilised and appreciated by staff across the Charity with 93% of staff stating they felt CXK were considerate or very considerate of their wellbeing in the 2021 staff survey.

The annual staff survey received an excellent 86% completion rate, and the findings and outcomes of the survey are being shared and disseminated across the Charity through roadshows delivered by the CEO. Significant work has been undertaken to focus on staff feedback and a new HR roadmap with key objectives and performance indicators now implemented.

In addition to the annual themed questions the survey this year included a dedicated section relating to the impact of COVID-19 on staffs wellbeing, job role, work/life balance, and hopes and concerns for future working regimes.

The new HR self-service system introduced in June 2020, allows greater oversight and monitoring for individuals and managers and provides robust reporting mechanisms for senior management and Trustee Board review and analysis.

Trustees wish to pay tribute to all CXK staff and volunteers for delivering services so effectively and especially for the dedication and professionalism displayed in their response to another year of extraordinary challenge, change and development. The dedication, determination, and flexibility of staff to make a positive difference to other people's lives with such vigour, energy, innovation and passion has been outstanding.

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TRUSTEES' REPORT (CONTINUED)
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ACHIEVEMENTS AND PERFORMANCE (continued)

Partnerships

Creating and nurturing meaningful partnerships and relationships remained a key priority for the Charity and is a specific emphasis in our five-year strategic plan. Great rewards were achieved and recognised through extensive partnership working. CXK place great importance on the social action, wider impact, and resilience of their work in strengthening communities and they successfully nurture the broader and effective buy-in from a range of local partners and supporters.

Significant success in the last year was achieved through CXK's additional engagement with strategic partners to discuss, explore and tackle the wider societal impact of COVID-19. CXK have earned a reputation of being the "go to" Charity across Kent, Medway, and East Sussex particularly to provide input and feedback on issues relating to education, skills, employment and socio/economic challenges for the disengaged or disadvantaged.

The challenges faced by beneficiaries, remain complex and multi-faceted and CXK strive confidently to continue to increase and strengthen key partnerships across communities to tackle the barriers of disadvantage that so many individuals still face.

Building strong and effective partnerships with key influencers and policy makers supports CXK in fostering the needs and the voice of beneficiaries and ensuring the needs of individuals and communities remains high on the political agenda. Significant improvements have been made in the last year at increasing the awareness of the CXK brand and the impact of the charity's work, specifically with the effective continuation and dedication to service delivery during lockdowns, the merger of Medway Youth Trust, and strong engagement of local and central government politicians.

The challenges of COVID-19 have created instability and volatility across the voluntary, public and private sector and many established partners have faced crisis decisions of their own to manage. Relationships and partnerships with new and current stakeholders will prove crucial in CXK's navigation of the months ahead and long-term development and growth in managing the long-term impact of the pandemic.

In addition to strategic partners, stakeholders, commissioners and political or sector-based partnerships, CXK has a very strong and vibrant network of sub-contractors who it manages and works with to deliver aspects of the wide portfolio of services.

CXK monitors and manages compliance with all standards and accreditations, across all contracts, projects, and activities, undertaking regular quality audits, self-assessments and actively monitoring its network of subcontractors and partners as rigorously as they monitor their own CXK delivery.

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ACHIEVEMENTS AND PERFORMANCE (continued)

Quality and Impact

As one of the six CXK strategic priorities the quality and impact of the work of the Charity remains enormously important. Committed, through all that it does, ensuring that the quality of its service delivery and impact is of the highest possible standard, the Charity continues to receive positive feedback from all its beneficiaries and stakeholders.

Quality is a “golden thread” running through the charity where processes to review and evaluate quality and impact are entrenched at all levels of the organisation. Line management, peer meetings, management forums, senior leadership team analysis and Trustee Board committees are all key elements of the robust quality framework.

Additional focus in the last year to review quality measurements for the new virtual delivery of services has been paramount to ensure that beneficiaries were not negatively impacted by not seeing CXK staff in face-to-face settings.

In addition to robust Quality assurance measurements that are reported and assessed on the CXK operational scorecard, CXK has embedded the complimentary “CXK impact toolkit”. The impact measurement framework enables and empowers all beneficiaries to express their progress against key indicators:-

- Readiness to thrive
- Economic inclusion
- Social inclusion
- Health and wellbeing

CXK commits to delivering all its activities to very high standards and invests in a broad range of quality management standards and accreditations as follows:

CXK currently hold the following:

- Matrix Accreditation
- Merlin Standard - outstanding
- Ofsted - two level 2 'Good' ratings
- Disability Confident Committed
- Cyber Essentials Plus

Policies and Processes

CXK have an extensive portfolio of policies and procedures to ensure they comply with relevant legislation and that they operate in line with national and international best-practice. This safeguards beneficiaries, staff and partners and provides them with access to the right support at the right time, delivered in a way that meets their needs.

A document register is monitored and evaluated with key timelines identified for document review and evaluation. Policies are endorsed for either management or trustee review and formal sign off.

All policies are stored in an online portal accessible by all staff and all sub-contractors are obliged to adhere to all CXK policies and principles.

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ACHIEVEMENTS AND PERFORMANCE (continued)

Performance Management

Each CXK project/contract is delivered in line with a business/delivery plan, which is developed collaboratively during the preparation of a funding proposal/tender response. Each plan includes:

- Milestones
- Leads/Responsibilities
- Key Tasks
- Timelines
- Risks
- Performance Review and Evaluation

Plans are reviewed monthly and are used to manage a project's progress, to address poor performance, to manage risk and to ensure targets are met or in most cases exceeded.

Financial review

Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Reserves policy

At 31st March 2021, the Charity had "free reserves" (i.e. the total of unrestricted income funds not invested in tangible fixed assets) of £5,502,109 with an operating cost base of £7,152,235 (31st March 2020: £4,408,940 against operating costs of £6,904,511). Restricted reserves are £nil (2020: £670). Taking into account the nature and volume of the Charity's income streams and the patterns of expenditure in meeting the Charity's objects, the Trustees regularly undertake a risk assessment of the probability and likely impact on service delivery that might be caused by a decline in income, an inability to meet financial obligations, or an inability to reduce expenditure in the immediate short-term. This approach ensures a balance between spending the maximum amount of income raised as soon as possible after receipt, while maintaining the minimum level of reserves to ensure uninterrupted operation. The target range is reviewed annually as part of the budget approval process by the Trustees to reassess the risks and reflect changes in CXK's income, financial obligations and expenditure and also as part of the risk review process.

