CANTERBURY OAST TRUST

England & Wales · Charity number 291662

Details

Other names	CANTERBURY OAST TRUST, THE SOUTH OF ENGLAND RARE BREEDS CENTRE
Status	Registered
Legal form	Charitable company
Company number	01897198
Registered	1985-04-25
Register	View on the Charity Commission register

Contact

Address	Highlands Farm Woodchurch Ashford Kent TN26 3RJ
Phone	01233861493
Email	info@canterburyoasttrust.org.uk
Website	www.canterburyoasttrust.org.uk

Activities

Objects: The objects for which the Trust is established are to provide for the training, instruction, employment, future living, occupation, accommodation, sustenance, maintenance and care of people with a learning disability, or Autism, whether or not they have any other disability (hereinafter referred to as “Beneficiaries”) and who have difficulty in attaining, or are unable to attain, a normal standard of education, training and general ability and capacity by or through ordinary methods of educational training and who are in need of help and care by the provision of special training, day care or accommodation, or other means, to enable the Beneficiaries to live happy and useful lives and with the intent that the Beneficiaries may be helped and enabled to contribute as far as possible to the wellbeing and maintenance of themselves individually, or to the wellbeing and maintenance of any group or community to which they may belong or in which they may be living

Activities: The provision of long term residential care services, supported living, life skills, training and supported occupation to enable people with a learning disability to lead a fulfilling and rewarding life.

Classification

- **How:** Provides Services
- **What:** Disability
- **Who:** People With Disabilities

Geography

- **Area of benefit:** NOT DEFINED, IN PRACTICE UK AND OVERSEAS
- Kent

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£7,851,305	£8,896,745	£6,667,525	213
2024-03-31	£7,640,508	£8,347,584	£7,740,151	215
2023-03-31	£6,609,735	£8,182,835	£8,272,447	204
2022-03-31	£6,684,864	£6,516,972	£9,857,774	197
2021-03-31	£6,885,467	£5,879,137	£9,540,224	211

Trustees

Name	Role	Appointed
Colette Dunn		2025-10-11
Daniel Gower-Smith		2023-10-14
Fiona Ash		2023-10-14
Michaela Louise Tweedley		2017-10-07
Michele Allchin		2022-10-15
NICHOLAS JOHN TEUNON		2025-10-11
Sophy Catherine Hazevoet		2020-10-17

CANTERBURY OAST TRUST

England & Wales - Charity number 291662

Accounts

REGISTERED COMPANY NUMBER: 01897198 (England and Wales)
REGISTERED CHARITY NUMBER: 291662

REPORT OF THE TRUSTEES AND

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

FOR

CANTERBURY OAST TRUST

Xeinadin Audit Ltd
12 *Conqueror Ct*
Sittingbourne
Kent
ME10 5BH

CANTERBURY OAST TRUST

CONTENTS OF THE FINANCIAL STATEMENTS
for the Year Ended 31 March 2025

CHAIRMAN AND CEO STATEMENT
for the Year Ended 31 March 2025

As Canterbury Oast Trust (COT) celebrates its 40th anniversary, we reflect on a period of transformation, resilience, and renewed purpose. Our focus has remained on strengthening the charity's foundations-investing in our people, systems, and services-while ensuring that the voices of those we support continue to shape our direction.

We also acknowledge the financial challenges faced this year, with the charity currently operating at a deficit. This has been a sobering reminder of the pressures facing the sector and the importance of strong leadership and accountability. The Board of Trustees and the Senior Management Team remain firmly committed to restoring COT to a position of financial surplus in the short to mid term, ensuring the long-term sustainability of our mission and the continued delivery of high-quality support.

Strengthening Our Organisation
We have made significant strides in modernising our infrastructure. A new HR system has replaced outdated spreadsheets, giving managers greater autonomy and access. We also launched "Log My Care" to enhance care and support planning, and embedded a new finance system to improve transparency and control.
A full audit of our policies and procedures was completed, resulting in a comprehensive project plan to update and introduce new policies, supported by training and management toolkits. Over 38 training courses were delivered, including the introduction of the Oliver McGowan mandatory training, reinforcing our commitment to high-quality, inclusive care.

Governance and Leadership
Following the Governance Review commissioned in 2023, we implemented a new committee structure and strengthened our reporting and oversight processes. In May 2025, Ken Hesketh stepped down as Chair after nearly three years of dedicated service. We are grateful for Ken's leadership and are pleased to welcome Chris Bannocks as our new Chair.

Service Developments and Property Transitions
A pivotal moment this year was the closure of The Mariners care home. This difficult decision was made in the best interests of residents, and we are proud to report that nine individuals moved into new homes within COT, while one person relocated closer to family. These transitions have led to increased independence and skill development.
In tandem, we opened two new Supported Living services in New Romney, expanding our capacity to deliver personalised, community-based support.

In May and June 2025, the sales of The Mariners and Harrington Cottage were completed. The Board has committed to ringfencing a minimum of 50% of the proceeds to fund future opportunities for COT, ensuring these transitions contribute to long-term sustainability and innovation.

Expanding Our Charitable Purpose
In line with our evolving vision and commitment to inclusivity, we formally amended our charitable purpose to include the support of autistic people who do not also have a learning disability. This important change reflects our recognition of the diverse needs within our community and our dedication to providing tailored, person-centred support to all those we serve.

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of 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).

OBJECTIVES AND ACTIVITIES
Objectives and aims
Purpose of the Charity

Canterbury Oast Trust (COT) is a charity approaching 40 years of experience of developing and delivering support to people with learning disabilities.

Summary of the main activities

The services we offer include the following:
- Residential Care Services

Long term support with accommodation for adults with learning disabilities provided in homes to meeting individuals physical and emotional needs.

- Supported Living Services

Support to individuals in their own homes with their own tenancies. Personal Care support is regulated by the CQC.

- Life Skills

Support to adults with learning disabilities in a range of skills development and therapeutic activities.

The services are supported by the following teams:
- People Team (Human Resources)
- Finance
- Estates and RBC
- Supporter Engagement (Marketing, Communications and Fundraising)

Geographical Reach

In the operating year, COT operational services were based in Kent. A property was owned in East Sussex but was only operational for the 1st week of the financial year.

Public Benefit

The Trustees confirm they have given due consideration to the Charity Commission's guidance and that COT's purpose is for public benefit.

STRATEGIC REPORT
Achievement and performance
Charitable activities
COT Accommodation

This year has seen a renewed energy across our accommodation services, driven by a shared ambition to deliver outstanding, person-centred support. Our teams have embraced a culture of learning, collaboration, and continuous improvement, recognising the importance of understanding individual and collective skillsets to enhance service delivery.

A key area of focus has been the quality and suitability of our physical environments. We have identified significant opportunities to improve the spaces in which we support people, adopting a practical and proactive approach to environmental enhancement. This includes adapting homes to better meet the evolving needs of individuals, particularly those experiencing age-related changes in mobility, cognition, and health. Our teams have demonstrated compassion, patience, and creativity in making adjustments that promote safety, accessibility, and enjoyment.
We are also exploring the potential of assistive technologies, including AI-enabled solutions, to empower individuals who may face physical limitations. These innovations offer exciting possibilities for increasing autonomy and control in daily life, and we are committed to evaluating their role in future service design.

Operationally, our teams are taking a realistic and reflective approach to performance, standards, and improvement. There is a growing understanding that success requires careful planning, consistent monitoring, and alignment with our mission, vision, and values. We are increasingly identifying champions and experts by experience within our workforce, creating opportunities for peer support and shared learning.

One area of operational complexity has been reconciling commissioned hours with actual staffing hours. This remains a challenge that demands sustained attention, collaboration, and monthly review by service managers. Breaking old habits and embedding new practices is difficult, but essential for achieving transparency and efficiency.
We continue to support 41 individuals in residential services and 38 in supported living. These figures reflect changes over the past year, including the closure of Rock Cottage as accommodation. We currently have one vacancy in residential accommodation for complex care and one in supported living.

Notable milestones include the registration of a new manager at Old School House, with another pending for Rosemary, and the one-year anniversary of Old Port Place, celebrated with a community BBQ and party. Ellis Drive has recently reached full occupancy and is thriving, with residents clearly benefiting from shared living and companionship.

Our teams have facilitated a wide variety of outings throughout spring and summer, often in collaboration with Friends of COT and our fundraising team. These experiences have been thoroughly enjoyed by those we support and reflect our commitment to meaningful engagement and community inclusion.

The implementation of "Log My Care" continues to progress well. It is proving to be a valuable tool for keyworking, support planning, and health management. The platform has enabled more consistent and timely recording of health-related data, including AINMs, which are now being used effectively to support clinical decision-making and communication with healthcare professionals. While there are still skills to be developed around digital recording, the system is already enhancing our ability to deliver responsive and informed care.

Quality Assurance Framework

Our robust quality assurance framework allows us to effectively monitor compliance across our accommodation services. Through live tracking of actions, we maintain clear oversight of areas that may require additional resources or targeted training to support our teams. At the same time, we actively celebrate good practice and encourage the sharing of innovative ideas.

To enhance our quality assessment framework, we have engaged an external provider to conduct visits across all our accommodation-based services. We are committed to ensuring that every service undergoes an audit, regardless of whether it falls under CQC regulation. This proactive approach aligns with our strategic aim to be excellent at everything we do.

COT Life Skills

It has once again been a busy year across our Life Skills programmes, our day students' placements are at 52% which is higher against previous years. Our student placements include individuals who receive support through our accommodation services, as well as those referred by local authorities and families. Our offering continues to provide Life Skills services at The Rare Breeds Centre, which includes the discovery garden, Polton Woods, Art on the Farm, Plants and Produce, The Academy, the Catering Training Kitchen and retail session in the RBC shop.
This year we saw the opening of the sensory room, which is available for those with more complex needs, facilitating multisensory activities. The sensory sessions are available for either private use or supported by one of our Life Skills Team.

Furthermore, we saw the introduction of a music and movement session which was funded through the Friends of COT, these sessions are interactive combining music with physical movement. Due to the success of this session the Life Skills team are exploring how this could be continued into the future.

We signed up to a new accredited training provider AQA. Our life skills projects have the opportunity to deliver any of the 20,000 pre-written awards and many others we have written. One notable set of awards is our zoonotic disease programme, written in collaboration with the Nation Farm Attraction Network (NFAN) in which students gain an understanding of the NFAN Code of Practice, keeping themselves and our visitors safe.

Our Art on the Farm programme has recently reconnected with a concept store in Rye where items created in our studio are sold to the general public, raising awareness of COT and the wider impact our work can have. We are planning to have a feature wall during the Rye Art Festival, preparations are underway.
Poulton woods Olympics were held in August, where we saw hobby horse dressage, space hooper racing and welly wanging. In January the annual 'Haggis Hunt' proved a great success with participants receiving the first ever AQA award in haggis hunting.

A fishing trip was successfully organised in collaboration with the Masonic Fishing Charity, and it proved to be a great success. We have since established connections with a local accessible fishery, and plans are already in motion to arrange future outings. We are hopeful to receive a charitable donation to help purchase fishing equipment, enabling us to offer this activity on a more regular basis.

COT Rare Breeds Centre

The Rare Breeds Centre remains a vital component of COT. This year, we have concentrated on enhancing our safety systems and implementing an annual events programme.

The RBC has been granted a three-year Animal Welfare Licence, a recognition of its continued commitment to excellence in care and compliance with regulatory standards.

As part of our ongoing dedication to health and safety, we have enhanced our communications around the importance of hand hygiene. These measures are designed to protect the wellbeing of our staff, the individuals we support, and all visitors to our facilities.

This follows a precautionary voluntary closure in July 2024, undertaken in response to a suspected transmission of E. coli. Since then, we have taken proactive steps to strengthen our safety protocols across the RBC and reinforce best practices across our operations.

We remain steadfast in our mission to provide a safe, supportive, and high-quality environment for all.

Our farm team has welcomed new arrivals, including baby goats, lambs, and piglets. Their dedication and hard work ensure that these new additions receive exceptional care. The team's tireless efforts guarantee that our animal welfare standards go above and beyond, reflecting their unwavering commitment to the well-being of all our animals.
Our Halloween and Christmas events were a huge hit, drawing fantastic crowds and receiving rave reviews! For the first time, we also introduced Christmas Twilight Grottos, showcasing the farm in the magical winter evenings.
We've had the joy of welcoming Spidey, enchanting Princesses, and the beloved TV characters Ben and Holly on our special 'Meet the Character' event days. These magical moments brought smiles to countless faces and created unforgettable memories!

We began our partnership with Mindful Bee Publications in November 2024, offering their delightful books for purchase and giving visitors the opportunity to meet the team behind Mindful Bee and Friends. We also hosted three storytelling sessions in the Discovery Zone on the farm, where each family received a free book, with a total of 50 books available.

They have also launched their new book with us, On the Farm with Buzzy Bee and Friends. Visitors enjoyed mindful movement sessions for children with Buzzy Bee. We have added 'Mindful Mondays' as part of the Rare Breeds Centre's 'The Great Outdoors' initiative, promoting mindfulness and the positive impact of being outdoors.
This collaboration between Mindful Bee and Friends and COT reflects our shared commitment to fostering a supportive and nurturing community, where children and families can experience the benefits of mindfulness and creativity.

COT Fundraising
As part of our strategic growth and commitment to long-term sustainability, we engaged a specialist trusts and foundations fundraising consultant to support the enhancement and streamlining of our fundraising operations. This partnership is a key component of our broader strategy to scale our impact, diversify income streams, and build more resilient funding models.

We are building a fundraising infrastructure that will empower us to achieve greater reach, deepen our impact, and secure the resources needed to deliver our mission effectively as we grow.

Towards the end of the financial year, our fundraising efforts included securing sponsorships for our Ruby Jubilee festival, celebrating 40 years as a registered charity. The sponsorships obtained, mostly from local businesses, totalled £5,144 with an additional business pledging £1,000 in services.

The total for all fundraised income for this year, including legacies was £191,272.

Legacies
We are especially grateful for the generous legacies received this year, totalling £64,979.50. Leaving a legacy to COT reflects a profound and personal commitment to our future, and we deeply appreciate the trust and support shown by those who choose to give in this meaningful way.

Hitrade
Hitrade has been a remarkable and long-standing supporter of COT, raising over £1 million through sales at their charity shop over the years. This past year brought significant challenges for their dedicated committee, including the tragic loss of a member and serious long-term health issues affecting another, leading to a six-month pause in their activities. Despite these hardships, their commitment never wavered. True to form, they soon returned to focussing on how best to support COT, and generously funded £17,498 in much-needed projects. These included funding our accessibility audit which forms the blueprint for our accessibility plans for the Rare Breeds Centre.

Ken and Debbie Chappell
Ken and Debbie Chappell, whose son is supported through our accommodation services, along with their relative Jim Graham, have continued their hugely successful Problematic Pop Quiz fundraising efforts. This year alone, they raised £3,722, bringing their overall total to an incredible £53,347. Thanks to their dedication, our sensory room was fully funded and completed in 2024. The trio have tirelessly organised pop quiz events at local golf clubs and other community venues, and we're immensely grateful for their ongoing commitment.

Friends
The Friends of COT, a dedicated group of volunteers including family members of the people we support, continue to play an invaluable role in enhancing lives across our services. Their commitment and generosity have helped fund a wide variety of social activities, trips, and holidays, enriching the lives of those we support.
This year, the group has made a concerted effort to ensure that every service has benefitted from their contributions which amounted to £15,128.43. We are deeply grateful for their continued support and the positive impact they bring to our community.

Regular Giving
Our regular contributors, many of whom are family members of those we support, provide a reliable source of funding that supports every aspect of our work. This year, 73 individuals contributed a total of £27,309. We are deeply grateful to all who remember us through regular giving and continue to stand by our mission.

Corporate, Community Groups and Trusts
We are very fortunate to receive many generous donations from corporations, community groups and trusts, sometimes for specific projects and sometimes unrestricted. Here is a list of this year's fantastic contributors totalling £30,455.52 in donations:

- Tenterden Lions Club
- The Pickled Egg Company
- Wadhurst U3A
- NATS
- Savannah Charitable Trust
- Mark Leonards Trust
- Newchurch WI
- Adler Fairways Insurance Brokers Limited
- Kent County Agricultural Society
- Mid Kent Golf Club
- Rotary Club of Ashford
- Rotary Club of Sandwich
- Earlswood School
- Hook Lane Primary School
- Emmanuel Church
- Lagham Scouts
- Silcocks Farm Shop
- Crown Products (Kent) Ltd
- Bethlem Royal Hospital Bowls Club
- Connect2Socialwork
- West Middlesex Lodge
- Putney Bridge Lodge
- SparkLive Pantomimes Ltd
- Rural Payments Agency

- Bencurtis Park
- Gladwells Pet & Country Store Tenterden
- G D Herbert Charitable Trust

Just Giving
We are so grateful to those who give through the Just Giving platform. One-off donations this year totalled £697.76 and regular monthly donations amounted to £1408 (these are included in the regular giving numbers above). We were also supported by wonderful individuals and an organisation who set up challenge fundraisers through the platform raising the following:

- Claire Stubbington's boxing event: £851.73 (£700 on last year's report - final payment received this year)
- Jax Tanner Ford Ride London event: £1616.25 - Poulton Wood
- Kingsfords Solicitors Nuts Challenge event: £748.75 - Unrestricted

COT Membership
Our COT members, most of whom are family members of our supported people, also contribute financially to the Trust. Membership dues this year brought in £4,273 including gift aid from our 134 members.

COT People
Over the past financial year, we have welcomed 71 new team members across the Trust, including the appointment of a new Head of Visitor Services and Estates to support income generation, and a Relief Co-ordinator to reduce our reliance on agency staffing.