It has been deemed that the level of free reserves being held is sufficient and appropriate for CXK. This level is set aside to account for fluctuations in funding levels, payment in arrears contracts and to account for potential redundancy costs on contracts that end. This is especially important given the current uncertainty due to Covid-19 and the expected increase in demand on CXK's services. Free reserves are the total of unrestricted funds not invested in tangible fixed assets. Based on this approach, CXK is happy the level of reserves is sufficient, with 9.2 months of operating costs (2019: 7.7 months) set aside.

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Investments policy

Under the rules of the Charity's governing document, the Trustees have wide ranging powers to invest the funds of the Charity as they see fit within the scope of the laws and regulations applying in the United Kingdom.

The objectives for these investments are to achieve a balanced return from income and capital growth whilst accepting a moderate degree of risk and maintain the real value of capital in order to achieve and potentially facilitate periodic capital withdrawal. In approving investments, the Trustee Board follows an ethical policy, which examines good employment practices, good environmental practices and a commitment to corporate and social responsibility.

The Charity has investments of £1,927,530 (2020: £1,613,554) of its reserves in shares or equities with Sarasin and Partners LLP. The policy on investments is reviewed regularly under the governance of the Finance and Resources Committee.

Any investment returns made on the portfolio are used to purchase further shares and equities

Approach to fundraising

CXK's income is primarily received from successful commissioned services or grants. There is very limited income received through fundraising and any funding received adds value to the commissioned services it already delivers, 100% of the monies raised is used to support beneficiaries who need it most.

Fundraising income remains low, as the Charity does not specifically target resources for this source of funding. This is under continuous review as such funding will complement alternative approaches to service provision. This year, the Charity raised £4,000 (2020: £11) towards improving its beneficiaries' life-chances. No fundraising complaints (2020: none) were received during the year.

CXK's Growth and Development Plan outlines the key principles and approaches to be explored and reviewed as part of the Charity's expansion of income growth and diversification.

Professional indemnity insurance

The Charity has taken out a combined commercial insurance policy that provides an element of professional indemnity cover for the Trustees amounting to £1 million in respect of any one claim.

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Management of Risk

The Board is committed to ensuring the long term health and sustainability of CXK through an effective risk management framework. This is designed to identify and mitigate key risks that could affect the ability to deliver strategic objectives and achieve the Charity's charitable aims.

The management of risk is embedded in day to day business activities and is well supported by established processes and policies. The management of most risks is delegated to the Chief Executive and the Senior Leadership Team. A Business Critical Risk Register is updated monthly by the executive team, reviewed and scrutinised by the Audit and Governance Committee and updated reports are given to the respective committees and Trustee Board at each meeting. All major risks are reviewed, and systems and procedures are in place to manage and mitigate risks.

The principal risks currently identified include:

- A significant contract, or multiple contracts, become unprofitable and unsustainable.
- Loss of a major income source.
- Competition for new contracts results in loss of income through new re-tendered business.
- Major incident relating to the safeguarding, or the wellbeing of staff or beneficiaries.
- Failure in the management of a significant governance responsibility e.g Health and Safety, GDPR
- The impact of Coronavirus and the recovery post COVID-19

The risk management process for the Charity was reviewed during the financial year by the Audit and Governance Committee and improvements made to risk reporting. Each Committee of the Board has a responsibility to review all relevant risks for their area of the business and amend risk level appropriately.

CXK continued to make good progress on improving its risk management across the five major risk categories of Compliance, External and Environmental Factors, Financial, Governance and Operational. The Charity has continued to refine and report on the major risks that it faces in delivering its services. In particular, it continues to strengthen its procedures regarding significant risks with a new detailed analysis which focuses on the mitigation activities for the most significant risks.

CXK LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

PUBLIC BENEFIT

The Trustees have taken The Charity Commission's specific guidance on public benefit (contained within the guidance publication "The Advancement of Education for Public Benefit") into consideration in preparing their statements on public benefit contained within this Trustees' Annual Report.

Benefits & Beneficiaries

In accordance with its charitable objects, the Charity strives to advance in life those who are in need by reason of their youth, age, ill-health, disability, financial hardship, or other disadvantage in particular, but not limited to, young people. The benefits offered by the Charity are the services that it delivers to advise and guide all individuals so that they have a positive and enjoyable life. Inspiring individuals to thrive and maximising their potential across their communities remains CXK's key priority and focus.

This financial year the Charity worked with over 245,000 young people and adults through CXK's direct delivery and from the work of its sub-contractors and partners. COVID-19 with its challenges, resulted in atypical numbers of individual engagement across each service. Generally there was a 35% reduction in total number of individuals engaged with, however some services showed a slight increase in engagement.

Analysis of each area of delivery highlights the number of beneficiaries who received direct support:-

- National Careers Service supported 26,789 individuals across the southeast region
- Prison Information Advice and Guidance supported more than 1,050 individuals across 10 prisons
- Apprenticeship Support and Knowledge (ASK) service supported 179,893 students, 22,867 parents, 6,036 teachers, 1,616 stakeholders and working with 1,058 schools across the south region
- NEET service supported 3,559 young people with additional work experience and progression support provided to 720 young people.
- School Careers and Emotional Well-being services were delivered to more than 70 schools and supported more than 3,500 young people.
- Cookham Wood Young Offender Institute supported more than 160 young people and family members
- Base Camp and Kickstart mentoring and employability support initiatives supported over 50 young people aged 16-25 years

Trustees' Assessment of Public Benefit

The Trustees utilise the range of measures of performance detailed (see page 9) to determine the Charity's success and to demonstrate that it continues to advance in life individuals for the public benefit. All aspects of CXK's programme delivery is targeted at addressing a local social need or a Central Government initiative / priority.

There is great satisfaction and appreciation of the Charity's performance, which has seen its key performance objectives met every year. The Charity has achieved regional and national acclaim for its engagement projects for vulnerable and disadvantaged individuals and its leading stance on Careers Education, Information, Advice and Guidance (CEIAG).

CXK has received high acclaim from national, regional stakeholders, local authorities, and stakeholders across communities for the focused, determined, and successful methodologies implemented as a result of the pandemic. It has not gone unnoticed that CXK worked tirelessly to ensure that all services were maintained and support to beneficiaries continued at a time when the landscape of employment and education remained turbulent and fractured.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

The wide range of CXK programme delivery enables the Charity to work at the heart of communities by empowering young people and adults to maximise their potential, increasing their own skills, knowledge and confidence, instilling a positive approach to contributing effectively to their local communities. Partners are selected on their ability to bring additional value, specialisms, and expertise to the delivery of innovative programmes ensuring full reach and accessibility to outlying communities and beneficiaries with additional or complex needs.

The Charity's specific focus on reducing duplication, maximising opportunities, and commitment to collaborate more with partners to enhance high quality provision and engagement remains a key strength and positions CXK as a well-respected Charity within the sector. CXK's Achievements have been endorsed externally by being nominated as a finalist in the Kent Charity of the year award for 2020/21 – testament for all the hard work of staff, partners, the leadership team, and the Trustee Board.

PLANS FOR FUTURE PERIODS

The Charity's aim of making a positive difference to the lives of those who are in need by reason of their youth, age, ill-health, disability, financial hardship, or other disadvantage will remain the driving force in the year ahead. Sadly, we are fully aware that the need for innovative and engaging services are needed now more than ever as growing numbers of individuals have been negatively impacted from COVID-19.

CXK will be aligning itself closely to the political and strategic policy drivers that will form a key element to the recovery of the pandemic across our communities. CXK is well positioned to drive forward change and innovation to tackle the increasing challenges for access to education and employment for so many disengaged and disenchanted individuals.

Strategic objectives shape the direction and priorities of the Charity to embrace continual development, growth, and financial sustainability. The landscape will undoubtedly remain turbulent and unpredictable and CXK's efforts will be focused on prioritising the right decisions, both operationally and strategically, to ensure CXK remains in a strong and confident position within the Third Sector.

The next year will require re-tendering for a number of CXK's key delivery contracts and huge effort and determination will be displayed to successfully showcase CXK's achievements to date. The Charity's huge experience and ability to continue driving change and positive outcomes for so many young people and adults engaged in its programme areas will prove invaluable in the commitment and perseverance in continuing this vital work.

The dramatic impact of COVID-19 will undoubtedly have significant repercussions for CXK. Careful and well considered recovery plans will be essential to maintain continuity of service delivery and maintain financial sustainability in areas of challenge, particularly payment by results contracts.

Significant resource and focus will be required to ensure that staff, beneficiaries, Trustees and stakeholders are supported in an ongoing world impacted by COVID-19. We have already commenced detailed reviews for each area of CXK's infrastructure to ensure staff and beneficiaries are fully informed, engaged and consulted in the changes and new approaches we will need to apply for all aspects of the Charity's day to day business activities.

We will build on the success and innovation of the last year – huge achievements have been made through the inventive demonstration of new processes, delivery models and engagement with our beneficiaries, and stakeholders. The positive outcomes will be developed further, and the year ahead will be one of ambition and growth as we progress enthusiastically towards the future.

Health and Safety alongside individual and team wellbeing will be at the heart of decision making in the journey required to introduce the new norms in working practices and delivery of services. Detailed analysis of the staff survey and feedback on working practices will support next steps and business decisions.

CXK LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

The needs of beneficiaries remain complex and challenging. Innovation and flexibility in the delivery of services will be critically important to ensure that CXK respond swiftly and effectively to the needs of individuals and commissioners. So many positive outcomes have been achieved through virtual delivery of services and the advantages and learning outcomes achieved will help shape the hybrid model of approaches required to move forward.

COVID-19 has forced our Charity and many others, to totally review and reflect on new ways of working and it is CXK's promise to staff, beneficiaries and stakeholders that it will maintain the innovation that has worked well and use the knowledge to design and develop ground-breaking services for the future.

Key priorities for the year ahead include:

- An 18-month annual business plan reflecting the CXK 6 strategic objectives.
- A COVID-19 recovery plan that encapsulates staff and partner hybrid working arrangements, new funding models, innovative delivery across each service.
- Successful retendering of a number of significant contracts
- Increasing and broadening sustainable funding sources aligned to central and government policy priorities.
- Further marketing and development of the CXK brand and impact, including greater and more widespread social media campaigns to promote the opportunities available from CXK.
- Increased celebration of the impact and added social value of CXK in the operational targeted areas.
- Expansion and investment into the number of people engaged in the delivery of our charitable aims whether as a volunteer, employee or third party.
- Enhanced and enriched relationships with external partners and key influencers to champion the needs of beneficiaries and shape political direction and priorities.
- Investment in workforce and volunteers, ensuring they have the skills and support to positively impact the lives of beneficiaries.
- Work towards a financial sustainable operating model, developing a broad 5-year forecast plan which will include investments and use of reserves.
- Enhanced focus and drive in the identification and receipt of new and innovative funding streams.
- Continual growth and development of services across a wider geographical patch – securing opportunities to embed high quality services across an increased number of communities.
- A full review of all digital innovation to ensure that CXK are well placed in delivering ambitious and inspiring services and provision for a diverse range of beneficiaries.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

FUTURE PUBLIC BENEFIT

Whilst undoubtedly this has been another tough year for charities, CXK has continued to operate very effectively. As a charity, it continues to seek opportunities to expand its reach and impact across the South of England, building on the links that it has gained through its prime contractor status which sees the geographical footprint expand across a much larger area.

There has been much for CXK to celebrate. There has been a strengthening and expansion of some key functions within the Charity, and a shared culture of demonstrating efficiency, innovation, and impact. Strong governance and management have enhanced the strategic vision for the organisation and creativity and innovation in the further development and growth of the organisation will be a key emphasis moving forward.

The successful acquisition of MYT provided great opportunities for development and growth, raising the profile and impact of the Charity's wide and extensive range of services to a growing number of beneficiaries.

Whilst COVID-19 has severely affected the voluntary sector, CXK has, through its steadfast and rigorous leadership been successful in strengthening its engagement and focus for individuals and communities. CXK will continue in its drive and commitment to work closely with those most affected by coronavirus and play a significant role in strengthening innovative provision to support individuals and communities moving forward.

The challenges of COVID-19 have created instability and volatility across the voluntary, public, and private sectors and many established partners have faced crisis decisions of their own to manage. Relationships and partnerships with new and current stakeholders remain crucial in CXK's navigation of the months ahead and long-term development and growth post the pandemic.

The Trustees will continue to ensure that the Charity benefits the public by reducing unemployment, supporting individuals with barriers to progression, and delivering accessible and high-quality services in collaboration with its stakeholders and partners. CXK will support central and local government and key stakeholders in driving forward the change required to provide opportunity and advancement for so many individuals who have felt left behind.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure

The Charity was incorporated on 20th March 2002 and became a Registered Charity on 4th September 2007. The Charity has incorporated the following dormant subsidiary undertakings - CXK Trading Limited and CXK Careers Limited. On 20th July 2020, CXK became the sole member of Medway Youth Trust (MYT).