Staff turnover currently stands at 28%, which aligns with the average across the social care sector. Encouragingly, employee referrals have increased, with 14 recruits joining us through our staff referral scheme - a positive sign of internal advocacy and team engagement.

Our new HR management system is now fully live and in use across the organisation. This has already led to a significant reduction in administrative workload and has improved accessibility for managers. Recruitment processes are also being streamlined, with job advertisements now being posted through the new system and pulled through directly to our new website.

We successfully launched a new performance appraisal scheme, which has been positively received across all departments which aligns with our values and sets clear, agreed objectives. Alongside this, we introduced an enhanced annual leave entitlement for our office-based staff who do not require cover - a step towards improved work-life balance and retention.

We continue to monitor and review terms and conditions and employee benefits. We aim to ensure that we are offering an attractive, competitive package to staff which meets the needs of the Trust and remains affordable longer term.

We have been closely monitoring developments around the upcoming Employment Rights Bill and other legislative changes. To prepare, the HR team has attended relevant webinars and training sessions to ensure we remain compliant and ready to support implementation.

Apprenticeship development has been strong this year. Four members of our social care team completed their Level 2 Adult Care Apprenticeships, achieving three distinctions and one merit. We are currently working on expanding our apprenticeship programme to include Animal Care Level 2 for farm staff. Within the HR team, colleagues are currently studying at Levels 3, 5 and 7, ensuring we continue to develop expertise and add strategic value.

Training across the organisation remains a key priority. This year:

- 1,899 online courses were completed via Care Skills Academy and iHasco
- 42 face-to-face sessions were delivered either in person or virtually
- Two staff members became certified trainers in patient handling
- Five staff members completed the Care Certificate

Farm-based teams received or are scheduled to receive training in tractor driving, brush cutter/trimmer use, RoSPA playground safety, IOSH Managing Safely, and first aid.

We were also proud to receive a grant from The Access Foundation of £5,000, which will support the delivery of a dementia tour bus, internal experimental training, and dementia and learning disability training. These initiatives are expected to benefit 130 members of our social care workforce.

Finally, as part of our ongoing environmental commitment, we have made the recruitment and onboarding process entirely paperless. In addition, training feedback is now collected via QR code surveys, further reducing paper waste.

COT Volunteering
Supporting and coordinating volunteer efforts at COT and the RBC continues to be a key part of our work. Volunteers not only strengthen our capacity to fulfill our mission, but also act as enthusiastic ambassadors, spreading awareness and support throughout the community. Many go on to become some of our most dedicated advocates. With this in mind, our volunteer coordinator, Paul Harris, prioritises building strong relationships while also growing our volunteer base. This year has seen notable progress and success in both areas.

We have also brought the COT Friends group under the volunteer management of our volunteer coordinator this year and are completing all related DBS checks and online training. This restructure is also helping us to assist with their overall recruitment plan.

Since April 1st, 2024, we have seen a notable increase in the number of individuals, university students and corporate groups inquiring about volunteering opportunities with COT. Our volunteer team, including corporate groups D of E and University students, committed a total of 6770 hours for the 2024-25 fiscal year-a 19.32% increase over the previous year.

During the last 12 months we have for the first time two volunteers helping each week in the catering life skills service and another in the kitchen in the Granary restaurant. We also now have two volunteers each week helping in the discovery garden and butterfly tunnel.

- **External Recruitment Efforts**: Our subscription to Simply Connect and our new advertising program on Facebook have yielded positive results in attracting volunteers. This is ongoing from last year and still a positive way to put out the message about our volunteer opportunities

- **Internal recruitment**: We continue to advertise for volunteering opportunities in out gift shop on the farm - and this has yielded some interest.

- **Corporate Involvement:** We are seeing corporate groups now returning for a second year with us, several after taking a vote amongst themselves within their organisation and unanimously deciding COT is where they want to use their volunteer day. We also take the opportunity to talk with corporate groups when they come in about regular volunteering, and this has yielded several very good people. I advertise in the shop as well and this also has produced positive results. Corporate volunteer groups for the year included:

Corporation	Volunteering activity 1st April 2024 – 31st March 2025
Border Force	Removing vegetation & foliage from the butterfly tunnel, and repainting the old birds of prey coups, 4 to 5 weeks of work for our staff, undertaken in one day.
Axa Health	Weeding in the poly tunnels at Plants and Produce, work our staff struggle to find time to do, undertaken in one day.
Port of Dover Authority	Dug out soil from both old shrubberies at Farm View, placed down weed proof membrane and back filled with slate chips, making the area far more manageable and safer for our residents.
Superior Healthcare	Volunteered at Poulton Wood cutting back brambles and cutting grass, allowing access to the walkways in the conservation areas and pond.
The Education People	Dug out old foliage & vegetation and repaired parts of the bird aviary enclosures. Weeks of work for our staff, undertaken in one day.
Howdens Insurance	Painted pig sties around the farm, two weeks' worth of work for our staff, undertaken in one day.
Commercial Services	Clearing weeds in the poly tunnels at Plants and Produce also helped with harvesting.
Ashford Borough Council 1st group	Moved composed heap and mulched poly tunnel at Poulton Wood 4 weeks work for our staff undertaken in one day.
Moat lettings	Weeding in the poly tunnels at Plants and Produce, work our staff struggle to find time to do, undertaken in one day.
One savings bank	Clearing moss and weeds from the patio area at Rosemary cottage making the outside areas safe and fully accessible for all
B & M construction	Painting the wooden paneling around the farm, several weeks of work for our staff, all undertaken in two days by volunteers.

We have continued to provide opportunities for Duke of Edinburgh bronze award students with 12 completing their bronze award and one young lady who achieved bronze last year now achieving her Silver with us, another first for COT! We currently have another 16 young people working towards their bronze award.

Looking ahead, we are opening opportunities to diversify how we utilise volunteer time and skills. Environmental and conservation projects are attracting greater numbers and younger volunteers; including university and college students. Our core group of regular volunteers, who support us week in and week out, has grown to 81 members-a 20.8% increase over last year.

Service	No. volunteers	Total 23-24	Total 24-25
Plants and Produce	7	910	1000
Poulton Wood	11	1015	1135
My Life Skills academy	3	470	580
Art at the Farm	11	1280	1280
Shop/Admissions incl Handyman	2	385	255
Farm/ including environment volunteers	13	1450	1070
Fundraising		105	nil
Catering & Granary Restaurant	3	nil	15
Estates/Admin	2	25	285
Reception	1	165	nil
Events	12	55	560
Gardening Group	1	152	7
Duke of Edinburgh award volunteers	16	384	228
Corporate Volunteers	11 groups	657	715
University / Collage vocational learning time on the farm	3	nil	200
Total		5462	6770

COT Estates

Over the past financial year, the Estates Team has continued to deliver strategic oversight and operational excellence across our property portfolio. Our focus has remained on optimising asset performance, ensuring compliance.

We have successfully completed the disposal of Harrington and The Mariners reducing maintenance liabilities.
There is full statutory compliance across all properties, and we have implemented a renewed fire safety system and updated risk assessments.

As we move forward with our strategic plan, priorities will turn to developing a roadmap for net zero across the estate, focusing on opportunities to enhance the sustainability and resilience of our estate.

STRATEGIC REPORT
Achievement and performance
Celebrating our 40th Year
Our 40th anniversary has been a time of celebration and reflection. Events shaped by the people we support-including a Cream Tea in June and a Music Festival planned for September-have brought our community together in joyful recognition of our shared journey.

We were also proud to see two staff members named finalists in the KICA 2024 Kent Care Awards, a testament to their achievements and the dedication of our teams.

We are also delighted to have been recognised as a finalist in the Kent Charity Awards, in the Large Charty category. This prestigious acknowledgement highlights the scale and impact of our work across Kent and celebrates the commitment of our staff, volunteers and supporters in delivering high-quality, person-centred care and support. Being shortlisted among the county's leading charities affirms our strategic progress and the strength of our community, as we continue to evolve and grow.

Strategic Progress: Caring for Our Tomorrow

Launched in April 2024, our Caring for Our Tomorrow strategy has guided a series of impactful initiatives:

- **Accessibility Audit:** A full accessibility audit of the Rare Breeds Centre was undertaken, ensuring our facilities are inclusive and welcoming to all.

- **Charter Mark Exploration:** Preparations were completed to assess various Charter Mark opportunities, helping guide future decisions on quality assurance and recognition.

- **New Website Launch:** A major milestone was the commissioning and launch of a new website in July 2025, combining the Rare Breeds Centre and COT. This has significantly raised awareness that the RBC is part of COT, strengthening our brand and outreach.

- **Property Management Review**: A comprehensive rent and service charge review was completed, supporting the commercialisation of our property portfolio.

- **Future-Proofing Property:** The closure and sale of The Mariners and Harrington Cottage were key steps in future-proofing our property assets. The Board's commitment to ringfence at least 50% of the proceeds ensures these transitions directly support strategic development.

- **Learning and Development Overhaul:** A complete review of our Learning and Development programme led to an increase in service- and person-specific training courses, enhancing staff capability and care quality.

- **RBC Events Programme:** The Rare Breeds Centre operated a full programme of events, encouraging visitor engagement and community connection.

- **Quality Assurance Framework:** Our Quality Assurance Framework completed its first full year, providing essential data and insights into service quality. This was further strengthened by the introduction of external mock inspections conducted by Delphi Care, adding rigour and objectivity to our internal evaluations.

STRATEGIC REPORT
Financial review
Income and Expenditure

COT saw 3% income growth for 2025 compared to 2024 receiving £7,851,305 (vs 2024: £7,640,508). This was driven by local authority uplifts which unfortunately are still declining relative to minimum wage legislation. Work was carried out where possible to renegotiate rates with some success, alongside increasing hours where supported person's needs have changed.

It is key to note that COT continues to face the headwinds of government pressures on businesses and especially in the areas of National Insurance and minimum wages.

The Rare Breed Centre saw flat income in 2025 compared to 2024 despite the annual increase in ticket pricing with visitor number down 8.5% on the prior year. RBC also experienced a forced closure in July 2024 and lost 2 weeks income as a result. RBC has seen significant change through this financial year with an upgrade to the events programme taking place in early 2025 which we expect to pull through and show growth into year end 2026. Extreme weather including heat, cold and rain continues to prove a challenge for such a site, and the '7 day returns' strategy (detailed under future plans) looks to address this to further protect income.

Expenditure grew by £576,291 (7%). Significant progress has been made to bring staff hours in line with our funding however minimum wage increases alongside ensuring pay reflects the industry benchmark has meant COT raised staff costs in excess of local authority uplifts. This year saw planned investment and upgrades to our IT infrastructure, including hardware, software and our IT support services. As a result IT spend increased 50% from the prior year, this is forecast to reduce by 25% into the new year and we expect significant operational efficiencies to now be possible following this project.

Overall our deficit increased by £567,450 against the prior year. explained by:
1. Increased staff costs vs uplifts from local authorities
2. Flat income of the RBC
3. IT upgrade project.
4. £227K reduction in legacies

Cash flow
COT had a decrease in cash reserves for 2025 to the value of £856,523. This was wholly as the result of our operating activities. To provide some short term working capital, £250,000 of COT's investments were withdrawn at the end of the financial year. This has since been replenished from the sale of Mariners and Harrington properties

Balance sheet
Net assets fell to £6,640,395 (2024: £7,740,151), largely due to the decrease in funds from operating activities as detailed previously. Other balance sheet items remained controlled and consistent to previous years.

Investment policy and objectives
The memorandum of association allows the Trustees to make and hold investments using monies not required for immediate use. The Trust has very significant investments in property and has a policy in place to guide investing an agreed proportion of the cash deposits to improve investment returns.

The Investment Policy was reviewed during the year and agreed on cash being made available for long term and short term investments. COT's investment with the CCLA (Churches, Charities and Local Authorities Investment Management Limited) was approved and is currently at an agreed level, with additional short term investments made where working capital allows. The value of an initial investment with the CCLA of £750,000 made in 2015 stood at £1,337,579 (after £250,000 withdrawn during the year).
The investment objective for the remainder of the trust's reserves is to ensure they are readily available to meet unanticipated cash flow requirements.

STRATEGIC REPORT
Financial review
Reserves policy
At 31 March 2025 the charity had total reserves of £6,667,525 (2024: £7,740,151) which included £4.9m (2024: £5.1m) represented by tangible fixed assets and £1,373,572 (2024:£1,420,376) restricted funds.

It is the general policy of COT to apply its income towards its charitable objectives as much as it reasonably can and hence to avoid accumulating excessive reserves. Where considered appropriate and being mindful not to overcommit the Charity borrowings are undertaken to fund elements of significant capital projects.

The policy of the Trustees is to maintain at least the minimum of cash reserves and working capital sufficient to meet known development plans, as well as the day-to-day needs of the Trust, whilst retaining a reserve to provide for the long term well being of those it supports and to give security to employees. The Trustees also recognise the risk to income posed by factors outside the organisation's control, such as local authority commissioning decisions and funding; social care policy changes; adverse weather at peak visitor times; competition from other visitor attractions or the outbreak of contagious disease.

Having considered these factors, the Board of Trustees reviewed its Reserves Policy during the year and agreed to maintain a target range of between 4 months and 6 months of operating costs at all times. This timeframe reflects the nature of COT's business as a social care provider and the requirement to safeguard all service users by helping them secure suitable alternative accommodation in the event that the Charity ceased to operate.

Going concern
The Trustees have considered whether it is appropriate to prepare the financial statements on the basis that the charity is a going concern. The assessment has included the financial outlook following a year with an operating deficit and net decrease in cash and cash equivalents, as well as the continued progress being made to return COT to a surplus position whilst maintaining CQC standards. As set out in the accounting policies, the assessment includes consideration of anticipated income (with secure contracts in place for charitable activities with the Local Authority) and expenditure commitments for a period of twelve months from the date of approval of these financial statements.

The current projection for the 2025/2026 fiscal year is a deficit of approximately £850K excluding legacies, our 3 year forecasts show a return to surplus and are being further reviewed in line with the strategy that runs through to 2029. COT has sufficient reserves to absorb the current period of deficit with the completed sales of Mariners & Harrington properties in June 2025 increasing cash reserves by £1.4m. COT continues to work hard to identify savings and grow income with part of the COT strategy focused on reaching an optimum size for best economies of scale.

STRATEGIC REPORT
Future plans
As we look ahead to the next chapter in Canterbury Oast Trust's journey, our priorities for the coming year are shaped by our commitment to continuous improvement, sustainability, and person-centred care. Building on the momentum of our 40th anniversary and the launch of our Caring for Our Tomorrow strategy, we have identified the following key areas of focus:

- **7-Day Asset Returns:** We are working on strategies to achieve returns on our assets across the 7 day week, maximising commercial opportunities.

- **Ruby Jubilee Celebrations:** Our 40th anniversary year will culminate in a series of celebratory events, including a Music Festival in September, designed and led by the people we support to honour our shared history and future.

- **Increase in Support Hours:** We will continue to expand our support hours to meet growing demand and ensure that individuals receive the personalised care they need, when they need it.

- **Strengthening the Board:** Recruitment and induction of new trustees will be a priority, ensuring our Board reflects a diverse range of skills and experiences to guide COT's strategic direction.

- **Fundraising Growth:** We will invest in building our fundraising capacity, exploring new opportunities to generate income and strengthen our financial resilience.

- **Access Audit Actions:** Following the accessibility audit of the Rare Breeds Centre, we will begin implementing recommended actions to ensure our facilities are inclusive and welcoming to all.

- **Responsive to Ageing and Health Needs:** We will continue to adapt our services to respond to the evolving health and ageing needs of the people we support, ensuring dignity, choice, and wellbeing remain at the heart of our care.

- **Financial Equilibrium:** Achieving financial stability remains a core objective. With the Residential Contracts with Kent County Council (KCC) due to end in June 2026, we are preparing for a potential retender process to secure the future of this vital part of our accommodation services.

These priorities reflect our ongoing commitment to innovation, inclusion, and sustainability, ensuring that Canterbury Oast Trust remains a trusted and forward-thinking provider of care and support.

STRUCTURE, GOVERNANCE AND MANAGEMENT
Governing document
COT is governed by a Memorandum and Articles of Association and is a registered charity, number 291662.
The charitable purpose is to provide for the training, instruction, employment, future living, occupation, accommodation, sustenance, maintenance and care of people with a learning disability, whether or not they have any other disability.

At an EGM held in April, the membership supported the proposed special resolution to amend the articles of association at Clause 3 to include 'autism' as a condition of those the Charity is able to support. The application to amend the Memorandum has been submitted to the Charity Commission.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

Under the terms of the Articles of Association, the COT is managed by a board of up to eleven Trustees and a maximum of 3 co-opted persons. Each Trustee may serve a maximum of three terms of three years. The Trustees who served during the year are listed on page XX

The board of Trustees has responsibility for strategic development and for overall governance of COT.

Charity Management

The Trustees delegate responsibility for COT's executive leadership and management to the Chief Executive.

The Senior Management Team is comprised of:

- Chief Executive Officer
- Director of People and Culture
- Director of Finance
- Director of Quality and Change
- Director of Commercial Operations
- Director of Social Care

Details of people who worked within the Senior Management Team throughout the year can be found on Page 2.

COT remains a member of the Kent Integrated Care Alliance (KICA), an independent body to support local care providers in Kent and VODG, a membership body representing organisations within the voluntary sector who work alongside disabled people. The membership of these organisations has been maximised throughout the year within the management structures.