The Charity is governed by the rules and regulations set down in its company Memorandum and Articles of Association originally dated 20th March 2002, which were amended by special resolution on 23rd January 2007, 16th December 2008, 24th June 2009 and 19th September 2011. A review of the Articles of Association by the Board of Trustees and an updated version was approved on 4th September 2018 and subsequently updated on 21st May 2020.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Trustees

The Trustees that served during the year are as follows:

Dick Fedorcio OBE, Chair
Pauline Smith, Chief Executive
Jo Boraston (appointed 11/03/21)
Graham Briscoe (resigned 16/09/21)
Domini Bucknell (appointed 11/03/21)
Graeme Dykes
Kelly Freeman
Dominic Hilleard
Christian Robinson
Robert Rose
Sonette Schwartz
William Vernon
Charlotte Walshe
Barry Wilding (resigned 11/03/21)
David Yates

During the year the average attendance of all Trustees at Board and committee meetings was 91% (2020 : 83%)

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Governance and management

CXK Limited is a registered Charity, and a company limited by guarantee, not having share capital. Every Trustee undertakes to contribute an amount not exceeding £10 to the assets of the Charity in the event of the Charity being wound-up during the period of membership, or within one year thereafter.

At 31st March 2021 the Charity had 14 Members (including the Chief Executive), all of whom are CXK's Trustees. The Trustees are recruited from the business community, education and the public and not for profit sectors, and bring considerable experience and expertise to their roles which strengthens the Charity's development, growth, and sustainability.

The overall strategic direction of the Charity is determined by the Board of Trustees. The Board develops and sets the strategy and reviews performance against its business plan targets over the course of the year.

The management and delivery of the overall strategy, and day to day service delivery, is delegated by the Board to the Chief Executive and the executive team, with a wider staff team of circa 130.

The Chair of the Board and Chief Executive are committed to enhancing and strengthening the focus, commitment, and engagement of the Trustees. Trustees are appointed based on the skills analysis and expertise required by the Trustee Board. Recruitment of Independent Trustees takes place by advertisements in local media and on targeted websites and social media platforms.

Applicants are subject to interview by Trustees and the Chief Executive to determine their suitability for the role, including whether their skills match the Charity's need, and then forwarded to the Board for approval. Skills profiles are updated and reviewed by the Audit and Governance Committee. The Charity has an agreed Induction Pack that is given to new Trustees alongside formal induction training. They also meet with the Chair, Chief Executive, executive team, and relevant employees.

The past year saw the retirement of two Trustees who have made significant contributions on the Board and the work of CXK. In consideration of the long-term plan for recruitment and development of the Board the Charity appointed two new Trustees. The new Trustees bring a range of new skills, experience, and knowledge to our professional and fully engaged Board.

The Board has four Committees:

- Audit and Governance Committee
- Development, Fundraising and Marketing Committee
- Finance and Resources Committee
- Performance and Quality Committee

The Committees meet three times a year to scrutinise, oversee and make recommendations to the Board on all key aspects of CXK's business. Each Committee is chaired by a Trustee and supported by the relevant Executive Director. The full Trustee Board meets a minimum of four times a year with an additional strategic away day being held each year.

The membership of the committees is as follows:

Audit and Governance Committee

Christian Robinson
Graham Briscoe
Graeme Dykes

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Development, Fundraising and Marketing Committee

Charlotte Walshe
Dominic Hilleard
Kelly Freeman
David Yates

Finance and Resources Committee

Barry Wilding
Robert Rose
Kelly Freeman
Jo Boraston

Performance and Quality Committee

William Vernon
Sonette Schwartz
Dominic Hilleard
Charlotte Walshe

The Board completes a range of mandatory training and is offered development and support on relevant topics and regulation, to ensure it remains informed and aware of the challenges and risks facing the Charity. The Board reviews its own and the Chair's performance and all Trustees have an annual appraisal. The Charity produces a bi-weekly e-bulletin for staff and Trustees and the Chief Executive provides strategic updates to Trustees to inform them on latest developments or critical issues that occur outside of formal Board meetings. Chief Executive's report is received at each Board meeting.

While Trustees concentrate on the overall running of the Charity and the scheduled Board and Committee meetings facilitate the governance framework, Trustees are also supported to visit front line services, meet staff and attend beneficiary events and achievement events however this has been hindered in the last year due to the lack of face to face delivery taking place and restrictions due to the pandemic.

COVID-19 has impacted on the workings of the Trustee Board as all Board meetings have moved to a virtual format conducted via Microsoft Teams. The virtual meetings have worked extremely well and at the start of Lockdown extraordinary meetings were held in addition to the pre-planned schedule. Attendance has not been negatively affected, indeed positively remaining consistent with previous years.

Whilst this has been a tough year for charities, CXK has demonstrated incredible resilience whilst navigating the overwhelming challenge of COVID-19. Strong governance displayed through innovative leadership and management ensured CXK not only survived one of the most challenging years in its history, but in fact has experienced one of its most successful years for creative expansion, service development, and financial sustainability.

The Charity's aim of making a positive difference to the lives of those in need by reason of youth, age, ill-health, disability, financial hardship, or other disadvantage remained the driving force and motivation required to achieve our success.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

The senior leadership team and Trustee Board worked quickly and effectively to steer the charity through the turbulent and unpredictable challenges of COVID-19. We remained resolute on grasping the issues, identifying the impact, prioritising the right decisions, both operationally and strategically, guaranteeing CXK remained in a strong position to maintain its charitable impact across the South East.

Efficiency in mobilising all services from face-to-face (previously delivered within community venues/settings), to a totally new digital and virtual platform was nothing short of a miracle. Our charity transformed overnight and engaged and supported our beneficiaries and communities in new and exciting ways.

With estimates that many charities would be unable to survive the impact and consequences of COVID-19, the Trustee Board and leadership team of CXK were determined and resolute in implementing rigorous financial modelling, risk assessment and budget processes to maintain management overview of the financial and strategic impact to the charity.

CXK has excelled in managing the impact of the pandemic, securing a strong legacy of success for CXK moving forward. Strengthening and expansion of key functions within the Charity, a shared culture of demonstrating efficiency, innovation and impact, and incredible success in a merger with another charity, all whilst continuing the delivery of all services during the pandemic.

Pay policy for key management personnel

The Chair of the Board is responsible for the Chief Executive's appraisal and the Board determine an annual pay review for all staff, based on the financial position of the charity, industry benchmarks and within the employment contract and policies of the organisation. Due to the exceptional resilience, hard work and dedication displayed in the last year, all staff were awarded a one off pay award in appreciation and recognition.

Equality, diversity, and inclusion

CXK is committed to promoting equality, diversity, and inclusion through all aspects of our organisation. Policies and practices ensure that daily behaviours reflect strong compliance and understanding of equality principles across the Charity's work.