Governance

Throughout the financial year, the board operated with a committee structure in place and held the following meetings:

5 Board meetings
1 Away Day
3 Nominations Committee meetings
4 Resource Committee meetings
4 Quality and Risk Committee meetings

Induction and training of new trustees

Trustees are elected or re-elected, as appropriate, by the votes of Full Members at the AGM. Induction for Trustees is arranged and co-ordinated on an individual basis. New Trustees spend time with the Chair of Trustees, the Chief Executive and key members of the Senior Management Team. They also visit the Trust's services to meet those we support and staff.

Trustees are required to undertake mandatory training via e-learning and attend any other training events as identified.

The board ended the financial year with 1 Trustee Vacancy.

COT considers the Board of Trustees and the Chief Executive as their key management personnel. Salary for the CEO is set annually by the Board of Trustees, taking into account individual performance, proportionality with salaries across the organisation, market data and the charity's ability to pay.

STRUCTURE, GOVERNANCE AND MANAGEMENT
Risk management
The charity maintains a structured approach to risk management to ensure that risks are identified, assessed, and appropriately mitigated. A High-Level Risk Register is in place, reviewed monthly by the Executive and regularly by the Board of Trustees, which focuses on strategic risks that could affect the charity's ability to deliver its objectives. In addition, each Director manages an Operational Risk Register to monitor and manage day-to-day risks within their areas of responsibility.

Throughout the year, the charity has closely monitored a range of key risks, including:

- **Financial sustainability** - ensuring the charity maintains diverse and reliable income streams in the face of economic uncertainty and changing funding environments.

- **Governance effectiveness** - maintaining appropriate and effective governance structures in line with modern charity governance standards and regulatory expectations.

- **Health, safety, and safeguarding** - ensuring the safety and wellbeing of our supported people, visitors, volunteers, and staff across all sites and activities.

- **Regulatory compliance** - maintaining compliance with charity law, fundraising regulations, data protection requirements, and health and safety legislation.

- **Service delivery and reputation** - ensuring continuity and quality of service delivery, protecting the charity's reputation, and meeting the needs of our beneficiaries.

- **IT systems and data security** - safeguarding against risks related to cyber security, data protection, and digital infrastructure resilience.

REFERENCE AND ADMINISTRATIVE DETAILS
Registered Company number
01897198 (England and Wales)

Registered Charity number
291662

Registered office
South Of England Rare Breeds Ctr
Highlands Farm
Woodchurch
Kent.
TN26 3RJ

Auditors
Xeinadin Audit Ltd
12 Conqueror Ct
Sittingbourne
Kent
ME10 5BH

TRUSTEES' RESPONSIBILITY STATEMENT
Statement of Trustees Responsibilities

The Trustees (who are also directors of Canterbury Oast Trust for the purpose of company taw) are responsible for preparing the Trustees' report and the financial statement in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the company for that period. In preparing these financial statements, the Trustees are required to:
 o select suitable accounting policies and apply them consistently;
 o observe the methods and principles of the charities SORP;
 o make judgements and estimates that are reasonable and prudent; and
 o prepare the financial statements on an on-going concern basis unless it is inappropriate to presume that charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy, at any time, the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006 (as amended).

They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of frais and other irregularities.

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

Provision of information to the auditor

So far as each of the Trustees is aware at the time this report is approved there is no relevant audit information of which the Trust's auditor is unaware and the Trustees have taken all reasonable steps that they ought to have taken to make themselves aware of any relevant audit information and to ensure that the auditor is aware of that information.

AUDITORS
The auditors, Xeinadin Audit Ltd, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on ......15...September 25 and signed on the board's behalf by:

Kenj Hesketh
....
K J Hesketh - Trustee

Opinion
We have audited the financial statements of Canterbury Oast Trust (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

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

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

Other information
The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:
- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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.

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our objectives in performing the audit are to identify and assess the risk of material misstatement in the financial statements due to fraud or error and to obtain sufficient audit evidence to support this. We also evaluate and respond to the risk of material misstatements.

Audit procedures performed by the engagement team included:

- Obtaining an understanding of the legal and regulatory frameworks that are applicable to the entity.
- Assessing the risks of material misstatements in respect of fraud by enquiring of management as well as reviewing the service organisations used. These were corroborated by reviewing Board Minutes, correspondence with HMRC and Companies House as well as with Service Organisations.
- Gaining a sufficient understanding of the internal control environment, including systems in place for the detection and prevention of fraud.
- Understanding the company's current activities, assets, liabilities, as well as future plans.

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 Report of the Independent Auditors.

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

Nicholas Hume FCA

Nicholas Hume FCA (Senior Statutory Auditor)
for and on behalf of Xeinadin Audit Ltd
19 North Street
Ashford
Kent
TN24 8LF

Date: 15th September 25

STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 March 2025

	Notes	Unrestricted funds £	Restricted funds £	31.3.25 Total funds £	31.3.24 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	359,183	83,874	443,057	684,478
Charitable activities	4				
Care and life skills		6,087,957	-	6,087,957	5,537,419
Social enterprise groups		1,308,624	-	1,308,624	1,389,852
Investment income	3	2,380	-	2,380	13,412
Other income		9,287	-	9,287	15,347
Total		7,767,431	83,874	7,851,305	7,640,508
EXPENDITURE ON					
Raising funds	5	3,731	10,506	14,237	34,908
Charitable activities	6				
Care and life skills		6,684,807	104,978	6,789,785	6,586,347
Social enterprise groups		1,861,102	-	1,861,102	1,725,175
Other		216,427	15,194	231,621	1,154
Total		8,766,067	130,678	8,896,745	8,347,584
Net gains/(losses) on investments		(27,186)	-	(27,186)	174,780
NET INCOME/(EXPENDITURE)		(1,025,822)	(46,804)	(1,072,626)	(532,296)
RECONCILIATION OF FUNDS					
Total funds brought forward		6,319,775	1,420,376	7,740,151	8,272,447
TOTAL FUNDS CARRIED FORWARD		5,293,953	1,373,572	6,667,525	7,740,151

The notes form part of these financial statements

CANTERBURY OAST TRUST

BALANCE SHEET
31 March 2025

	Notes	Unrestricted funds £	Restricted funds £	31.3.25 Total funds £	31.3.24 Total funds £
FIXED ASSETS					
Tangible assets	11	3,733,994	1,171,809	4,905,803	5,130,049
Investments	12	1,337,579	-	1,337,579	1,615,766
		5,071,573	1,171,809	6,243,382	6,745,815
CURRENT ASSETS					
Stocks	13	87,172	-	87,172	76,860
Debtors	14	482,541	-	482,541	444,756
Cash at bank and in hand		383,052	201,763	584,815	1,441,338
		952,765	201,763	1,154,528	1,962,954
CREDITORS					
Amounts falling due within one year	15	(730,385)	-	(730,385)	(968,618)
NET CURRENT ASSETS		222,380	201,763	424,143	994,336
TOTAL ASSETS LESS CURRENT LIABILITIES		5,293,953	1,373,572	6,667,525	7,740,151
NET ASSETS		5,293,953	1,373,572	6,667,525	7,740,151
FUNDS	16				
Unrestricted funds				5,293,953	6,319,775
Restricted funds				1,373,572	1,420,376
TOTAL FUNDS				6,667,525	7,740,151

The financial statements were approved by the Board of Trustees and authorised for issue on 15 September 25 and were signed on its behalf by:

Ken Hesketh

....

K J Hesketh - Trustee

The notes form part of these financial statements

CASH FLOW STATEMENT
for the Year Ended 31 March 2025

	Notes	31.3.25 £	31.3.24 £
Cash flows from operating activities			
Cash generated from operations	1	(999,685)	(634,731)
Interest paid		-	(1,154)
Net cash used in operating activities		(999,685)	(635,885)
Cash flows from investing activities			
Purchase of tangible fixed assets		(42,074)	(198,416)
Sale of tangible fixed assets		-	103,298
Sale of fixed asset investments		172,814	-
Repayment of loans from subsidiary		1,000	1,000
Interest received		2,380	13,412
Net cash provided by/(used in) investing activities		134,120	(80,706)
Cash flows from financing activities			
Loan repayments in year		-	(192,863)
Net cash used in financing activities		-	(192,863)
Change in cash and cash equivalents in the reporting period		(865,565)	(909,454)
Cash and cash equivalents at the beginning of the reporting period		1,441,338	2,350,792
Cash and cash equivalents at the end of the reporting period		584,815	1,441,338

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT
for the Year Ended 31 March 2025

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.25	31.3.24
	£	£
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(1,072,626)	(532,296)
Adjustments for:		
Depreciation charges	256,913	237,669
Losses/(gain) on investments	103,270	(174,780)
Loss/(profit) on disposal of fixed assets	398	(5,891)
Interest received	(2,380)	(13,412)
Interest paid	-	1,154
Increase in stocks	(10,312)	(8,055)
Increase in debtors	(37,785)	(63,619)
Decrease in creditors	(237,163)	(75,501)
Net cash used in operations	(999,685)	(634,731)

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.24	Cash flow	At 31.3.25
	£	£	£
Net cash			
Cash at bank and in hand	1,441,338	(856,523)	584,815
	1,441,338	(856,523)	584,815
Total	1,441,338	(856,523)	584,815

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

Charity information
Canterbury Oast Trust is a private company limited by guarantee incorporated in England and Wales. The registered office is Highlands Farm, Woodchurch, Ashford, Kent, TN26 3RJ.

In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per voting member of the Trust.

The Trust's objectives and aims are disclosed in the Trustees' and Strategic Report.

The Trust constitutes a public benefit entity as defined by FRS102.

The financial statements are prepared in Sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

Preparation of consolidated financial statements
The Trust is exempt from the requirements to prepare group accounts by virtue of section 402 of the Companies Act 2006. These financial statements therefore present information about the company as an individual undertaking and not about its group. Charities SORP allows a subsidiary to be excluded from consolidation if its results are not material to the group. In the opinion of the Trustees, the turnover and net assets of COT Trading Limited are not material in the context of these accounts and therefore consolidated accounts have not been prepared, details of this subsidiary are given in note 13.

Critical accounting judgements and key sources of estimation uncertainty
In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

Consolidation
The Trustees consider the results of the subsidiary to be immaterial to the group and as such they have not prepared consolidated accounts.

Allocation of support costs
Support costs are allocated between charitable activities and governance costs (central administration) based on actual or estimated time employed by staff in these functions.

continued...

1. ACCOUNTING POLICIES - continued

Income
Income is recognised when the charity has entitlement to the funds, after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Income received in respect of annual membership to the Rare Breeds Centre is recognised over the period of the membership.

Income tax recoverable in relation to investments income is recognised at the time the investment income is receivable.

Interest income is recognised when it is probable that the economic benefits will flow to the company and the amount of revenue can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and the effective interest rate applicable.

Expenditure
All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Support costs comprise in the main central staff costs, these are allocated between charitable activities and governance costs (central administration) based on actual or estimated time employed by staff in these functions. Governance costs are those Incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

Tangible fixed assets
All assets costing more than £2,000 are capitalised.

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write .off the cost of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	2 - 15 % straight line
Fixtures and fittings	15 - 25% straight line
Motor Vehicles	25% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

Stocks
Stocks and work in progress are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

continued...

1. ACCOUNTING POLICIES - continued

Taxation

The Company is a registered charity and as such its income and gains falling within Sections 371 to 489 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

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

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

For defined contribution schemes the amount charged to net income or expenditure is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

Going concern

The Trustees have considered whether it is appropriate to prepare the financial statements on the basis that the charity is a going concern. The Trustees have reviewed the forecasts for the charity, and in particular considered its anticipated income (with secure contracts in place for charitable activities with the Local Authority) and expenditure commitments for a period of twelve months from the date of approval of these financial statements. With regard to the charity, the Trustees have reviewed the financial projections, budgets and cash position for the period and are satisfied that the charity has adequate finances (including forecast cash and investments throughout the period) and reserves to maintain its ability to operate successfully without additional funding.

Given this, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future, being not less than 12 months from the date of signing these financial statements. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

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2. DONATIONS AND LEGACIES

	31.3.25	31.3.24
	£	£
Gifts	397,463	410,956
Legacies	39,979	266,966
Donated services and facilities	-	1,000
Corporate Donors	5,615	5,556
	443,057	684,478

3. INVESTMENT INCOME

	31.3.25	31.3.24
	£	£
Deposit account interest	2,380	13,412

4. INCOME FROM CHARITABLE ACTIVITIES

			31.3.25	31.3.24
	Care and life skills	Social enterprise groups	Total activities	Total activities
	£	£	£	£
Income by Charitable Activity	6,087,957	1,308,624	7,396,581	6,927,271

Social enterprise groups comprise the Rare Breeds Centre farm, restaurant and marketing sectors.

5. RAISING FUNDS

Raising donations and legacies

	31.3.25	31.3.24
	£	£
Staff costs	55,112	27,235
Advertising	14,237	4,125
Computer costs	-	3,548
	69,349	34,908

continued...

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 7)	Totals
	£	£	£
Care and life skills	6,200,477	589,308	6,789,785
Social enterprise groups	842,632	1,018,470	1,861,102
	7,043,109	1,607,778	8,650,887

7. SUPPORT COSTS

	Other	Governance costs	Totals
	£	£	£
Other resources expended	176,509	-	176,509
Care and life skills	419,726	169,582	589,308
Social enterprise groups	890,534	127,936	1,018,470
	1,541,881	297,518	1,784,287

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.3.25	31.3.24
	£	£
Depreciation - owned assets	265,955	309,703
(Deficit)/surplus on disposal of fixed assets	398	(5,891)
Auditor Remuneration	23,000	23,000
Fees payable to the company's auditor for non-audit services	8,000	8,000

9. TRUSTEES' REMUNERATION AND BENEFITS

None of the Trustees received any remuneration or benefits from the charity during the year (2024; nil).

Trustees' expenses

During the year, trustee expenses were reimbursed to the amount of £Nil (2024; £104) which relates to admin fees and travel.

continued...

10. STAFF COSTS

	31.3.25	31.3.24
	£	£
Wages and salaries	6,293,869	5,887,376
Other pension costs	103,561	100,479
	6,397,430	5,987,855

The average monthly number of employees during the year was as follows:

	31.3.25	31.3.24
Support and resident services	146	142
Administration	18	18
Commercial, marketing and appeals	59	55
	223	215

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

	31.3.25	31.3.24
£60,001 - £70,000	1	4
£70,001 - £80,000	2	-
£90,001 - £100,000	1	1
	4	5

The Trust considers the following to be their key management personnel; the Board of Trustees, the Chief Executive, the Director of Estates, the Director of People and Culture, the Director of Finance, the Director of Operations, the Director of Transformation and Change.

The total employment benefits including employer pension and national insurance contributions of the key management personnel was £375,773 (2024; £401,632).

The charity operates a defined contribution pension scheme for all qualifying employees in the United Kingdom. The assets of the scheme are held separately from those of the charity in an independently administered fund. The contributions payable by the charity and charged to the statement of income and retained earnings in the year amounted to £98,933 (2024; £96,758).

continued...

11. TANGIBLE FIXED ASSETS

	Freehold property £	Improvements to property £	Fixtures and fittings £	Motor vehicles £	Totals £
COST					
At 1 April 2024	6,576,812	30,534	1,119,581	342,863	8,069,790
Additions	-	-	42,074	-	42,074
Disposals	-	-	(10,684)	(17,703)	(28,387)
Reclassification	30,534	(30,534)	-	-	-
At 31 March 2025	6,607,346	-	1,150,971	325,160	8,083,477
DEPRECIATION					
At 1 April 2024	1,996,682	-	712,289	230,770	2,939,741
Charge for year	143,003	-	79,026	43,926	265,955
Eliminated on disposal	-	-	(10,785)	(17,237)	(28,022)
At 31 March 2025	2,139,685	-	780,530	257,459	3,177,674
NET BOOK VALUE					
At 31 March 2025	4,467,661	-	370,441	67,701	4,905,803
At 31 March 2024	4,580,130	30,534	407,292	112,093	5,130,049

Included in land and buildings is freehold land at cost of £100,000 (2024: £100,000) which is not depreciated.

Land and buildings pre-dating 1993 are carried at the lower of cost and open market value based on a professional valuation obtained on 13 Jul 1993 by Edward Symons, Chartered Surveyors. Subsequent additions are valued at cost. Freehold property primarily consists of properties from which the charitable activities of the trust are undertaken, some of these properties are especially adapted for providing care services or are unusual in nature (Rare Breeds Centre) and the market value of these properties is not readily available. The insurance cost of rebuilding all the properties is estimated at £27.8m (2024; £27.8m). In the opinion of the Trustees the market value of the freehold property stated in these accounts is in excess of book value but much less than the insurance rebuild cost.

12. FIXED ASSET INVESTMENTS

	31.3.25 £	31.3.24 £
Shares	1,317,579	1,594,766
Loans	20,000	21,000
	1,337,579	1,615,766

continued...

12. FIXED ASSET INVESTMENTS - continued

	Shares in group undertakings	Unlisted investments	Totals
	£	£	£
COST LESS IMPAIRMENT			
At 1 April 2024	100	1,594,666	1,594,766
Disposals	-	(200,000)	(200,000)
Revaluations	-	(77,187)	(77,187)
At 31 March 2025	100	1,317,479	1,317,579
NET BOOK VALUE			
At 31 March 2025	100	1,317,479	1,317,579
At 31 March 2024	100	1,594,666	1,594,766

	Loans to group undertakings
	£
At 1 April 2024	21,000
Repayments in year	(1,000)
At 31 March 2025	20,000

There were no investment assets outside the UK.

Cost or valuation at 31 March 2025 is represented by:

	Shares in group undertakings	Unlisted investments	Totals
	£	£	£
Valuation in 2017	-	124,634	124,634
Valuation in 2018	-	50,145	50,145
Valuation in 2019	-	106,771	106,771
Valuation in 2020	-	(303)	(303)
Valuation in 2021	-	251,208	251,208
Valuation in 2022	-	149,658	149,658
Valuation in 2023	-	(12,227)	(12,227)
Valuation in 2024	-	174,780	174,780
Valuation in 2025	-	(77,187)	(77,187)
Cost	100	550,000	550,100
	100	1,317,479	1,317,579

continued...