CXK has created a very positive culture where people treat each other with mutual respect, regardless of age, disability, gender, marital status, race, religion, sexual orientation, or any other characteristic. All staff receive unconscious bias training as part of the mandatory schedule.

Following the Black Lives Matter campaign CXK commenced a comprehensive review of all aspects of equality and diversity across the organisation to provide reassurance that all processes and responsibilities are embedded fully within and across the organisation.

In 2021 we will be sourcing a comprehensive external audit of all aspects of equity, diversity, and inclusion across the Charity. We welcome professional scrutiny on all policies, processes, behaviour, and culture to provide assurance to our Board, staff and beneficiaries and stakeholders that CXK places equality, diversity and inclusion at the heart of Charity. Any areas of development to assist continued growth and advancement will be managed through a detailed action plan.

CXK LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Compliance

The Board has been strengthened with the appointment of two new Trustees, bringing knowledge of finance/accounting, risk management and equal opportunities and disability and continues to engage an Independent Auditor to monitor compliance and an independent, dedicated Health and Safety advisor.

The Charity continues to apply the updated Charity Sectors Voluntary Code of Governance. This supports a framework for objective assessment of the organisation's governance arrangements and performance.

The Code of Governance is reviewed annually with progress monitored against the action plan. CXK have an established and rigorous framework of governance and its effective policies and procedures are well regarded when compared with other similar charities.

CXK continue to comply with Ofsted recommendations and adhere to the standards of Merlin (for supply chain management) and Matrix standards (for delivery of information, advice, and guidance).

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity 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 Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

Auditor

The auditor, Crowe U.K. LLP, has indicated his willingness to continue in office. The designated Trustees will propose a motion reappointing the auditor at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 16 September 2021 and signed on their behalf by:



Dick Fedorcio OBE
(Chair of Trustees)

CXK LIMITED
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CXK LIMITED

Opinion

We have audited the financial statements of CXK Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, 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 of the 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 in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 Group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CXK LIMITED (CONTINUED)

Other information

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

We have nothing to report in this regard.

Opinion 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 for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CXK LIMITED (CONTINUED)

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.

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 obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and SORP 2015.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management. Our audit procedures to respond to these risks included:

- enquiry of management about the Group's policies, procedures and related controls regarding compliance with laws and regulations and if there are any known instances of non-compliance;
- examining supporting documents for all material balances, transactions and disclosures;
- enquiry of management and review and inspection of relevant correspondence;
- evaluation of the selection and application of accounting policies related to subjective measurements and complex transactions;
- analytical procedures to identify any unusual or unexpected relationships;
- testing the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements; and
- review of accounting estimates for biases.

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. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

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.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CXK LIMITED (CONTINUED)

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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Ian Weekes (Senior Statutory Auditor)

for and on behalf of

Crowe U.K. LLP

Statutory Auditor

Riverside House

40 - 46 High Street

Maidstone

Kent

ME14 1JH

Date: 19 November 2021

CXK LIMITED
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**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND
EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021**

	Note	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Income from:					
Donations and legacies	4	294,036	4,000	298,036	11
Charitable activities	5	348,097	6,938,754	7,286,851	6,968,495
Investments	6	-	56,344	56,344	67,185
		<u>642,133</u>	<u>6,999,098</u>	<u>7,641,231</u>	<u>7,035,691</u>
Total income					
Expenditure on:					
Charitable activities		642,803	6,509,432	7,152,235	6,904,511
		<u>642,803</u>	<u>6,509,432</u>	<u>7,152,235</u>	<u>6,904,511</u>
Total expenditure					
Net (expenditure)/income before net gains/(losses) on investments		(670)	489,666	488,996	131,180
Net gains/(losses) on investments		-	257,964	257,964	(36,569)
		<u>(670)</u>	<u>747,630</u>	<u>746,960</u>	<u>94,611</u>
Net movement in funds					
Reconciliation of funds:					
Total funds brought forward		670	4,912,784	4,913,454	4,818,843
Net movement in funds		(670)	747,630	746,960	94,611
		<u>-</u>	<u>5,660,414</u>	<u>5,660,414</u>	<u>4,913,454</u>
Total funds carried forward					

CXK LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 04399340

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2021

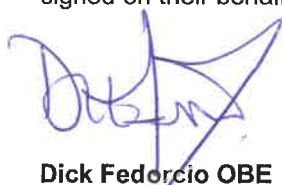
	Note	2021 £	2020 £
Fixed assets			
Tangible assets	11	458,306	503,852
Investments	13	1,927,530	1,613,554
Investment property	12	945,000	945,000
		<u>3,330,836</u>	<u>3,062,406</u>
Current assets			
Debtors	14	693,285	723,916
Cash at bank and in hand		3,653,211	1,963,630
		<u>4,346,496</u>	<u>2,687,546</u>
Creditors: amounts falling due within one year	15	(1,761,166)	(580,747)
Net current assets		<u>2,585,330</u>	<u>2,106,799</u>
Total assets less current liabilities		<u>5,916,166</u>	<u>5,169,205</u>
Provisions for liabilities		(255,751)	(255,751)
Total net assets		<u><u>5,660,415</u></u>	<u><u>4,913,454</u></u>
Charity funds			
Restricted funds	19	-	670
Unrestricted funds	19	5,660,415	4,912,784
Total funds		<u><u>5,660,415</u></u>	<u><u>4,913,454</u></u>

CXK LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 04399340

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2021

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees on 16 September 2021 and signed on their behalf by:

A handwritten signature in blue ink, appearing to read 'Dick Fedorcio', is written over the printed name.

Dick Fedorcio OBE
(Chair of Trustees)

The notes on pages 38 to 58 form part of these financial statements.

CXK LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 04399340

CHARITY BALANCE SHEET
AS AT 31 MARCH 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	11	458,306	503,852
Investments	13	1,927,530	1,613,554
Investment property	12	945,000	945,000
		3,330,836	3,062,406
Current assets			
Debtors	14	693,284	723,916
Cash at bank and in hand		3,297,871	1,963,630
		3,991,155	2,687,546
Creditors: amounts falling due within one year	15	(1,731,425)	(580,747)
Net current assets		2,259,730	2,106,799
Total assets less current liabilities		5,590,566	5,169,205
Provisions for liabilities		(255,751)	(255,751)
Total net assets		5,334,815	4,913,454
Charity funds			
Restricted funds	19	-	670
Unrestricted funds			
General funds	19	5,334,815	4,912,784
Total unrestricted funds	19	5,334,815	4,912,784
Total funds		5,334,815	4,913,454

CXK LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 04399340

CHARITY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2021

The Charity's net movement in funds for the year was £421,362 (2020 - £94,611).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees on 16 September 2021 and signed on their behalf by:



Dick Fedorcio OBE
(Chair of Trustees)

The notes on pages 38 to 58 form part of these financial statements.

CXK LIMITED
(A Company Limited by Guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
Cash flows from operating activities		
Net cash used in operating activities	1,245,922	(461,672)
Cash flows from investing activities		
Dividends, interests and rents from investments	56,344	67,185
Proceeds from the sale of tangible fixed assets	305,000	-
Purchase of tangible fixed assets	-	(3,000)
Purchase of investments	(56,012)	(558,461)
Cash acquired on acquisition	138,327	-
Net cash provided by/(used in) investing activities	443,659	(494,276)
Cash flows from financing activities		
Net cash provided by financing activities	-	-
Change in cash and cash equivalents in the year	1,689,581	(955,948)
Cash and cash equivalents at the beginning of the year	1,963,630	2,919,578
Cash and cash equivalents at the end of the year	3,653,211	1,963,630

The notes on pages 38 to 58 form part of these financial statements

CXK LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1. General information

CXK Limited is a company limited by guarantee (registered number 04399340) which is incorporated and domiciled in England. It is also registered as a charity with the Charity Commission (registered number 1120755). The address of the registered office is The Old Court, Tufton Street, Ashford, Kent, TN23 1QN

2. Accounting policies

2.1 Basis of preparation of financial statements

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

CXK Limited 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.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

2.2 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income comprises mainly grant and contract funding for projects from government and other bodies. Additional income arises from interest received and fundraising.

Income from government and other grants is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance for provision of specified services is deferred until the criteria for income recognition are met.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

CXK LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

2. Accounting policies (continued)

2.3 Expenditure

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

Expenditure is classified under the following activity headings:

- i) Expenditure on charitable activities includes costs incurred in furtherance of the Charity's objects relating to the benefit of children and young people, and the associated support costs.
- ii) Support costs are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include head office costs, finance, payroll, IT, HR and governance costs.
- iii) Governance costs are those relating to the Charity itself, not its objects and include external audit, any legal advice for the Trustees and any costs associated with complying with constitutional and statutory requirements i.e the costs of Trustees meetings and preparing statutory accounts.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

2.4 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the Charity assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following bases:

Land	- No depreciation
Computer equipment	- 3 to 5 years straight line
Building improvements	- 3 to 20 years straight line

CXK LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

2. Accounting policies (continued)

2.6 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the statement of financial activities incorporating income and expenditure account.

Investment properties

The Trustees' policy is to revalue the charity's investment properties at each reporting date.

A valuation of the land and buildings was carried out as at 31 March 2019.

No depreciation is provided in respect of investment properties in accordance with section 16 of FRS 102 "Investment Property".

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

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

2.9 Liabilities

Liabilities and provisions are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities as a finance cost.

2.10 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

CXK LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

2. Accounting policies (continued)

2.11 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

2.12 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 Group and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity may be required to make estimates and assumptions concerning the future. These estimates and judgements are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The resulting accounting estimates will, by definition, seldom equal the related actual results. The principal areas where judgement was exercised are as follows:

ii) Property valuations: freehold land and buildings and investment properties are revalued by Stafford Perkins when the Trustees believe there has been a material change in value. Trustees assess on an annual basis the valuation of the properties. The value of the properties is estimated to be the open market value at the balance sheet date.

ii) Clawback provision: provisions are made in the financial statements for potential clawbacks from funders based on the terms of the contracts/grants. The Trustees assess annually whether the potential clawbacks meet the criteria for recognition of liabilities and will include any amounts accordingly.

CXK LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

4. Income from donations and legacies

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Donations	-	4,000	4,000
Fair value of Medway Youth Trust assets received	294,036	-	294,036
	<u>294,036</u>	<u>4,000</u>	<u>298,036</u>

	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Donations	<u>11</u>	<u>11</u>

5. Income from charitable activities

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Income from charitable activities	348,097	6,938,754	7,286,851

Included in grant income are amounts totalling £221,781 in relation to the Coronavirus Job Retention Scheme.

	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Income from charitable activities	<u>6,968,495</u>	<u>6,968,495</u>

CXK LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

6. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £
Bank interest received	56,344	56,344
	<u>56,344</u>	<u>56,344</u>
	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Investment income - local cash	67,185	67,185
	<u>67,185</u>	<u>67,185</u>

7. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Charitable activities	7,131,449	20,786	7,152,235
	<u>7,131,449</u>	<u>20,786</u>	<u>7,152,235</u>
	<i>Activities undertaken directly 2020 £</i>	<i>Support costs 2020 £</i>	<i>Total funds 2020 £</i>
Charitable activities	6,871,815	32,696	6,904,511
	<u>6,871,815</u>	<u>32,696</u>	<u>6,904,511</u>

CXK LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

7. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Activities 2021 £	Total funds 2021 £
Staff costs	3,402,236	3,402,236
Depreciation	45,546	45,546
Travel and subsistence	6,119	6,119
Sub-Contractor costs	2,660,226	2,660,226
Consultancy	55,923	55,923
Premises costs	131,855	131,855
IT and Communications	403,390	403,390
Printing, postage and stationery	12,388	12,388
Training costs	18,554	18,554
Marketing and development	8,437	8,437
Other staff costs	10,836	10,836
Direct delivery costs	217,468	217,468
Other costs	158,471	158,471
Total 2021	<u>7,131,449</u>	<u>7,131,449</u>

CXK LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

7. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	<i>Activities 2020 £</i>	<i>Total funds 2020 £</i>
Staff costs	3,059,183	3,059,183
Depreciation	53,814	53,814
Travel and subsistence	94,879	94,879
Sub-Contractor costs	2,699,165	2,699,165
Consultancy	57,791	57,791
Premises costs	144,436	144,436
IT and Communications	324,512	324,512
Printing, postage and stationery	32,869	32,869
Training costs	67,053	67,053
Marketing and development	33,293	33,293
Other staff costs	11,186	11,186
Direct delivery costs	190,229	190,229
Other costs	103,405	103,405
	<u>6,871,815</u>	<u>6,871,815</u>

Analysis of support costs

	Total funds 2021 £	<i>Total funds 2020 £</i>
Governance costs	<u>20,786</u>	<u>32,696</u>

8. Auditor's remuneration

	2021 £	<i>2020 £</i>
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	15,100	12,300
Fees payable to the Charity's auditor in respect of:		
All non-audit services not included above	<u>650</u>	<u>2,340</u>

CXK LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

9. Staff costs

	Group 2021 £	<i>Group 2020 £</i>	Charity 2021 £	<i>Charity 2020 £</i>
Wages and salaries	2,980,181	<i>2,672,903</i>	2,795,510	<i>2,672,903</i>
Social security costs	266,321	<i>241,309</i>	248,576	<i>241,309</i>
Contribution to defined contribution pension schemes	155,734	<i>144,971</i>	144,628	<i>144,971</i>
	<u>3,402,236</u>	<i><u>3,059,183</u></i>	<u>3,188,714</u>	<i><u>3,059,183</u></i>

Staff costs includes termination benefits of £8,709 (2020 - £15,271). Termination benefits are measured at the best estimate of expenditure required to settle the obligation at the reporting date. Termination benefits of £8,257 (2020 - £11,227) were included in accruals at the balance sheet date.