12. FIXED ASSET INVESTMENTS - continued

The Charity holds 100 shares of £1 each in its wholly owned trading subsidiary company COT Trading Limited which is incorporated in the United Kingdom. The registered office of COT Trading Limited is Highlands Farm, Woodchurch, Ashford, Kent, TN26 3RJ. These shares are the only shares allotted, called up and fully paid. The activities comprise running the retail operations of the Rare Breed Centre. The results are not consolidated per the accounting policy for investments.

13. STOCKS

	31.3.25	31.3.24
	£	£
Stocks	87,172	76,860

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.25	31.3.24
	£	£
Trade debtors	263,828	180,168
Amounts owed by group undertakings	10,297	7,194
Other debtors	120,073	191,406
Prepayments and accrued income	88,343	65,988
	482,541	444,756

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.25	31.3.24
	£	£
Trade creditors	195,202	361,002
Social security and other taxes	126,783	110,952
Other creditors	46,615	51,383
Accruals and deferred income	361,785	445,281
	730,385	968,618

	2025	**2024**
	£	**£**
Deferred income at 1 April	109,222	102,052
Income received during deferment	169,608	191,653
Release of income during the year	(197,890)	(184,482)
	80,940	109,222

continued...

16. MOVEMENT IN FUNDS

	At 1.4.24	Net movement in funds	Transfers between funds	At 31.3.25
	£	£	£	£
Unrestricted funds				
General	6,313,827	(1,025,822)	5,948	5,293,953
The Rare Breeds Centre development fund	5,948	-	(5,948)	-
	6,319,775	(1,025,822)	-	5,293,953
Restricted funds				
Other restricted funds	19,046	31,328	-	50,374
Woodchurch	35,750	(28,303)	-	7,447
Poulton Wood	30,203	3,470	-	33,673
Horticulture	3,242	(407)	-	2,835
Life Skills	25,908	(1,848)	-	24,060
Catering	2,059	-	-	2,059
Aldington	17,254	(10,221)	-	7,033
Rye	10,733	1,529	-	12,262
Friends of COT	21,289	(10,875)	-	10,414
Salaries	15,762	(8,033)	-	7,729
My Life Skills Academy	43,294	(5,181)	-	38,113
Farm	12,456	1,822	-	14,278
Fundraising	19,871	(4,891)	-	14,980
Craft Room	1,458	-	-	1,458
Restricted Fixed Assets	1,159,880	(15,194)	-	1,144,686
New Romney	2,171	-	-	2,171
	1,420,376	(46,804)	-	1,373,572
TOTAL FUNDS	7,740,151	(1,072,626)	-	6,667,525

continued...

16. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General				
	7,767,431	(8,766,067)	(27,186)	(1,025,822)
Restricted funds				
Other restricted funds	39,249	(7,921)	-	31,328
Woodchurch	569	(28,872)	-	(28,303)
Poulton Wood	6,220	(2,750)	-	3,470
Horticulture	50	(457)	-	(407)
Life Skills	1,068	(2,916)	-	(1,848)
Aldington	795	(11,016)	-	(10,221)
Rye	3,323	(1,794)	-	1,529
Friends of COT	7,042	(17,917)	-	(10,875)
Salaries	7,582	(15,615)	-	(8,033)
My Life Skills Academy	3,861	(9,042)	-	(5,181)
Farm	8,500	(6,678)	-	1,822
Fundraising	5,615	(10,506)	-	(4,891)
Restricted Fixed Assets				
	-	(15,194)	-	(15,194)
	83,874	(130,678)	-	(46,804)
TOTAL FUNDS	7,851,305	(8,896,745)	(27,186)	(1,072,626)

continued...

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.23	Net movement in funds	Transfers between funds	At 31.3.24
	£	£	£	£
Unrestricted funds				
General				
	6,741,628	(447,197)	19,396	6,313,827
The Rare Breeds Centre development fund	62,762	-	(56,814)	5,948
	6,804,390	(447,197)	(37,418)	6,319,775
Restricted funds				
Other restricted funds	18,006	1,040	-	19,046
Woodchurch	20,801	14,949	-	35,750
Poulton Wood	24,630	5,573	-	30,203
Horticulture	12,751	(9,509)	-	3,242
Life Skills	46,941	(21,033)	-	25,908
Catering	7,462	(5,403)	-	2,059
Aldington	19,308	(2,054)	-	17,254
Rye	14,564	(3,831)	-	10,733
Friends of COT	26,730	(5,441)	-	21,289
Salaries	20,773	(5,011)	-	15,762
My Life Skills Academy	47,185	(3,891)	-	43,294
Farm	17,811	(5,355)	-	12,456
Fundraising	17,915	1,956	-	19,871
Craft Room	1,693	(235)	-	1,458
Restricted Fixed Assets				
	1,171,487	(49,025)	37,418	1,159,880
New Romney	-	2,171	-	2,171
	1,468,057	(85,099)	37,418	1,420,376
TOTAL FUNDS	8,272,447	(532,296)	-	7,740,151

continued...

16. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General				
	7,538,917	(8,160,894)	174,780	(447,197)
Restricted funds				
Other restricted funds	1,701	(661)	-	1,040
Woodchurch	25,545	(10,596)	-	14,949
Poulton Wood	21,044	(15,471)	-	5,573
Horticulture	1,274	(10,783)	-	(9,509)
Life Skills	8,316	(29,349)	-	(21,033)
Catering	-	(5,403)	-	(5,403)
Aldington	1,019	(3,073)	-	(2,054)
Rye	(112)	(3,719)	-	(3,831)
Friends of COT	8,113	(13,554)	-	(5,441)
Salaries	1,000	(6,011)	-	(5,011)
My Life Skills Academy	7,124	(11,015)	-	(3,891)
Farm	16,670	(22,025)	-	(5,355)
Fundraising	5,556	(3,600)	-	1,956
Craft Room	355	(590)	-	(235)
Restricted Fixed Assets				
	-	(49,025)	-	(49,025)
New Romney	3,986	(1,815)	-	2,171
	101,591	(186,690)	-	(85,099)
TOTAL FUNDS	7,640,508	(8,347,584)	174,780	(532,296)

continued...

16. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.23	Net movement in funds	Transfers between funds	At 31.3.25
	£	£	£	£
Unrestricted funds				
General				
	6,741,628	(1,473,019)	25,344	5,293,953
The Rare Breeds Centre development fund	62,762	-	(62,762)	-
	6,804,390	(1,473,019)	(37,418)	5,293,953
Restricted funds				
Other restricted funds	18,006	32,368	-	50,374
Woodchurch	20,801	(13,354)	-	7,447
Poulton Wood	24,630	9,043	-	33,673
Horticulture	12,751	(9,916)	-	2,835
Life Skills	46,941	(22,881)	-	24,060
Catering	7,462	(5,403)	-	2,059
Aldington	19,308	(12,275)	-	7,033
Rye	14,564	(2,302)	-	12,262
Friends of COT	26,730	(16,316)	-	10,414
Salaries	20,773	(13,044)	-	7,729
My Life Skills Academy	47,185	(9,072)	-	38,113
Farm	17,811	(3,533)	-	14,278
Fundraising	17,915	(2,935)	-	14,980
Craft Room	1,693	(235)	-	1,458
Restricted Fixed Assets				
	1,171,487	(64,219)	37,418	1,144,686
New Romney	-	2,171	-	2,171
	1,468,057	(131,903)	37,418	1,373,572
TOTAL FUNDS	8,272,447	(1,604,922)	-	6,667,525

continued...

16. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General	15,306,348	(16,926,961)	147,594	(1,473,019)
Restricted funds				
Other restricted funds	40,950	(8,582)	-	32,368
Woodchurch	26,114	(39,468)	-	(13,354)
Poulton Wood	27,264	(18,221)	-	9,043
Horticulture	1,324	(11,240)	-	(9,916)
Life Skills	9,384	(32,265)	-	(22,881)
Catering	-	(5,403)	-	(5,403)
Aldington	1,814	(14,089)	-	(12,275)
Rye	3,211	(5,513)	-	(2,302)
Friends of COT	15,155	(31,471)	-	(16,316)
Salaries	8,582	(21,626)	-	(13,044)
My Life Skills Academy	10,985	(20,057)	-	(9,072)
Farm	25,170	(28,703)	-	(3,533)
Fundraising	11,171	(14,106)	-	(2,935)
Craft Room	355	(590)	-	(235)
Restricted Fixed Assets	-	(64,219)	-	(64,219)
New Romney	3,986	(1,815)	-	2,171
	185,465	(317,368)	-	(131,903)
TOTAL FUNDS	15,491,813	(17,244,329)	147,594	(1,604,922)

17. RELATED PARTY DISCLOSURES

The Trust is exempt from the requirements to prepare group accounts by virtue of section 402 of the Companies Act 2006. These financial statements therefore present information about the company as an individual undertaking and not about its group. Charities SORP allows a subsidiary to be excluded from consolidation if its results are not material to the group. In the opinion of the Trustees the turnover and net assets of COT Trading Limited are not material in the context of these accounts and therefore consolidated accounts have not been prepared.

continued...

17. RELATED PARTY DISCLOSURES - continued

In the year, mock inspection services with a value of £Nil (2024;£7,895) were invoiced to Canterbury Oast Trust by Tara Health Ltd, a company over which a related party acted as a senior consultant. No amounts were outstanding at 31 March 2025.

In the year, software purchases with a value of £9,578 (2024; £22,988) were invoiced to Canterbury Oast Trust by Intelligent Care Software Ltd, a company in which a related party is a member of Key Management Personnel. No amounts were outstanding at 31 March 2025.

18. POST BALANCE SHEET EVENTS

Sale of Mariners Property – the sale of this property for £642,500 was agreed in March 2025, but did not complete until May 2025.

continued...

CANTERBURY OAST TRUST

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 March 2025

	31.3.25 £	31.3.24 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Gifts	397,463	410,956
Legacies	39,979	266,966
Donated services and facilities	-	1,000
Corporate Donors	5,615	5,556
	443,057	684,478
Investment income		
Deposit account interest	2,380	13,412
Charitable activities		
Income by Charitable Activity	7,396,581	6,927,271
Other income		
Gain on sale of tangible fixed assets	(398)	5,891
Government grants received	9,685	9,456
	9,287	15,347
Total incoming resources	7,851,305	7,640,508
EXPENDITURE		
Raising donations and legacies		
Wages	55,112	26,675
Pensions	-	560
Advertising	14,237	4,125
Computer costs	-	3,548
	69,349	34,908
Charitable activities		
Wages	5,284,196	4,916,176
Pensions	87,090	83,048
Purchases	618,089	727,720
Utility and telephone costs	273,750	272,866
Vehicle costs	93,948	73,807
Insurance	142,054	129,652
Repairs and maintenance	432,190	439,961
Bank charges	39,707	44,473
Advertising	39,743	21,180
Carried forward	7,010,767	6,708,883

CANTERBURY OAST TRUST

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 March 2025

	31.3.25	31.3.24
	£	£
Charitable activities		
Brought forward	7,010,767	6,708,883
Miscellaneous	21,850	19,626
Postage and stationer	10,492	11,090
	7,043,109	6,739,599
Other		
Bank interest	-	1,154
Support costs		
Other		
Wages	842,797	878,408
Pensions	973	15,690
Purchases	5,661	5,884
Insurance	28,765	10,548
Vehicle Costs	15,600	10,820
Utilities and Telephone	2,107	31,979
Postage and stationery	17,254	17,183
Repairs and maintenance	203,198	70,510
Depreciation	274,952	284,829
Other Costs	-	101,700
Bank charges	8,672	5,365
Training	42,390	26,245
Miscellaneous	44,400	31,730
	1,486,769	1,490,891
Governance costs		
Wages	111,764	66,117
Pensions	15,498	1,181
Utilities and Telephone	37,760	2,407
Postage and stationery	5,360	1,293
Professional	127,136	7,655
Bank charges	-	404
Training	-	1,975
	297,518	81,032
Total resources expended	8,896,745	8,347,584
Net expenditure before gains and losses	(1,045,440)	(707,076)
Realised recognised gains and losses		
Realised gains/(losses) on fixed asset investments	(27,186)	174,780
Net expenditure	(1,072,626)	(532,296)

This page does not form part of the statutory financial statements

Accounts

REGISTERED COMPANY NUMBER: 01897198 (England and Wales)
REGISTERED CHARITY NUMBER: 291662

REPORT OF THE TRUSTEES AND

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

FOR

CANTERBURY OAST TRUST

Xeinadin Audit Ltd
12 Conqueror Ct
Sittingbourne
Kent
ME10 5BH

CANTERBURY OAST TRUST

CONTENTS OF THE FINANCIAL STATEMENTS
for the Year Ended 31 March 2024

CEO AND CHAIRMAN'S STATEMENT
for the Year Ended 31 March 2024

Last year, our focus was on achieving stability and making improvements across the Canterbury Oast Trust (COT). For the financial year ending March 2024, we have concentrated on strengthening COT, particularly our systems, structures, processes, and financial stability.

At the core of these efforts are the people we support across the charity, who have been instrumental in driving many of the changes implemented. We are delighted to share our reviewed Vision, Mission, and Values, all of which were crafted following engagement events with our stakeholders.

Mission:

- To empower individuality, achieve happiness, and provide high quality in everything we do.

Vision:

- People with learning disabilities shape an inclusive society where anything is possible.

Values and Behaviours:

- Be Courageous
    - We embrace challenges and overcome them.
    - We speak up for what's right.
    - We show resilience in difficult situations.
- Seek Opportunities
    - We actively pursue new experiences.
    - We embrace change and adapt quickly.
    - We proactively create opportunities.
- Work Together
    - We actively collaborate with others.
    - We communicate openly and transparently.
    - We foster a culture of teamwork and respect.

These events offered valuable insights, informing our strategy set to launch later in 2024. Our ambitious strategy is based on four important pillars:

1. Good is Not Good Enough
2. We Do the Right Thing
3. We're the Right Size to Thrive
4. We're Environmental Champions

A pivotal moment this year was our brand refresh. We are thrilled to announce that, following a competition, our new logo was designed by Grace, who lives and learns with us. The new logo aligns with the Rare Breeds Centre (RBC) colour scheme, reinforcing the unity between RBC and COT.

The board made the difficult decision to close The Mariners due to ongoing challenges in managing the building safely for its residents. This closure was handled with compassion and professionalism, with our Executive Team working closely with the residents, their families, and care management teams to ensure the best outcomes. We are pleased to share that these moves have been successful, resulting in the opening of two new supported living services in New Romney.

In 2023, following a tender process, the board commissioned a Governance Review from The Connectives. This included a review of our paper-based systems, interviews with Trustees and the Executive Team, observation of a Board Meeting, and a Feedback Day. The review provided positive comments and recommendations, which the board is currently actioning to further strengthen our practices. One significant change is the reestablishment of a committee structure, which began in the 2024/2025 financial year. COT now operates with three committees:

	Resource Committee	Quality and Risk Committee	Nominations Committee
Chaired by	Karen Blackiston	Dan Gower-Smith	Ken Hesketh
Membership	Michaela Tweedley Fiona Ash Sophy Hazevoet Kevin Ergis	Trevor Pearce Julie Read Michele Allchin Sophy Hazevoet	Sophy Hazevoet Trevor Pearce

Another change was the decision to move away from a named Company Secretary for COT. Karen Blackiston resigned from this role, and the responsibilities have been delegated to the CEO.

We are pleased to conclude with positive news about our improved financial position. Despite continuing to operate at a deficit, significant improvements have been made. The deficit has reduced by over 65% from the year ending March 2023, highlighted by a 45% improvement in performance, a generous legacy donation, and strong investment performance. The deficit in registered care halved, with 15% reductions in supported living and life skills.

Efforts across the charity, including improved income recovery, better staffing and expenditure management, and exploring further savings and efficiencies, have contributed to this progress. RBC experienced a 70% performance improvement, with increased income and visitor numbers against a maintained cost base, bringing it close to breakeven while absorbing over 20% of COT's central overheads

STRATEGIC REPORT
Achievement and performance
Charitable activities
COT Supported Living

At the end of 2023 COT had capacity to support 37 people within our 9 supported living locations and had 5 vacancies. This meant that for the majority of 2023 we were supporting 32 individuals across our supported living services. With the decision to reduce occupancy of one service from 4 to 3, due to the small size of the 2 vacant rooms, and the addition of two new properties our capacity rose to 42.

Throughout most of 2023 the two new properties were not marketed due to a strategic decision to hold these until further improvements were made to our supported living provision. Once COT was in a better place to open two new services, there was a delay in gaining approval from KCC to add them their framework due to an internal restructure within the local authority. This delay inadvertently worked in our favour as we were then able to hold these vacancies for potential opportunities for people needing to relocate from The Mariners. Upon the closure of The Mariners these two new services opened with full occupancy.

With some other moves within these services, this meant we ended the 2023/24 year supporting 39 people across 11 services with just 3 vacancies. As we continue to make improvements across our supported living services we expect to fill our remaining vacancies throughout the 2024/25 year.

We are extremely pleased that we have successfully supported 9 people to move into our supported living services and gain a greater level of independence this year. This includes 8 people previously supported in COT residential care services, all of whom are doing well following their transitions to supported living.

COT Residential Accommodation

COT continued throughout much of the 2023/24 year as it ended the 2022/23 year with capacity to support 53 people within 8 registered care services. With 5 accommodation vacancies this meant we were supporting 48 people for most of the year.