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

	Group 2021 No.	<i>Group 2020 No.</i>
Delivery staff, including delivery managers	108	<i>83</i>
Central support and Senior Leadership Team	13	<i>16</i>
	<u>121</u>	<i><u>99</u></i>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2021 No.	<i>Group 2020 No.</i>
In the band £60,001 - £70,000	2	<i>2</i>
In the band £70,001 - £80,000	1	<i>-</i>
In the band £110,001 - £120,000	1	<i>1</i>

Key management personnel are considered to be the executive directors. The full time equivalent was 3.0 (2020 - 3.0).

During the year, amounts paid to executive directors in respect of qualifying services amounted to £252,860 (2020 - £246,500). Charity contributions to associated pension schemes amounted to £24,420 (2020: £23,300).

CXK LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

10. Trustees' remuneration and expenses

		2021 £	<i>2020</i> £
Dick Fedorcio OBE	Chair of Trustees	16,500	<i>16,500</i>
Pauline Smith	Chief Executive	111,100	<i>113,500</i>
Graham Briscoe	Chair of Audit and Governance Committee until 31 July 2021	1,238	<i>4,950</i>
Christian Robinson	Chair of Audit & Governance Committee from 1 August 2021	1,733	-

During the year ended 31 March 2021, expenses totalling £403 were reimbursed or paid directly to 3 Trustees (*2020 - £3,585 to 8 Trustees*).

11. Tangible fixed assets

Group

	Freehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2020	193,484	491,315	58,994	743,793
On acquisition of subsidiaries	305,000	-	-	305,000
Disposals	(305,000)	-	-	(305,000)
At 31 March 2021	193,484	491,315	58,994	743,793
Depreciation				
At 1 April 2020	-	194,244	45,697	239,941
Charge for the year	-	33,360	12,186	45,546
At 31 March 2021	-	227,604	57,883	285,487
Net book value				
At 31 March 2021	193,484	263,711	1,111	458,306
<i>At 31 March 2020</i>	<i>193,484</i>	<i>297,071</i>	<i>13,297</i>	<i>503,852</i>

CXK LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

11. Tangible fixed assets (continued)

Charity

	Freehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 April 2020	193,484	491,315	58,994	743,793
At 31 March 2021	193,484	491,315	58,994	743,793
Depreciation				
At 1 April 2020	-	194,244	45,697	239,941
Charge for the year	-	33,360	12,186	45,546
At 31 March 2021	-	227,604	57,883	285,487
Net book value				
At 31 March 2021	193,484	263,711	1,111	458,306
At 31 March 2020	193,484	297,071	13,297	503,852

12. Investment property

Group

	Freehold investment property £
Valuation	
At 1 April 2020	945,000
At 31 March 2021	945,000

CXK LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

12. Investment property (continued)

Charity

	Freehold investment property £
Valuation	
At 1 April 2020	945,000
At 31 March 2021	<u>945,000</u>

The valuation was made by Stafford Perkins, on an open market value for existing use basis in 2020 and Trustees have assessed the valuation in 2021 based on the prior year third party valuation.

13. Fixed asset investments

	Listed investments £
Group and Charity	
Cost or valuation	
At 1 April 2020	1,613,554
Additions	56,012
Revaluations	257,964
At 31 March 2021	<u>1,927,530</u>
Net book value	
At 31 March 2021	1,927,530
At 31 March 2020	<u>1,613,554</u>

CXK LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

13. Fixed asset investments (continued)

On 20 July 2020 the charity obtained control of Medway Youth Trust by becoming the sole member for £nil consideration and is treated a subsidiary in the consolidated financial statements.

The Charity owns 100% of the issued share capital of CXK Trading Limited, a company registered in England. The Charity acquired the one ordinary share of £1 at par upon incorporation and the company has not traded to date. This share is carried in the balance sheet at its original cost of £1, which the trustees believe equates to its market value.

The Charity controls 100% of the issued share capital in CXK Careers Limited, a company registered in England. The Charity acquired control of the one ordinary share of £1 which remains unpaid upon incorporation and the company has not traded to date.

14. Debtors

	Group 2021 £	<i>Group 2020 £</i>	Charity 2021 £	<i>Charity 2020 £</i>
Due within one year				
Trade debtors	256,778	<i>309,345</i>	256,778	<i>309,345</i>
Other debtors	635	<i>724</i>	634	<i>724</i>
Prepayments and accrued income	435,872	<i>413,847</i>	435,872	<i>413,847</i>
	693,285	<i>723,916</i>	693,284	<i>723,916</i>

CXK LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

15. Creditors: Amounts falling due within one year

	Group 2021 £	<i>Group 2020 £</i>	Charity 2021 £	<i>Charity 2020 £</i>
Trade creditors	322,774	<i>18,972</i>	322,774	<i>18,972</i>
Other taxation and social security	138,369	<i>94,349</i>	134,972	<i>94,349</i>
Other creditors	638,408	<i>120,427</i>	631,564	<i>120,427</i>
Accruals and deferred income	661,615	<i>346,999</i>	642,115	<i>346,999</i>
	1,761,166	<i>580,747</i>	1,731,425	<i>580,747</i>
	Group 2021 £	<i>Group 2020 £</i>	Charity 2021 £	<i>Charity 2020 £</i>
Deferred income at 1 April 2020	107,550	<i>140,420</i>	107,550	<i>140,420</i>
Resources deferred during the year	173,221	<i>107,550</i>	173,221	<i>107,550</i>
Amounts released from previous periods	(107,550)	<i>(140,420)</i>	(107,550)	<i>(140,420)</i>
	173,221	<i>107,550</i>	173,221	<i>107,550</i>

16. Financial instruments

	Group 2021 £	<i>Group 2020 £</i>	Charity 2021 £	<i>Charity 2020 £</i>
Financial assets				
Financial assets measured at amortised cost	3,566,794	<i>2,273,707</i>	3,566,794	<i>2,273,707</i>
	Group 2021 £	<i>Group 2020 £</i>	Charity 2021 £	<i>Charity 2020 £</i>
Financial liabilities				
Financial liabilities measured at amortised cost	(1,449,577)	<i>(378,848)</i>	(1,596,454)	<i>(378,848)</i>

Financial assets measured at amortised cost comprise of cash, trade and other debtors and accrued income.