Towards the end of 2023, the extremely difficult decision was made to close The Mariners. This was due to it no longer being reasonably practicable to maintain the building to meet modern safety standards as regulatory requirements continue to increase. During the closure period, regular meetings were held with families and staff and people we support were supported to work with their social work teams to identify suitable and appropriate alternative accommodation. Managing the moves of 10 individuals, while liaising with 5 different local authorities, demonstrates the dedication and commitment of the team from The Mariners. While going through this difficult period themselves, the support they delivered was person centred, compassionate and based firmly on our core values of being courageous, seeking opportunities and working together.

Regulatory requirements also meant the reduction in capacity of another service from 8 to 6. This was to accommodate better fire egress routes from the upper floor. These changes meant we ended 2023/24 with capacity to support 41 people across 7 services. Along with some other moves, we currently have no vacancies within our registered care services. This, along with now having registered managers in place with CQC across all locations, is a strong position for COT to be in.

Having registered managers in place across all services has meant there has been a focus on continuous improvement. Structures are in place to ensure regulatory requirements are met and staff teams have been able to support people to experience a wide range of additional activities. Several people were supported to attend Festability, an accessible music festival that we now hope to support people to attend annually.

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024. The trustees have adopted the provisions of 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).

OBJECTIVES AND ACTIVITIES

Purpose of the Charity

Canterbury Oast Trust (COT) is a charity approaching 40 years of experience of developing and delivering support to people with learning disabilities.

Summary of the main activities

The services we offer include the following:

- Residential Care Services
  Long term support with accommodation for adults with learning disabilities provided in homes to meeting individuals physical and emotional needs.
- Supported Living Services
  Support to individuals in their own homes with their own tenancies. Personal Care support is regulated by the CQC.
- Life Skills
  Support to adults with learning disabilities in a range of skills development and therapeutic activities.

The services are supported by the following teams:

- People Team (Human Resources)
- Finance
- Estates and RBC
- Supporter Engagement (Marketing, Communications and Fundraising)

Geographical Reach

In the operating year, COT was based in Kent and East Sussex. The majority of services provided are Kent based with one residential service based in East Sussex. COT ceased delivering any services in East Sussex in April 2024. However, COT work with a number of commissioning authorities who fund individuals out of the home borough.

Public Benefit

The Trustees confirm they have given due consideration to the Charity Commission's guidance and that COT's purpose is for public benefit.

People have also been supported to access the community more now they are getting used to post-Covid restrictions being lifted. This includes many exciting adventures with several people even being supported to steer the ship on a trip down the River Medway aboard the Kingfisher Mark! This is an accessible river cruiser, specially adapted to support people with additional needs. Other opportunities accessed this year include "Wheel potential" adapted cycling, and we were excited to be able to support the restarting of "Unite" Nightclubs in Ashford.

Quality Assurance Framework

At the end of 2023 a robust quality assurance framework was implemented across our accommodation services.
This is comprised of monthly self-audits for the local management teams to carry out, focussing on health and safety, medication, finances, staff rostering and training. A thorough, person-centred medication audit has been implemented which is carried out every 6 months.

An annual, live audit has also been implemented, which is carried out quarterly and focuses on a different topic each quarter. These audits are carried out by senior managers and Directors. The audits are live and provide a summary page so that the completion of actions can be monitored.

COT Life Skills

After a difficult few years throughout the pandemic, this year finally saw the end of the need for Life Skills much loved Zoom sessions and the return to a full timetable of in person activities. Numbers of students slowly increased and by the end of 2023/24 we were supporting 133 students (69 who live with us and 64 who don't) to access 502 sessions per week across our 8 Life Skills services.

Alongside a welcome return to greater normality this year, Life Skills services have also been exploring options to reintroduce accredited training. COT have signed a contract with AQA and students will soon be able to work towards certificates in a wide range of activities through their Unit Award Scheme (UAS). UAS allows students to engage with learning and have their achievements formally recognised while building up a portfolio of certificates to evidence their skills, knowledge and experience.

As well as continuing to provide Life Skills services at Plants and Produce, Poulton Wood, The Rare Breeds Centre, including the Discovery Garden, Art At The Farm, The Academy, and the Catering Training Kitchen, this year saw the post-Covid return of a limited number of sessions in Retail within the RBC shop and Catering within the Granary Restaurant. One of the highlights of the year however had to be the welcome return of the highly successful and much loved Poulton Wood Open Day. Staff and rangers worked hard to transform the woods into an even more magical place than usual which saw hundreds of visitors having a great day out.

Another highlight was the "India Inspired Fashion Show"!

Students from Art at The Farm spent several months researching, planning and making their outfits before taking to the catwalk to show their artistic talents through the wonderful creations they'd made. With a taste of India being provided by the Life Skills training kitchen, it was a night that will not be forgotten.

COT Rare Breeds Centre

The Rare Breeds Centre has had a positive year seeing a steady increase in visitor numbers.

Due to licensing requirements, the difficult decision was taken to remove the Birds of Prey from the attraction offering in Summer 2023.

After more than 20 years with COT and The Rare Breeds Centre, our dedicated Farm Manager retired. This led to the introduction of a new management structure.

With support from Hitrade we welcomed our new accessible trailer to the Rare Breeds Centre. This was an important step in our aspiration to make the RBC an accessible attraction. The trailer enables wheelchair users to experience the tractor trailer ride and see areas of the RBC site that have previously been inaccessible.

A July 2024 enforced closure by the UKHSA following local E Coli cases will impact next financial year results, however the time made available to our staff and COT fully engaging in the process has resulted in positive improvements across the site which has improved the customer experience and safety upon reopening.

COT Fundraising

This year our fundraising has been primarily focused on funding for specific projects, fulfilling our set goals for the year and providing excellent stewardship to our supporters. Total unrestricted funds raised during the reporting period were £361,330. Our regular giving, membership and unity lottery budgets were not met, but one-off donations slightly exceeded our budget. Two legacies received brought our unrestricted funding total to 373% of budget. In addition, our unbudgeted restricted funding was £101,722 making our fundraising total for the year £463,052.

We have many wonderful people and organisations to thank for their generous contributions over the year.

Legacies

We know that those who leave a legacy to COT are showing a deep and personal commitment to the future of COT and so we are especially grateful for the generous legacies received this year in the amount of £266,916.15.

Project Funding

A huge thanks to our project funders who this year contributed to some important projects and to the quality of life for so many of our supported people.

Hitrade funded £58,971 to projects this year, from the sale of goods at their charity shop by hard working volunteers. Their generous funding has positively impacted our supported people and kickstarted the accessibility improvements on the farm with their funding of our new accessible trailer. Every year, Hitrade contributes to the wellbeing of our supported people and to the infrastructure of our community. They help us to deliver on the excellent support and service we aspire to.

Ken and Debbie Chappell (whose son is in our accommodation services) along with their relative Jim Graham, have continued their highly successful Problematic Pop Quiz fundraising activities. This year, they generated £7,123 bringing their total to £49,625 to fund a sensory room which is expected to be completed in 2024. The trio tirelessly ran pop quiz fundraisers at golf clubs and other organisations locally. Here is a partial list of the organisations that generously participated and help to fund this important project:

- Mid Kent Golf Club
- Woodcote Park Golf
- Banstead Downs Golf Club
- Bethlem Royal Hospital bowls Club
- New Beccs Hockey Club
- Shirley Park Bowls Club
- Bencurtis Park
- Collyer Bristow LL
- Old Gravesendians Rugby Club
- Eltham College PTS

Friends of COT, a fantastic, dedicated group of volunteers, most of whom are family members of our supported people, have continued their fundraising activities with the goal of providing life enriching activities for our supported people including social events, outings, parties and gifts. The total they provided for this year was £11,859.

Regular Giving

Our regular contributors offer a consistency in funding that helps us with all aspects of our charity, with some making major contributions. This year, a total of 73 individuals, 48 of whom are family members of our supported people, contributed £28,486. We are so very grateful to the many supporters who keep us in their hearts with regular giving:

- 65 people gave monthly
- 1 person gave quarterly
- 1 person gave bi-annually
- 18 gave annually

Corporate, Community Groups and Trusts
We receive many generous donations from corporations, community groups and trusts, sometimes for specific services and sometimes unrestricted. Here is a list of this year's fantastic contributors totalling £30,856 in donations:

- Rotary Club of Sandwich
- University of Kent
- Kings Warren School Old Girls' Association
- Putney Bridge Lodge
- New Romney Meeting Point
- Great Chart & Godinton WI
- Bencurtis Park
- Shadoxhurst Chapel
- The Valliant Swimming Club
- Grove End Housing Ltd
- Bluebell Cemetery & Crematorium
- NBC Environment
- Crown Products (Kent) Ltd
- Connect2Socialwork
- The Pickled Egg Company
- Hythe Cycling Club
- Silcocks Farm Shop
- Kent County Show
- The Lord Raglan
- Find a Voice
- Romney Tweed
- Kent County Agricultural Society
- Rural Payments Agency
- G D Herbert Charitable Trust
- Savannah Charitable Trust
- Gilbert Edgar Trust
- Feathers Charitable Trust

Just Giving Fundraisers
We were so impressed by the siblings of two of our supported people who organised Just Giving fundraisers this year with impressive challenges to raise money for COT:

- William Hancock, the brother of one of our supported people raised £306 by running the Bath Half Marathon in October 2023.
- In March 2024 Clare Stubbington, the sister of one of our supported people, raised £700 participating in a charity boxing event.

Just Giving One-off Donations

Many one-off donations were made this year through our Just Giving page, including £2,406 in unrestricted donations as well as £62.50 donated to the farm and £272 donated to the academy.

COT Membership

Finally, our COT members, most of whom are family members of our supported people, also contribute financially to the Trust. Membership dues this year brought in £4,219 including gift aid from our 137 members.

Impact Summary

Donations this year helped to support the continuing high quality of care, skills development, therapeutic programmes and independence support we provide to adults with learning disabilities in our accommodation services and our Life Skills day programmes. Funding for projects provided additional life enhancing equipment, activities and entertainment to our amazing community of supported people. We thank you so much for your continued support of COT.

Future Plans

We are excited to initiate some crowd-funding activities for farm accessibility projects in the coming year and to be working on developing a recruitment pack for a new Trusts and Foundations Manager. This new role will be dedicated to developing compelling and innovative proposals, providing stewardship to our ongoing supporters and developing new funding opportunities.

COT People

Whilst we have said goodbye to some staff we are pleased to have welcomed 76 new staff across the organisation during the year including flexi staff. Our turnover remains very low compared with the sector average and we are hoping that there will be more initiatives to attract and retain staff despite the challenges within the sector.

The team have been attending a number of recruitment events and building relationships with schools, job centres and other organisations who support people to find employment.

We were pleased to have been able to award a salary increase this year although the current financial climate is a challenge, we are continuing to work with local authorities to try and increase the income we receive to make this possible.

We will be introducing a new HR Management System which will be rolled out across the organisation in the financial year ending March 2025, this will bring information to our fingertips with considerable efficiencies in HR processes.

Much work has been carried out to ensure that robust systems are in place to ensure that we are fully compliant with employment law and regulations.

A full audit of our policies and procedures has been undertaken and a project plan has been developed to update and introduce new policies to be accompanied with training, clear guidelines and management toolkits.

After last year's return to face-to-face training in COT we are pleased to have delivered a minimum of 38 courses over the last year including the introduction of Oliver McGowan training as part of our mandatory training provision. We are currently reviewing our mandatory and service specific training for the next financial year.

We have had great success in staff members completing their Level 2 Apprenticeship in Adult Care., with 6 people achieving distinctions and a further 7 completing their Care Certificate.

COT Volunteering

Encouraging and managing volunteer activities remains a crucial aspect of our efforts. Volunteers not only augment our resources and help us achieve our mission and goals, but they also serve as vital ambassadors, promoting our work within the broader community. Often, our volunteers become our most passionate advocates. With this in mind, our volunteer coordinator diligently focuses on relationship management while also expanding our volunteer pool. This year has brought significant successes in these areas.

Since April 1st 2023, we have seen a notable increase in the number of individuals and corporate groups inquiring about volunteering opportunities with COT. Our volunteer team, including corporate groups, gifted a celebration-worthy total of 6,420 hours for the 2023-24 fiscal year-a 67% increase over the previous year.

This rise in volunteer participation has resulted in almost complete coverage for Poulton Wood and Art At The Farm life skills programs for the first time. The overall increase can be attributed to several factors:

Key Recruitment: Sometimes, recruiting one well-connected individual can lead to multiple new volunteers, which has been the case this year.

External Recruitment Efforts: Our subscription to Only Connect and our new advertising program on Facebook have yielded positive results in attracting volunteers.

Corporate Involvement: Many corporations, still operating primarily remotely post-COVID, are seeking opportunities for their staff to meet offline and contribute to a worthy cause. This trend is increasing and is expected to double in the next fiscal year.

This year, we had 7 corporate volunteer groups assisting in various activities including accommodation services decorating, weeding our Life Skills Plants and Produce areas, conservation work in our woodlands and sprucing up on the farm.

The 2023-24 fiscal year also marked the first time a young person volunteered at COT as part of their Duke of Edinburgh Bronze Award. This individual plans to return as a regular volunteer along with her mother, and we have more Duke of Edinburgh volunteers lined up for the next fiscal year.

Looking ahead, we are opening up opportunities to diversify how we utilise volunteer time and skills. Environmental and conservation projects are attracting greater numbers and younger volunteers. Additionally, over this fiscal year, four volunteers transitioned to become members of our flexible staff, and our core group of regular volunteers, who support us day in and day out, has grown to 67 members-a 17.5% increase over last year.

COT Estates

A pro bono Planned Preventative Maintenance (PPM) of the whole estate was carried out, looking at the fabric, electrical and mechanical installations at each building to assess the life span, and cost maintenance and replacement works over a 10 year period.

Following the closure of The Mariners, the board reached the decision to sell the property, arrangements for the sale are underway. Following an updated review of property viability, the decision was reached to sell Harrington Cottage, an accommodation that has been empty for a number of years. The property is currently being prepared for sale.

After the purchase of 2 properties in New Romney, these were successfully added to the KCC Supported Living framework and have provided alternative accommodation for some individuals moving out of The Mariners.

A major project that has been successfully completed in this period was the decision to outsource COT's IT provision with a third party contractor. The roll out of this has been successful and has resulted in greater consistency and security.

Following the resignation of the Director of Estates and RBC, the structure of these areas was reviewed and a recommendation from the CEO was supported by the Board to create a new role responsible for Commercial Operations. The Director of Commercial Operations will be joining COT in September 2024.

Financial review
Income and Expenditure

COT saw 15% income growth for 2024 compared to 2023 £7,640,508 (2022: £6,609,736). 3 key areas were drivers of this growth:
Circa £228K additional donations and legacy receipts.

Uplifts achieved from local authorities however not keeping pace with staff cost increases.

£260K/17% income growth for the Rare Breeds centre, achieved through increased visitor numbers whilst maintaining spend per head levels in the shop and restaurant. The gift aid recovery process has also been significantly improved.

Expenditure grew by £164,748/2%. Significant progress has been made to bring staff hours in line with our funded hours. Our % salary cost to income reduced from 100% in March 2023 to 90% March 2024, with a target to match our funding of 65% there is further work to be done. Significant change of the management team and the central function has been absorbed with a 4% reduction in cost.

The closure of Mariners and opening of Old Port Place brought significant unbudgeted cost, however it was positive that many other areas outperformed therefore we were able to absorb this and remain ahead of our budgeted performance.

Overall our deficit reduced by £1.1m/70% on the prior year with all areas outperforming budget. Although it is not expect improvements although of smaller scale to continue through the new year.

Cash flow

COT had a decrease in cash reserves for 2024 to the value of £909,454. 70% of this decrease is from operating activities. Despite the ongoing deficit challenges due to rising interest rates it was agreed commercially correct to settle COT's only loan in full.

Balance sheet

Net assets fell to £7,740,151 (2023: £8,272,447), largely due to the decrease in funds from operating activities as detailed previously. Other balance sheet items remained controlled and consistent to previous years.

STRATEGIC REPORT
Financial review
Investment policy and objectives
The memorandum of Association allows the Trustees to make and hold investments using monies not required for immediate use. The Trust has very significant investment in property and has a policy in place to guide investing an agreed proportion of the cash deposits to improve investment returns.

The Investment Policy was reviewed during the year and agreed on cash being made available for long term and short term investments. COT's investment with the CCLA was approved and currently at an agreed level, with additional 6 month treasurer investments for any excess over and above our reserves policy. The value of an initial investment with the CCLA of £750,000 made in 2015 stood at £1,615,766 as at 31 March 2024.
The investment objective for the remainder of the Trust's reserves is to ensure they are readily available to meet unanticipated cash flow requirements.

Reserves policy
At 31 March 2024 the charity had total reserves of £7,740,151 (2023: £8,272,447) which included £5.1m (2023: £5.3m) represented by tangible fixed assets, £5,948 (2023: £62,762) designated funds and £1,468,057 (2023:£1,468,057) restricted funds.

It is the general policy of COT to apply its income towards its charitable objectives as much as it reasonably can and hence to avoid accumulating excessive reserves. Where considered appropriate and being mindful not to overcommit the Charity borrowings are undertaken to fund elements of significant capital projects.

The policy of the Trustees is to maintain at least the minimum of cash reserves and working capital sufficient to meet known development plans, as well as the day-to-day needs of the Trust, whilst retaining a reserve to provide for the long term support of those it supports and to give security to employees. The Trustees also recognise the risk to income posed by factors outside the organisation's control, such as local authority commissioning decisions and funding; social care policy changes; adverse weather at peak visitor times; competition from other visitor attractions or the outbreak of contagious disease.

Having considered these factors, the Board of Trustees reviewed its Reserves Policy during the year and agreed to maintain a target range of between 4 months and 6 months of operating costs at all times. This timeframe reflects the nature of COT's business as a social care provider and the requirement to safeguard all service users by helping them secure suitable alternative accommodation in the event that the Charity ceased to operate.

Going concern
The Trustees have considered whether it is appropriate to prepare the financial statements on the basis that the charity is a going concern. The assessment has included the financial outlook following a year with an operating deficit and net decrease in cash and cash equivalents, as well as the continued progress being made to return COT to a surplus position whilst maintaining CQC standards. As set out in the accounting policies, the assessment includes consideration of anticipated income (with secure contracts in place for charitable activities with the Local Authority) and expenditure commitments for a period of twelve months from the date of approval of these financial statements.

The current projection for the 2024/2025 fiscal year is a deficit of approximately £700K excluding legacies, our 3 year forecasts show a return to surplus and are being further reviewed in line with the new strategy roll out, the combined result bringing confidence to the recovery and long term viability of COT. COT continues to have sufficient reserves to absorb the current period of deficit, whilst actively marketing 2 vacant properties. Although it is a desire to reinvest proceeds from these sale a proportion will be utilised to maintain our reserves policy outlined previously. The trustees are in agreement that this 3 year position is achievable and will strengthen COT's ability to deliver it's charitable objectives, mission and vision.

STRATEGIC REPORT

Looking Forward

Our strategy is now in its final stages, with actions based on four important pillars:

1. Good is Not Good Enough
2. We Do the Right Thing
3. We're the Right Size to Thrive
4. We're Environmental Champions

As this takes shape it will guide what the coming years will look like for COT. Year end March 2024 has very much been about reestablishing strong foundations, and this remains our focus into the new year. It is expected as we move into 2025 stability in financials and support will very much be imbedded, which will enable focus to switch to exciting projects that can increase COT's impact with ambitions to lead in our sector.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

COT is governed by a Memorandum and Articles of Association and is a registered charity, number 291662.
The charitable purpose is to provide for the training, instruction, employment, future living, occupation, accommodation, sustenance, maintenance and care of people with a learning disability, whether or not they have any other disability.

At an EGM held in April, the membership supported the proposed special resolution to amend the articles of association at Clause 3 to include 'autism' as a condition of those the Charity is able to support. The application to amend the Memorandum has been submitted to the Charity Commission.

STRUCTURE, GOVERNANCE AND MANAGEMENT
Organisational structure

Under the terms of the Articles of Association, the COT is managed by a board of up to eleven Trustees and a maximum of 3 co-opted persons. Each Trustee may serve a maximum of three terms of three years. The Trustees who served during the year are listed on page 16.

The board of Trustees has responsibility for strategic development and for overall governance of COT.

Trustee Election, Induction & Training

Trustees are elected or re-elected, as appropriate, by the votes of Full Members at the AGM. Induction for Trustees is arranged and co-ordinated on an individual basis. New Trustees spend time with the Chair of Trustees, the Chief Executive and key members of the Senior Management Team. They also visit the Trust's services to meet those we support and staff. Trustees are required to undertake mandatory training via e-learning and attend any other training events as identified.

The board currently has one vacancy. There is one Trustee coming to the end of their maximum nine-year term in October 2024.

COT considers the Board of Trustees and the Chief Executive as their key management personnel. Salary for the CEO is set annually by the Board of Trustees, taking into account individual performance, proportionality with salaries across the organisation, market data and the charity's ability to pay.

Charity Management

The Trustees delegate responsibility for COT's executive leadership and management to the Chief Executive.

The Senior Management Team is comprised of:

- Chief Executive Officer
- Director of Estates and RBC
- Director of People and Culture
- Director of Finance
- Director of Operations
- Director of Quality and Change
- Head of Supporter Engagement

Details of people who worked within the Senior Management Team throughout the year can be found on Page 2.
COT remains a member of the Kent Integrated Care Alliance (KICA), an independent body to support local care providers in Kent and VODG, a membership body representing organisations within the voluntary sector who work alongside disabled people. The membership of these organisations has been maximised throughout the year within the management structures.

Governance

Throughout the financial year, the board operated without a committee structure in place and increased the frequency of board meetings. A new committee structure has been introduced from April 2024.
Throughout the year, the following meetings took place

- 6 Board Meeting
- 1 Special Board Meeting

- 2 Board Away Days
- 4 Nominations Committee Meetings
- 2 Finance Project Group Meetings

Risk management
COT's Risk Register has had a full review and directorate operational risk registers have been reviewed or developed.

The principal risks to COT are:
- Quality of care and support or risk to safety
- Workforce - difficulties in recruitment and retention
- Failure to achieve financial balance
- Compliance with regulators
- Infectious disease

Risks are managed through robust policies, procedures and strategies which are monitored through the charity governance structure and maintaining of a high level risk register.

Communications

COT has successfully implemented a comprehensive communications strategy over the past year, leading to significant improvements in public awareness of the RBC's connection to COT and its mission, as well as an enhanced sense of community across the Trust.

Communication Objectives

For the past year, our communication efforts were driven by the following objectives:

1. Incorporate the message of RBC's relationship to COT in all external comms for increased awareness of COT and its mission.
2. Enhance the sense of community and culture across the Trust.
3. Increase participation of supported people in communications.
4. Increase visitation to the Rare Breeds Centre.
5. Boost supporter engagement and contributions.
6. Increase volunteer recruitment.
7. Develop consistency in branding for both RBC and COT while maintaining separate but related styles across the two.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Key Achievements

- **Social Media Content:** We continued to increase followers across all social media platforms. Greater engagement from services staff and farm crew to provide content has been highly successful, and supported people are now directly approaching our team for their news to be posted online. News outlets now mention following our social media and knowing of the connection between COT and RBC.
    - RBC Facebook visits this fiscal year (including both paid and organic) increased by 111% over last year despite spending 94% less on advertising.
    - RBC Instagram page visits this year increased 55.7% over last year.
    - COT Facebook visits this fiscal year increased by 46.3% over last year
- **Email Campaign Success:** Our external email campaigns saw a 16% increase in open rates over the previous year. Our new internal email campaigns resulted in a robust average 71% open rate with a 22% click through rate.
- **Website Tender:** A local web developing firm has been shortlisted to create our new combined COT and RBC website. This will be a huge move forward for both COT and RBC communications in 2024.
- **Website Traffic and Engagement:** Website traffic was not reported in the previous fiscal year, so we have no comparison. For this fiscal year our numbers for the Rare Breeds Centre site have been captured in areas such as active users, page views and engagement time. This gives a strong platform for comparison and improvements going forward

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
01897198 (England and Wales)

Registered Charity number
291662

Registered office
Highlands Farm
Woodchurch
Kent
TN26 3RJ

Trustees

Kenneth Hesketh	Chairman	
Sophy Hazevoet	Vice Chair	
Trevor Pearce		
Jane Abbott	Lead for Care and Quality	Resigned 30th April 2024
Peter Pearson-Wood	Lead for Rare Breeds Centre	Retired 14th October 2023
Michaela Tweedley	Lead for Estates	
Karen Blackiston	Lead for Finance	
Michele Allchin		
Kevin Ergis		
Esmee Russell		Resigned 23rd August 2023
Fiona Ash		Appointed 14th October 2023
Dan Gower-Smith		Appointed 14th October 2023
Julie Read		Appointed 14th October 2023.

Company Secretary

Karen Blackiston	Until 26th January 2024 then role dissolved

Chief Executive
Sarah Edwards

Senior Managers

Ian Bolingbroke	Director of Estates and Rare Breeds Centre Resigned 31st May 2024
Claire Wye	Director of People and Culture
Michael Hackwell-Read	Director of Finance
Dan Johnson	Director of Operations
Katie Patch	Director of Transformation and Change permanent as Director of Quality and Change from January 2024
Lisa Boulton	Head of Supporter Engagement

Auditors
Xeinadin Audit Ltd
12 Conqueror Ct
Sittingbourne
ME10 5BH

Bankers
National Westminster Bank PLC
20 High Street
Ashford
TN24 8SH

TRUSTEES' RESPONSIBILITY STATEMENT
Statement of Trustees Responsibilities

The Trustees (who are also directors of Canterbury Oast Trust for the purpose of company taw) are responsible for preparing the Trustees' report and the financial statement in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the company for that period. In preparing these financial statements, the Trustees are required to:
o select suitable accounting policies and apply them consistently;
o observe the methods and principles of the charities SORP;
o make judgements and estimates that are reasonable and prudent; and
o prepare the financial statements on an on-going concern basis unless it is inappropriate to presume that charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy, at any time, the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006 (as amended).

They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of frais and other irregularities.

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

Provision of information to the auditor

So far as each of the Trustees is aware at the time this report is approved there is no relevant audit information of which the Trust's auditor is unaware and the Trustees have taken all reasonable steps that they ought to have taken to make themselves aware of any relevant audit information and to ensure that the auditor is aware of that information.

AUDITORS
The auditors, Xeinadin Audit Ltd, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on ......20.09.24.......................... and signed on the board's behalf by:

Ken Hesketh

....
K J Hesketh - Chair

Opinion

We have audited the financial statements of Canterbury Oast Trust (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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.

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our objectives in performing the audit are to identify and asses the risk of material misstatement in the financial statements due to fraud or error and to obtain sufficient audit evidence to support this. We also evaluate and respond to the risk of material misstatements.

Audit procedures performed by the engagement team included:

- Understanding the entity's current activities, assets and liabilities and comparing these to the entity's charitable objectives and aims.
- Discussing with management as to any known or suspected instances of non-compliance with laws and regulations, including fraud.
- Gaining an understanding of the legal and regulatory framework applicable to the charity and how the charity is complying with that framework.
- Evaluating the susceptibility of the entity's financial statements to material misstatement, including how fraud might occur.
- Confirmations from management and those charged with governance as regards related parties.
- Obtaining 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 on the effectiveness of the company's internal control.
- Assessing the appropriateness of accounting policies used and the reasonableness of accounting estimates, whilst challenging assumptions made by those charged with governance in the course of accounting estimates.
- Identifying and testing manual journal entries.
- Reading minutes of meetings of those charged with governance and reviewing any correspondence with regulatory bodies.
- Evaluating 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.

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 Report of the Independent Auditors.

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

Nicholas Hume

Nicholas Hume FCA (Senior Statutory Auditor)
for and on behalf of Xeinadin Audit Ltd
12 Conqueror Ct
Sittingbourne
Kent
ME10 5BH

Date: 20/9/2024

STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 March 2024

	Notes	Unrestricted funds £	Restricted funds £	31.3.24 Total funds £	31.3.23 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	582,887	101,591	684,478	384,805
Charitable activities	4				
Care and life skills		5,537,419	-	5,537,419	4,909,645
Social enterprise groups		1,389,852	-	1,389,852	1,271,364
Investment income	3	13,412	-	13,412	4,300
Other income		15,347	-	15,347	39,622
Total		7,538,917	101,591	7,640,508	6,609,736
EXPENDITURE ON					
Raising funds	5	34,908	-	34,908	71,908
Charitable activities	6				
Care and life skills		6,421,683	164,664	6,586,347	6,369,872
Social enterprise groups		1,703,150	22,025	1,725,175	1,732,293
Other		1,154	-	1,154	8,763
Total		8,160,895	186,689	8,347,584	8,182,836
Net gains/(losses) on investments		174,780	-	174,780	(12,227)
NET INCOME/(EXPENDITURE)		(447,198)	(85,098)	(532,296)	(1,585,327)
Transfers between funds	18	(37,418)	37,418	-	-
Net movement in funds		(484,616)	(47,680)	(532,296)	(1,585,327)
RECONCILIATION OF FUNDS					
Total funds brought forward		6,804,390	1,468,057	8,272,447	9,857,774
TOTAL FUNDS CARRIED FORWARD		6,319,774	1,420,377	7,740,151	8,272,447

The notes form part of these financial statements

CANTERBURY OAST TRUST

BALANCE SHEET
31 March 2024

	Notes	Unrestricted funds £	Restricted funds £	31.3.24 Total funds £	31.3.23 Total funds £
FIXED ASSETS					
Tangible assets	11	3,970,176	1,159,873	5,130,049	5,270,578
Investments	12	1,615,766	-	1,615,766	1,441,986
		5,585,942	1,159,873	6,745,815	6,712,564
CURRENT ASSETS					
Stocks	13	76,860	-	76,860	68,805
Debtors	14	444,756	-	444,756	377,268
Cash at bank and in hand		1,180,835	260,503	1,441,338	2,350,792
		1,702,451	260,503	1,962,954	2,796,865
CREDITORS					
Amounts falling due within one year	15	(968,618)	-	(968,618)	(1,080,071)
NET CURRENT ASSETS		733,833	260,503	994,336	1,716,794
TOTAL ASSETS LESS CURRENT LIABILITIES		6,319,775	1,420,376	7,740,151	8,429,358
CREDITORS					
Amounts falling due after more than one year	16	-	-	-	(156,911)
NET ASSETS		6,319,775	1,420,376	7,740,151	8,272,447
FUNDS	18				
Unrestricted funds				6,319,775	6,804,390
Restricted funds				1,420,376	1,468,057
TOTAL FUNDS				7,740,151	8,272,447

The financial statements were approved by the Board of Trustees and authorised for issue on ....20.09.2024............... and were signed on its behalf by:

Ken Hesketh

....
K J Hesketh - Chair

The notes form part of these financial statements

CASH FLOW STATEMENT
for the Year Ended 31 March 2024

	Notes	31.3.24 £	31.3.23 £
Cash flows from operating activities			
Cash generated from operations	1	(634,731)	(1,044,675)
Interest paid		(1,154)	(8,763)
Net cash used in operating activities		(635,885)	(1,053,438)
Cash flows from investing activities			
Purchase of tangible fixed assets		(198,416)	(1,314,482)
Sale of tangible fixed assets		103,298	23,618
Repayment of loans from subsidiary		1,000	1,000
Interest received		13,412	4,300
Net cash used in investing activities		(80,706)	(1,285,564)
Cash flows from financing activities			
Loan repayments in year		(192,863)	(30,208)
Net cash used in financing activities		(192,863)	(30,208)
Change in cash and cash equivalents in the reporting period		(909,454)	(2,369,210)
Cash and cash equivalents at the beginning of the reporting period		2,350,792	4,720,002
Cash and cash equivalents at the end of the reporting period		1,441,338	2,350,792

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT
for the Year Ended 31 March 2024

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.24	31.3.23
	£	£
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(532,296)	(1,585,327)
Adjustments for:		
Depreciation charges	237,669	253,178
(Gain)/losses on investments	(174,780)	12,227
Profit on disposal of fixed assets	(5,891)	(19,253)
Interest received	(13,412)	(4,300)
Interest paid	1,154	8,763
Increase in stocks	(8,055)	(5,026)
(Increase)/decrease in debtors	(63,619)	12,195
(Decrease)/increase in creditors	(75,501)	282,868
Net cash used in operations	(634,731)	(1,044,675)

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.23	Cash flow	At 31.3.24
	£	£	£
Net cash			
Cash at bank and in hand	2,350,792	(909,454)	1,441,338
	2,350,792	(909,454)	1,441,338
Debt			
Debts falling due within 1 year	(35,952)	35,952	-
Debts falling due after 1 year	(156,911)	156,911	-
	(192,863)	192,863	-
Total	2,157,929	(716,591)	1,441,338

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

Charity information
Canterbury Oast Trust is a private company limited by guarantee incorporated in England and Wales. The registered office is Highlands Farm, Woodchurch, Ashford, Kent, TN26 3RJ.

In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per voting member of the Trust.

The Trust's objectives and aims are disclosed in the Trustees' and Strategic Report.

The Trust constitutes a public benefit entity as defined by FRS102.

The financial statements are prepared in Sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

Preparation of consolidated financial statements
The Trust is exempt from the requirements to prepare group accounts by virtue of section 402 of the Companies Act 2006. These financial statements therefore present information about the company as an individual undertaking and not about its group. Charities SORP allows a subsidiary to be excluded from consolidation if its results are not material to the group. In the opinion of the Trustees, the turnover and net assets of COT Trading Limited are not material in the context of these accounts and therefore consolidated accounts have not been prepared, details of this subsidiary are given in note 13.

Critical accounting judgements and key sources of estimation uncertainty
In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

Consolidation
The Trustees consider the results of the subsidiary to be immaterial to the group and as such they have not prepared consolidated accounts.

Allocation of support costs
Support costs are allocated between charitable activities and governance costs (central administration) based on actual or estimated time employed by staff in these functions.

continued...

1. ACCOUNTING POLICIES - continued

Income
Income is recognised when the charity has entitlement to the funds, after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Income received in respect of annual membership to the Rare Breeds Centre is recognised over the period of the membership.

Income tax recoverable in relation to investments income is recognised at the time the investment income is receivable.

Interest income is recognised when it is probable that the economic benefits will flow to the company and the amount of revenue can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and the effective interest rate applicable.

Expenditure
All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Support costs comprise in the main central staff costs, these are allocated between charitable activities and governance costs (central administration) based on actual or estimated time employed by staff in these functions. Governance costs are those Incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

Tangible fixed assets
All assets costing more than £2,000 are capitalised.

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write .off the cost of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	2 - 15 % straight line
Fixtures and fittings	15 - 25% straight line
Motor Vehicles	25% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

Stocks
Stocks and work in progress are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

continued...