Financial liabilities measured at amortised cost comprise of trade and other creditors and accruals.

CXK LIMITED
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

17. Provisions

Group and Charity

	Provisions £
At 1 April 2020	255,751
	<u>255,751</u>

18. Business combinations

On 20/07/2020, the Charity merged with Medway Youth Trust whereby Medway Youth Trust became a subsidiary of CXK Limited. There was no consideration in the agreement so the fair value of the net assets that were acquired as at 20 July 2020 are represented as a donation in note 4 in accordance with paragraph 24.30 of the SORP 2015.

	Book value £	Fair value adjustments £	Fair value £
Fixed Assets			
Tangible	218,861	86,139	305,000
	<u>218,861</u>	<u>86,139</u>	<u>305,000</u>
Current Assets			
Debtors	96,657	-	96,657
Cash at bank and in hand	138,327	-	138,327
	<u>453,845</u>	<u>86,139</u>	<u>539,984</u>
Total Assets			
Creditors			
Due within one year	(245,948)	-	(245,948)
	<u>207,897</u>	<u>86,139</u>	<u>294,036</u>
Total Identifiable net assets			

CXK LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

19. Statement of funds

Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2021 £
Unrestricted funds					
General Funds - all funds	4,912,784	6,999,099	(7,151,565)	257,964	5,018,282
Unallocated amounts	-	-	642,133	-	642,133
	<u>4,912,784</u>	<u>6,999,099</u>	<u>(6,509,432)</u>	<u>257,964</u>	<u>5,660,415</u>
Restricted funds					
Awards for All	670	-	(670)	-	-
Medway Youth Trust funds restricted for use in the Medway area	-	294,036	(294,036)	-	-
Medway Youth Trust funds restricted for use in the South East	-	348,097	(348,097)	-	-
	<u>670</u>	<u>642,133</u>	<u>(642,803)</u>	<u>-</u>	<u>-</u>
Total of funds	<u>4,913,454</u>	<u>7,641,232</u>	<u>(7,152,235)</u>	<u>257,964</u>	<u>5,660,415</u>

The restricted funds in relation to Medway Youth Trust relate to funds that carry area restrictions with them due to the objects of Medway Youth Trust being narrower than that of CXK Limited.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

19. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 March 2020 £</i>
Unrestricted funds					
General Funds - all funds	<u>4,811,918</u>	<u>7,035,691</u>	<u>(6,898,256)</u>	<u>(36,569)</u>	<u>4,912,784</u>

	<i>Balance at 1 April 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 March 2020 £</i>
Restricted funds					
Awards for All	5,033	-	(4,363)	-	670
Port of Dover	1,000	-	(1,000)	-	-
Cllr Hall	900	-	(900)	-	-
	<u>6,933</u>	<u>-</u>	<u>(6,263)</u>	<u>-</u>	<u>670</u>

Total of funds	<u><u>4,818,851</u></u>	<u><u>-</u></u>	<u><u>(6,904,519)</u></u>	<u><u>(36,569)</u></u>	<u><u>4,913,454</u></u>
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

20. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	458,306	458,306
Fixed asset investments	1,927,530	1,927,530
Investment property	945,000	945,000
Current assets	4,346,497	4,346,497
Creditors due within one year	(1,761,166)	(1,761,166)
Provisions for liabilities and charges	(255,751)	(255,751)
Difference	(1)	1
Total	5,660,415	5,660,415

Analysis of net assets between funds - prior year

	<i>Restricted funds 2020 £</i>	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	-	503,852	503,852
Fixed asset investments	-	1,613,554	1,613,554
Investment property	-	945,000	945,000
Current assets	670	2,686,884	2,687,554
Creditors due within one year	-	(580,747)	(580,747)
Provisions for liabilities and charges	-	(255,751)	(255,751)
Total	670	4,912,792	4,913,462

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

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

	Group 2021 £	<i>Group 2020 £</i>
Net income for the year (as per Statement of Financial Activities)	746,960	94,611
Adjustments for:		
Depreciation charges	45,546	53,952
Gains/(losses) on investments	(257,964)	73,481
Dividends, interests and rents from investments	(56,344)	(67,185)
Loss on the sale of fixed assets	-	2,427
Decrease/(increase) in debtors	115,779	(81,641)
Increase/(decrease) in creditors	945,981	(500,405)
Gains on investment property	-	(36,912)
Donation of assets on acquisition of Medway Youth Trust	(294,036)	-
Net cash provided by/(used in) operating activities	1,245,922	(461,672)

22. Analysis of cash and cash equivalents

	Group 2021 £	<i>Group 2020 £</i>
Cash in hand	3,653,211	1,963,630
Total cash and cash equivalents	3,653,211	1,963,630

23. Analysis of changes in net debt

	At 1 April 2020 £	Cash flows £	Acquisition and disposal of subsidiaries £	At 31 March 2021 £
Cash at bank and in hand	1,963,630	1,551,254	138,327	3,653,211
	1,963,630	1,551,254	138,327	3,653,211

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NOTES TO THE FINANCIAL STATEMENTS
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24. Pension commitments

The charity makes contributions to defined contribution pension schemes whose assets are held in an independently administered fund. During the year, contributions of £144,628 (2020 - £144,971) were made to the pension scheme with contributions of £nil (2020 - £nil) outstanding at the balance sheet date.

25. Related party transactions

During the year the charity received income from Brockhill Performing Arts College totalling £4,500 (2020 - £8,250) in relation to careers guidance and counselling provided to the college. S Schwartz is the Principal and Accounting Officer of Brockhill Performing Arts College and a Trustee of CXK Limited.

The group also received income from Highworth Grammar School totalling £2,500 (2020 - £nil). R Rose is a Trustee at Highworth Grammar School.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

13. Fixed asset investments (continued)

26. Principal subsidiaries, associates and joint ventures

The following was a subsidiary undertaking of the Charity:

Name	Company number	Charity registration number	Registered office or principal place of business	Class of shares	Included in consolidation
Medway Youth Trust	06393997	1124219	The Old Court, Tufton Street, Ashford, Kent, England, TN23 1QN	Sole member	Yes

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit/(Loss) / Surplus/ (Deficit) for the year £	Net assets £
Medway Youth Trust	766,285	(676,353)	86,932	325,599