1. ACCOUNTING POLICIES - continued

Taxation
The Company is a registered charity and as such its income and gains falling within Sections 371 to 489 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

Fund accounting
Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

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

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

For defined contribution schemes the amount charged to net income or expenditure is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

Going concern
The Trustees have considered whether it is appropriate to prepare the financial statements on the basis that the charity is a going concern. The Trustees have reviewed the forecasts for the charity, and in particular considered its anticipated income (with secure contracts in place for charitable activities with the Local Authority) and expenditure commitments for a period of twelve months from the date of approval of these financial statements. With regard to the charity, the Trustees have reviewed the financial projections, budgets and cash position for the period and are satisfied that the charity has adequate finances (including forecast cash and investments throughout the period) and reserves to maintain its ability to operate successfully without additional funding.

Given this, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future, being not less than 12 months from the date of signing these financial statements. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

continued...

2. DONATIONS AND LEGACIES

	31.3.24	31.3.23
	£	£
Gifts	410,956	272,033
Legacies	266,966	75,000
Grants	-	19,850
Donated services and facilities	1,000	12,146
Corporate Donors	5,556	5,776
	684,478	384,805

Grants received, included in the above, are as follows:

	31.3.24	31.3.23
	£	£
Other grants	-	19,850

3. INVESTMENT INCOME

	31.3.24	31.3.23
	£	£
Deposit account interest	13,412	4,300

4. INCOME FROM CHARITABLE ACTIVITIES

			31.3.24	31.3.23
	Care and life skills	Social enterprise groups	Total activities	Total activities
	£	£	£	£
Income by Charitable Activity	5,537,419	1,389,852	6,927,271	6,181,009

Social enterprise groups comprise the Rare Breeds Centre farm, restaurant and marketing sectors.

continued...

5. RAISING FUNDS

Raising donations and legacies

	31.3.24	31.3.23
	£	£
Staff costs	27,235	53,919
Advertising	4,125	6,859
Computer costs	3,548	11,130
	34,908	71,908

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 7)	Totals
	£	£	£
Care and life skills	5,306,479	1,279,868	6,586,347
Social enterprise groups	1,433,120	292,055	1,725,175
	6,739,599	1,571,923	8,311,522

7. SUPPORT COSTS

	Other	Governance costs	Totals
	£	£	£
Care and life skills	1,213,546	66,322	1,279,868
Social enterprise groups	277,345	14,710	292,055
	1,490,891	81,032	1,571,923

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.3.24	31.3.23
	£	£
Depreciation - owned assets	309,703	253,178
Surplus on disposal of fixed assets	(5,891)	(19,253)
Government Grants	-	(20,389)
Auditor Remuneration	23,000	23,500
Fees payable to the company's auditor for non-audit services	8,000	10,550

continued...

9. TRUSTEES' REMUNERATION AND BENEFITS

None of the Trustees recieved any remuneration or benefits from the charity during the year (2023; nil).

Trustees' expenses

During the year, trustee expenses were reimbursed to the amount of £104 (2023; £61) which relates to admin fees and travel.

10. STAFF COSTS

	31.3.24	31.3.23
	£	£
Wages and salaries	5,887,376	5,727,410
Other pension costs	100,479	90,077
	5,987,855	5,817,487

The average monthly number of employees during the year was as follows:

	31.3.24	31.3.23
Support and resident services	142	136
Administration	18	16
Commercial, marketing and appeals	55	52
	215	204

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

	31.3.24	31.3.23
£60,001 - £70,000	4	1
£90,001 - £100,000	1	-
	5	1

In previous periods, the Trust considered the Board of Trustees and the Chief Executive as their key management personnel. However, during the year, a review of the decision making process was done in line with the definition of key management personnel in FRS 102, and as such, the Trust has adjusted their definition of the key management personnel.

The Trust now considers the following to be their key management personnel; the Board of Trustees, the Chief Executive, the Director of Estates, the Director of People and Culture, the Director of Finance, the Director of Operations, the Director of Transformation and Change.

The total employment benefits including employer pension and national insurance contributions of the key management personnel was £401,632 (2023; £485,270).

The charity operates a defined contribution pension scheme for all qualifiying employees in the United Kingdom. The assets of the scheme are held separately from those of the charity in an independently administered fund. The contributions payable by the charity and charged to the statement of income and

continued...

11. TANGIBLE FIXED ASSETS

	Freehold property £	Improvements to property £	Fixtures and fittings £	Motor vehicles £	Totals £
COST					
At 1 April 2023	6,566,601	-	1,071,473	336,598	7,974,672
Additions	10,211	30,534	79,256	78,415	198,416
Disposals	-	-	(31,148)	(72,150)	(103,298)
At 31 March 2024	6,576,812	30,534	1,119,581	342,863	8,069,790
DEPRECIATION					
At 1 April 2023	1,858,350	-	623,917	221,827	2,704,094
Charge for year	138,332	-	119,520	51,851	309,703
Eliminated on disposal	-	-	(31,148)	(42,908)	(74,056)
At 31 March 2024	1,996,682	-	712,289	230,770	2,939,741
NET BOOK VALUE					
At 31 March 2024	4,580,130	30,534	407,292	112,093	5,130,049
At 31 March 2023	4,708,251	-	447,556	114,771	5,270,578

Included in land and buildings is freehold land at cost of £100,000 (2023: £100,000) which is not depreciated.

Land and buildings pre-dating 1993 are carried at the lower of cost and open market value based on a professional valuation obtained on 13 Jul 1993 by Edward Symons, Chartered Surveyors. Subsequent additions are valued at cost. Freehold property primarily consists of properties from which the charitable activities of the trust are undertaken, some of these properties are especially adapted for providing care services or are unusual in nature (Rare Breeds Centre) and the market value of these properties is not readily available. The insurance cost of rebuilding all the properties is estimated at £27.8m (2023; £26.6m). In the opinion of the Trustees the market value of the freehold property stated in these accounts is in excess of book value but much less than the insurance rebuild cost.

12. FIXED ASSET INVESTMENTS

	31.3.24 £	31.3.23 £
Shares	1,594,766	1,419,986
Loans	21,000	22,000
	1,615,766	1,441,986

continued...

12. FIXED ASSET INVESTMENTS - continued

	Shares in group undertakings £	Unlisted investments £	Totals £
COST LESS IMPAIRMENT			
At 1 April 2023	100	1,419,886	1,419,986
Revaluations	-	174,780	174,780
At 31 March 2024	100	1,594,666	1,594,766
NET BOOK VALUE			
At 31 March 2024	100	1,594,666	1,594,766
At 31 March 2023	100	1,419,886	1,419,986

	Loans to group undertakings £
At 1 April 2023	22,000
Repayments in year	(1,000)
At 31 March 2024	21,000

There were no investment assets outside the UK.

Cost or valuation at 31 March 2024 is represented by:

	Shares in group undertakings £	Unlisted investments £	Totals £
Valuation in 2024	-	174,780	174,780
Valuation in 2023	-	(12,227)	(12,227)
Valuation in 2022	-	149,658	149,658
Valuation in 2021	-	251,208	251,208
Valuation in 2020	-	(303)	(303)
Valuation in 2019	-	106,771	106,771
Valuation in 2018	-	50,145	50,145
Valuation in 2017	-	124,634	124,634
Cost	100	750,000	750,100
	100	1,594,666	1,594,766

The Charity holds 100 shares of £1 each in its wholly owned trading subsidiary company COT Trading Limited which is incorporated in the United Kingdom. The registered office of COT Trading Limited is Highlands Farm, Woodchurch, Ashford, Kent, TN26 3RJ. These shares are the only shares alloted, called up and fully paid. The activities comprise running the retail operations of the Rare Breed Centre. The results are not consolidated per accounting policy 1.15.

continued...

13. STOCKS

	31.3.24	31.3.23
	£	£
Stocks	76,860	68,805

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24	31.3.23
	£	£
Trade debtors	180,168	215,683
Amounts owed by group undertakings	7,194	24,329
Other debtors	191,406	70,922
Prepayments and accrued income	65,988	66,334
	444,756	377,268

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24	31.3.23
	£	£
Bank loans and overdrafts (see note 17)	-	35,952
Trade creditors	361,002	457,272
Social security and other taxes	110,952	112,927
Other creditors	51,383	45,927
Accruals and deferred income	445,281	427,993
	968,618	1,080,071

	2024	**2023**
	£	**£**
Deferred income at 1 April	102,052	94,559
Income recieved during deferment	191,653	93,863
Release of income during the year	(184,482)	(86,370)
	109,222	102,052

continued...

16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	31.3.24	31.3.23
	£	£
Bank loans (see note 17)	-	156,911

17. LOANS

An analysis of the maturity of loans is given below:

	31.3.24	31.3.23
	£	£
Amounts falling due within one year on demand:		
Bank loans	-	35,952
Amounts falling due between two and five years:		
Bank loans - 2-5 years	-	156,911

continued...

18. MOVEMENT IN FUNDS

	At 1.4.23 £	Net movement in funds £	Transfers between funds £	At 31.3.24 £
Unrestricted funds				
General				
	6,741,628	(447,197)	19,396	6,313,827
The Rare Breeds Centre development fund	62,762	-	(56,814)	5,948
	6,804,390	(447,197)	(37,418)	6,319,775
Restricted funds				
Other restricted funds	18,006	1,040	-	19,046
Woodchurch	20,801	14,949	-	35,750
Poulton Wood	24,630	5,573	-	30,203
Horticulture	12,751	(9,509)	-	3,242
Life Skills	46,941	(21,033)	-	25,908
Catering	7,462	(5,403)	-	2,059
Aldington	19,308	(2,054)	-	17,254
Rye	14,564	(3,831)	-	10,733
Friends of COT	26,730	(5,441)	-	21,289
Salaries	20,773	(5,011)	-	15,762
My Life Skills Academy	47,185	(3,891)	-	43,294
Farm	17,811	(5,355)	-	12,456
Fundraising	17,915	1,956	-	19,871
Craft Room	1,693	(235)	-	1,458
Restricted Fixed Assets				
	1,171,487	(49,025)	37,418	1,159,880
New Romney	-	2,171	-	2,171
	1,468,057	(85,099)	37,418	1,420,376
TOTAL FUNDS	8,272,447	(532,296)	-	7,740,151

continued...

18. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General				
	7,538,917	(8,160,894)	174,780	(447,197)
Restricted funds				
Other restricted funds	1,701	(661)	-	1,040
Woodchurch	25,545	(10,596)	-	14,949
Poulton Wood	21,044	(15,471)	-	5,573
Horticulture	1,274	(10,783)	-	(9,509)
Life Skills	8,316	(29,349)	-	(21,033)
Catering	-	(5,403)	-	(5,403)
Aldington	1,019	(3,073)	-	(2,054)
Rye	(112)	(3,719)	-	(3,831)
Friends of COT	8,113	(13,554)	-	(5,441)
Salaries	1,000	(6,011)	-	(5,011)
My Life Skills Academy	7,124	(11,015)	-	(3,891)
Farm	16,670	(22,025)	-	(5,355)
Fundraising	5,556	(3,600)	-	1,956
Craft Room	355	(590)	-	(235)
Restricted Fixed Assets				
	-	(49,025)	-	(49,025)
New Romney	3,986	(1,815)	-	2,171
	101,591	(186,690)	-	(85,099)
TOTAL FUNDS	7,640,508	(8,347,584)	174,780	(532,296)

continued...

18. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.22	Net movement in funds	Transfers between funds	At 31.3.23
	£	£	£	£
Unrestricted funds				
General				
	8,244,592	(1,537,954)	34,990	6,741,628
The Rare Breeds Centre development fund	97,752	-	(34,990)	62,762
	8,342,344	(1,537,954)	-	6,804,390
Restricted funds				
Other restricted funds	18,981	(975)	-	18,006
Woodchurch	60,708	(29,587)	(10,320)	20,801
Poulton Wood	14,802	18,384	(8,556)	24,630
Horticulture	10,721	2,030	-	12,751
Life Skills	46,784	157	-	46,941
Catering	5,844	1,618	-	7,462
Aldington	27,550	1,758	(10,000)	19,308
Rye	14,350	214	-	14,564
Friends of COT	27,955	(1,225)	-	26,730
Salaries	20,811	(38)	-	20,773
My Life Skills Academy	42,653	4,532	-	47,185
Farm	33,273	10,038	(25,500)	17,811
Fundraising	16,464	1,451	-	17,915
Craft Room	1,998	(305)	-	1,693
Restricted Fixed Assets				
	1,172,536	(55,425)	54,376	1,171,487
	1,515,430	(47,373)	-	1,468,057
TOTAL FUNDS	9,857,774	(1,585,327)	-	8,272,447

continued...

18. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General				
	6,534,980	(8,060,707)	(12,227)	(1,537,954)
Restricted funds				
Other restricted funds	3,450	(4,425)	-	(975)
Woodchurch	2,003	(31,590)	-	(29,587)
Poulton Wood	12,386	5,998	-	18,384
Horticulture	3,115	(1,085)	-	2,030
Life Skills	2,730	(2,573)	-	157
Catering	14,147	(12,529)	-	1,618
Aldington	3,407	(1,649)	-	1,758
Rye	1,663	(1,449)	-	214
Friends of COT	4,959	(6,184)	-	(1,225)
Salaries	8,846	(8,884)	-	(38)
My Life Skills Academy	6,340	(1,808)	-	4,532
Farm	8,659	1,379	-	10,038
Fundraising	3,051	(1,600)	-	1,451
Craft Room	-	(305)	-	(305)
Restricted Fixed Assets				
	-	(55,425)	-	(55,425)
	74,756	(122,129)	-	(47,373)
TOTAL FUNDS	6,609,736	(8,182,836)	(12,227)	(1,585,327)

continued...

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.22	Net movement in funds	Transfers between funds	At 31.3.24
	£	£	£	£
Unrestricted funds				
General	8,244,592	(1,985,151)	54,386	6,313,827
The Rare Breeds Centre development fund	97,752	-	(91,804)	5,948
	8,342,344	(1,985,151)	(37,418)	6,319,775
Restricted funds				
Other restricted funds	18,981	65	-	19,046
Woodchurch	60,708	(14,638)	(10,320)	35,750
Poulton Wood	14,802	23,957	(8,556)	30,203
Horticulture	10,721	(7,479)	-	3,242
Life Skills	46,784	(20,876)	-	25,908
Catering	5,844	(3,785)	-	2,059
Aldington	27,550	(296)	(10,000)	17,254
Rye	14,350	(3,617)	-	10,733
Friends of COT	27,955	(6,666)	-	21,289
Salaries	20,811	(5,049)	-	15,762
My Life Skills Academy	42,653	641	-	43,294
Farm	33,273	4,683	(25,500)	12,456
Fundraising	16,464	3,407	-	19,871
Craft Room	1,998	(540)	-	1,458
Restricted Fixed Assets	1,172,536	(104,450)	91,794	1,159,880
New Romney	-	2,171	-	2,171
	1,515,430	(132,472)	37,418	1,420,376
TOTAL FUNDS	9,857,774	(2,117,623)	-	7,740,151

continued...

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General				
	14,073,897	(16,221,601)	162,553	(1,985,151)
Restricted funds				
Other restricted funds	5,151	(5,086)	-	65
Woodchurch	27,548	(42,186)	-	(14,638)
Poulton Wood	33,430	(9,473)	-	23,957
Horticulture	4,389	(11,868)	-	(7,479)
Life Skills	11,046	(31,922)	-	(20,876)
Catering	14,147	(17,932)	-	(3,785)
Aldington	4,426	(4,722)	-	(296)
Rye	1,551	(5,168)	-	(3,617)
Friends of COT	13,072	(19,738)	-	(6,666)
Salaries	9,846	(14,895)	-	(5,049)
My Life Skills Academy	13,464	(12,823)	-	641
Farm	25,329	(20,646)	-	4,683
Fundraising	8,607	(5,200)	-	3,407
Craft Room	355	(895)	-	(540)
Restricted Fixed Assets				
	-	(104,450)	-	(104,450)
New Romney	3,986	(1,815)	-	2,171
	176,347	(308,819)	-	(132,472)
TOTAL FUNDS	14,250,244	(16,530,420)	162,553	(2,117,623)

19. RELATED PARTY DISCLOSURES

The Trust is exempt from the requirements to prepare group accounts by virtue of section 402 of the Companies Act 2006. These financial statements therefore present information about the company as an individual undertaking and not about its group. Charities SORP allows a subsidiary to be excluded from consolidation if its results are not material to the group. In the opinion of the Trustees the turnover and net assets of COT Trading Limited are not material in the context of these accounts and therefore consolidated accounts have not been prepared.

In the year, mock inspection services with a value of £7,895 (2023;£nil) were invoiced to Canterbury Oast Trust by Tara Health Ltd, a company over which a related party acted as a senior consultant. No amounts were outstanding at 31 March 2024.

In the year, software purchases with a value of £22,988 (2023; £11,561) were invoiced to Canterbury Oast Trust by Intelligent Care Software Ltd, a company in which a related party is a member of Key Management Personnel. No amounts were outstanding at 31 March 2024.

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 March 2024

	31.3.24	31.3.23
	£	£
INCOME AND ENDOWMENTS		
Donations and legacies		
Gifts	410,956	272,033
Legacies	266,966	75,000
Grants	-	19,850
Donated services and facilities	1,000	12,146
Corporate Donors	5,556	5,776
	684,478	384,805
Investment income		
Deposit account interest	13,412	4,300
Charitable activities		
Income by Charitable Activity	6,927,271	6,181,009
Other income		
Gain on sale of tangible fixed assets	5,891	19,253
Government grants received	9,456	20,369
	15,347	39,622
Total incoming resources	7,640,508	6,609,736
EXPENDITURE		
Raising donations and legacies		
Wages	26,675	52,849
Pensions	560	1,070
Advertising	4,125	6,859
Computer costs	3,548	11,130
	34,908	71,908
Charitable activities		
Wages	4,916,176	4,795,526
Pensions	83,048	74,089
Purchases	727,720	485,485
Utility and telephone costs	272,866	258,219
Vehicle costs	73,807	84,413
Insurance	129,652	116,499
Repairs and maintenance	439,961	608,371
Training	-	11,369
Carried forward	6,643,230	6,433,971

This page does not form part of the statutory financial statements

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 March 2024

	31.3.24	31.3.23
	£	£
Charitable activities		
Brought forward	6,643,230	6,433,971
Bank charges	44,473	47,530
Advertising	21,180	32,436
Miscellaneous	19,626	30,057
Postage and stationer	11,090	13,450
	6,739,599	6,557,444
Other		
Bank interest	1,154	8,763
Support costs		
Other		
Wages	878,408	817,503
Pensions	15,690	13,874
Purchases	5,884	4,318
Insurance	10,548	11,736
Vehicle Costs	10,820	10,796
Utilities and Telephone	31,979	66,094
Postage and stationery	17,183	18,422
Repairs and maintenance	70,510	168,234
Depreciation	284,829	218,102
Other Costs	101,700	-
Professional	-	95,022
Bank charges	5,365	5,552
Training	26,245	14,429
Miscellaneous	31,730	25,685
	1,490,891	1,469,767
Governance costs		
Wages	66,117	61,532
Pensions	1,181	1,044
Utilities and Telephone	2,407	2,335
Postage and stationery	1,293	1,387
Professional	7,655	7,152
Bank charges	404	418
Training	1,975	1,086
	81,032	74,954
Total resources expended	8,347,584	8,182,836
Net expenditure before gains and losses	(707,076)	(1,573,100)

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 March 2024

	31.3.24	31.3.23
	£	£
Realised recognised gains and losses		
Realised gains/(losses) on fixed asset investments	174,780	(12,227)
Net expenditure	(532,296)	(1,585,327)

CANTERBURY OAST TRUST

England & Wales - Charity number 291662

Accounts

Canterbury Oast Trust

Annual Report and Financial Statements for the year ended 31st March 2023

Charity Registration No. 291662

Company Registration No. 01897198 (England and Wales)

Canterbury Oast Trust

Contents

Canterbury Oast Trust

Trustees, Senior Managers and Advisers during the year

Trustees		
Russell Walters	Chairman	Retired 15th October 2022
Kenneth Hesketh	Chairman	Chairman from 15th October 2022
Trevor Pearce	Vice Chair	Vice Chair until 15th October 2022
Sophy Hazevoet	Vice Chair	Vice Chair from 15th October 2022
Jane Abbott	Lead for Care and Quality	
Chris Showell	Lead for Finance and HR	Retired 15th October 2022
Peter Pearson-Wood	Lead for Rare Breeds Centre	
Michaela Tweedley	Lead for Estates	
Ruairidh Roberts		Completed 3-year term 15th October 2022
Karen Blackiston	Lead for Finance	
Michele Allchin		From 15th October 2022
Stuart Bieri		From 15th October 2022 Resigned 6th July 2023
Kevin Ergis		From 15th October 2022
Esmee Russell		From 15th October 2022

Company registered number - 189718
Charity registered number - 291662

Registered Office
Highlands Farm, Woodchurch, Kent, TN26 3RJ

Secretary
Karen Blackiston

Chief Executive	
Sarah Edwards	From 12th September 2022
Bernie Mayall	Interim until 12th September 2022

Senior Managers	
Ian Bolingbroke	Director of Estates from 1st November 2023, previous role Head of Estates
Claire Wye	Director of People and Culture from 20th September 2022
Michael Hackwell-Read	Director of Finance from 16th November 2022
Dan Johnson	Director of Operations from 9th January 2023
Katie Patch	Director of Transformation and Change from 25th January 2023
Lisa Boulton	Head of Supporter Engagement from 5th June 2023
Tina Morris	Head of Visitor Engagement until 14th March 2023
Dominic Evans	Interim Head of Finance from 20th April 2022 until 19th October 2023
Vicky Wardrope	Acting Head of Care from 16th May 2022 until 31st January 2023
Fiona Dodge	Head of Care until 5th July 2022
Susan Langford-Smith	Financial Controller until 30th April 2022
Joanne Booth	Head of Human Resources until 6th October 2022

Auditor
RSM UK Audit LLP, Portland, 25 High Street, Crawley, West Sussex, RH10 1BG

Bankers
National Westminster Bank plc, 20 High Street, Ashford, Kent, TN24 8SH

Canterbury Oast Trust

CEO and Chairman's Statement

There is no doubt that the last year has brought challenges following the inadequate Care Quality Commission (CQC) rating of our supported living services and associated contract compliance with Kent County Council (KCC). Our focus had to be on the steps which had to be taken to raise confidence inside COT and with our regulators and commissioners. Our new Chief Executive, Sarah Edwards had to quickly assemble a new senior management team which brought the skills and experience essential to design and deliver a development programme to restore that confidence.

With a highly skilled and experienced team in place, we have been able to make improvements resulting in an improved rating in the follow up CQC inspection in March 2022.

It's fair to say that the focus of the year has been on gaining stability and making improvements across COT and the wider strategic plan has been paused with the intention to launch 2024 with a new strategic plan which is fit for purpose. A temporary plan was implemented with the following overall objective.

Foundations are in place to start building towards being the high-quality provider of adult social care services.

We have the people, systems, structures and processes identified or in place to support our business functions for the people we support and customers. The complexities of the charity are fully understood by the board and SMT, this has enabled us to focus on a clear future for COT. Individuals and directorates are working together, ensuring that our business leaders have the information and autonomy they need to work effectively and efficiently resulting in COT beginning to reposition ourselves as a high-quality provider of adult social care services.

The board of Trustees has also seen significant change throughout the year with over a third of the board beginning their Trustee role from October 2022. Some new approaches to governance have been introduced over the year as a result of this. This has included ceasing separate committees and bringing this information in to the board meetings so that all issues requiring a decision come directly to the full board. The board continue to have Trustees who take on a 'lead' role in their specific are of skill or interest to support COT. Following the lifting of COVID-19 restrictions, we are also pleased to see the return of Trustee visits to the services. A new process has been introduced to ensure that these are person centred and that the outcome of the visits feed into our quality assurance framework.

The board are well aware of the financial position as reported at the end of 2023 and has ensured swift remedial action to improve the position for 2023/2024.

We have worked hard over the year to improve the way in which we communicate. A dedicated email account has been introduced where stakeholders can send their feedback, the CEO and senior management team have been providing regular updates to stakeholders and listening lunches have been introduced to provide opportunities for both staff, members and family members to meet with the CEO, senior management team and trustees. These have been successful and insightful and have resulted in positive change. The board are also committed to improving their communications with stakeholders and have introduced Bite Size Board updates to provide an overview of the governance activities and general updates sent on behalf of the board.

Canterbury Oast Trust

Trustees Report 2022 / 2023

The Trustees (who are also Directors of the company for the purposes of the Companies Act) are pleased to present their annual report and the audited financial statements of Canterbury Oast Trust (COT) for the year ended 31st March 2023.

The Trustees confirm that the annual report, which includes the strategic report and financial statements of COT, comply with the current statutory requirements, the requirements of COT's governing documents, the Companies Act 2006 and 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).

Purpose of the Charity

Canterbury Oast Trust (COT) is a charity approaching 40 years of experience of developing and delivering support to people with learning disabilities.

Summary of the main activities

The services we offer include the following:

- Residential Care Services
  Long term support with accommodation for adults with learning disabilities provided in homes to meeting individuals physical and emotional needs.
- Supported Living Services
  Support to individuals in their own homes with their own tenancies. Personal Care support is regulated by the CQC.
- Life Skills
  Support to adults with learning disabilities in a range of skills development and therapeutic activities.

The services are supported by the following teams:

- People Team (Human Resources)
- Finance
- Estates and IT
- Supporter Engagement (Marketing, Communications and Fundraising)

Geographical Reach

COT is based in Kent and East Sussex. The majority of services provided are Kent based with one residential service based in East Sussex. However, COT work with a number of commissioning authorities who fund individuals out of the home borough.

Public Benefit

The Trustees confirm they have given due consideration to the Charity Commission's guidance and that COT's purpose is for public benefit.

Canterbury Oast Trust

Main Activities

COT Supported Living

COT has capacity to support 37 people within our 9 supported living locations. We currently have 5 accommodation vacancies meaning we have been supporting 32 people throughout the year. At the start of the year concerns raised to KCC led to an inspection being undertaken by the CQC of our Supported Living registration. This led to a rating of Inadequate. Significant work has been undertaken throughout the year to make the required improvements and further work will continue to ensure these changes are fully embedded. A management restructure was completed to give a greater level of oversight within each location and the service was reinspected by CQC. We are pleased that this service has now progressed to receiving a rating of Requires Improvement.

Alongside making improvements, we have also been required to focus on working from a background of delivering support hours commissioned rather than over delivering these. Historically. Where appropriate, we have engaged with Local Authorities to explore increasing support hours as required.

Despite the challenges of the last year there have been some real positives. One person has been supported to realise their dream of volunteering within an office environment. People we support have produced a list of activities they want to try and have started working their way through that list. One individual was supported to book a holiday with greater independence and one person even gave a presentation to the senior management team about their life story. They are now being supported to share their story wider as an inspirational message to reach for your dreams.

COT Residential Accommodation

COT has capacity to support 53 people within our 8 registered care services. We currently have 5 accommodation vacancies meaning we have been supporting 48 people throughout the year. As with our Supported Living Services, we have worked hard throughout this year on the issue of over delivery of support hours. Alongside this we have introduced an agency usage reduction plan. We also have a renewed focus on ensuring mandatory paperwork is up to date and fit for purpose and work continues on introducing CAREis, a digital support planning and delivery tool.

After coming through the pandemic, we have reengaged with lots of activities. People we support celebrated the Queen's Platinum Jubilee with parties, and mourned her sad passing with afternoon teas. There were also supported holidays and days out including trips on river boats and steam railways along with regular attendance at concerts and shows. Being part of the communities we live in, is an important part of what we do and something we are planning to build on in the future.

Along with being part of our community, being part of our home is also important. One service had a full kitchen refit thanks to donations from our supporters at Hitrade. The new kitchen is far brighter and has given the service some great ideas on how to create an even more accessible work area in the future. Another service has started a project to turn their summerhouse into a sensory space and also transformed part of their garden into a vegetable patch. This project will really help people we support to understand about where their food comes from along with learning about the importance of sustainability.

COT Life Skills

As COVID-19 restrictions were lifted, we saw a significant increase in our on-site Life Skills offering throughout the year. Our Life Skills services continue to be popular with students enjoying a range of training and therapeutic activities. Art at the Farm were commissioned to design bags for the Woodchurch Museum; students have worked on a project to re-vamp the courtyard area outside the Falcon Centre where they can now enjoy a range of outdoor games, activities, music and events.

It has been a delight to see the return of Poulton Wood's Bluebell Cream Tea which was a roaring success, and a great time was had by all who were involved or visited the event.

Our catering students prepared a selection of wonderful treats to be served at a series of engagement events where we gathered feedback from people we support, staff and other stakeholders which fed into the creation of our new Mission, Vision, Values and Behaviours.

A student carried out live carving demonstrations during the annual shows they attend. He did his first live demonstration at the Wealden Midsummer Fair. This has really helped him improve his confidence and gave him a great sense of pride in his amazing skills.

Canterbury Oast Trust

COT Rare Breeds Centre

The Rae Breeds Centre (RBC) welcomed in excess of 124,000 visitors throughout the year and achieved Tripadvisor Travellers' Choice recognition in 2023.

The Granary restaurant received a full refurbishment and reopened to the public for eat in diners. Further improvements were made to the shop and this reopened in 2023. The addition of a picnic barn in Sammy's playground has provided additional shelter for our visitors.

Additional works at the RBC have allowed us to have greater compliance. This year has seen many lockdowns of poultry due to Avian Flu, the works on the poultry pens now mean we can have the birds out without risk of wild birds entering the pens.

COT Fundraising

Raising funds is a vital activity for our charity to deliver the level of excellent care and assistance that we believe the individuals we serve, along with their families and our staff, should receive. We employ a diverse fundraising strategy utilising a variety of revenue sources including regular contributors, one-time individual donors, and legacy bequests, grant-making foundations, and Gift Aid contributions from our Rare Breeds Centre visitors.

We continue to ensure that COT's fundraising activity is compliant with the recognised standards of fundraising as set out in the Code of Fundraising Practice, as well as those required under charity law. COT participates in the Fundraising Regulator's voluntary regulatory regime and does not employ the services of any third-party professional fundraising organisations. No complaints have been received in relation to COT's fundraising activity. All fundraising activity is planned to ensure that it is not unreasonably intrusive or persistent and that no undue pressure is placed on any individual in relation to donation requests.

This year, we continued our Amazon Wish List campaign which provided a wide range of items for our Life Skills training programmes and accommodation services. Funding was also donated by two marathon runners in the 2022 London Marathon who raised a combined total including Gift Aid of £3,548.75.

COT People

We have been pleased to see a return to face-to-face training in COT in the financial year and have a full training programme established to meet the mandatory and service specific training needs.

We have had great success in staff members completing their Level 2 and 3 Apprenticeship in Adult Care. With two achieving Merit and 4 achieving Distinctions.

Significant work has been undertaken in relation to workforce planning to establish the recruitment requirements in each location. As of August 2023, our current vacancy rate in accommodation services is 20% which is expected to reduce to 11% following completion of employment checks for new starters.

COT Volunteering

We have seen improvements in the numbers of volunteers that have returned after Covid measures were eased, but we are still far from pre-Covid numbers. The total number of hours committed by our volunteer team for this fiscal year was 3844 hours.

To encourage more volunteerism we have signed up to an incentive called Simply Connect. This is a free online recruitment tool which matches volunteer roles to prospective volunteer profiles.

This year, there has been a return of corporate volunteer groups helping with small projects on the farm.

We will be focusing on bringing more corporate groups to the Trust over the next 12 months to help with cost-savings to the Trust on vital projects, while providing rewarding work to corporate employees in an inspiring, team-building environment.

COT Estates

During the year 2022 – 2023 works have picked up following what was a quieter time during the pandemic when access was limited. Below is a selection of works that have taken place across the entire estate.

Canterbury Oast Trust

The Estates team has been restructured at the start of 2023 to allow for greater focus on reactive and planned maintenance, the changes have allowed for greater efficiencies.

The final change in the team has been to employ an in-house Health & safety coordinator, this role has been taken on by an existing member of the estates team who is undergoing NEBOSH training. Currently they are being mentored by an external consultant.

Looking Forward

Despite the challenges of the year, it is also an exciting time at Canterbury Oast Trust. We are confident that we can continue to rebuild trust with our stakeholders and reposition COT to be the innovative and respected provider of social care that we were in the past.

Work is underway to strengthen the board and ensure that we retain a strong representation of family members of people supported by COT whilst also expanding the areas of expertise that Trustees bring. This will be further developed throughout the year.

The purchase of Old Port Place was completed in January 2023. There is a strategic plan to open this to new referrals to COT. The new Senior Management Team have significant experience in the development of new services and will apply this expertise to ensure that this is set up with effective modelling which is in line with best practice and our commissioning contracts.

We have been working on our reviewing our Mission, Vision and Values, this has been a collaborative approach with engagement events to gather feedback from the people we support and our workforce. These were incredibly insightful and gave us a real understanding of what was important to people for the future of COT. Following analysis of the feedback, an away day with Trustees and the Senior Management Team and sample testing of the drafts, the Mission, Vision and Values have been finalised and will be launched in 2023.

Mission

To empower individuality, achieve happiness and provide high quality in everything we do.

Vision

People with learning disabilities shape an inclusive society where anything is possible.

Values and Behaviours

Be Courageous
We embrace challenges and overcome them.
We speak up for what's right.
We show resilience in difficult situations.

Seek Opportunities
We actively pursue new experiences.
We embrace change and adapt quickly.
We proactively create opportunities.

Work Together
We actively collaborate with others.
We communicate openly and transparently.
We foster a culture of teamwork and respect.

As part of this work in 2023, we are launching a competition to the people we support to design our new logo and strapline. This is a fantastic opportunity for people to help shape the future branding of COT. This will also be undertaken with a long awaited newly designed website and the return of In Touch magazine.

Canterbury Oast Trust

Structure, Governance and Management

The Trust is governed by a Memorandum and Articles of Association and is a registered charity, number 291662.

The charitable purpose of the Trust is to provide for the training, instruction, employment, future living, occupation, accommodation, sustenance, maintenance and care of people with a learning disability, whether or not they have any other disability.

Structure

Under the terms of the Articles of Association, the Trust is managed by a board of up to eleven Trustees and a maximum of 3 co-opted persons. Each Trustee may serve a maximum of three terms of three years. The Trustees who served during the year are listed on page 2.

The board of Trustees has responsibility for strategic development and for overall governance of COT.

Trustee Election, Induction & Training

Trustees are elected or re-elected, as appropriate, by the votes of Full Members at the AGM. Induction for Trustees is arranged and co-ordinated on an individual basis. New Trustees spend time with the Chair of Trustees, the Chief Executive and key members of the Senior Management Team. They also visit the Trust's services to meet those we support and staff. Trustees are required to undertake mandatory training via e-learning and attend any other training events as identified.

The board currently has one Trustee vacancy. There is one Trustee coming to the end of their maximum nine-year term and two are up for re-election in October 2023.

Trustee recruitment priorities has focused on the areas identified as skills gaps following a Trustee self-assessment skills audit. The priority areas are as follows:

- Learning Disability specific work or commissioning related experience
- Human Resources
- Charity / Company Law
- Fundraising

COT considers the Board of Trustees and the Chief Executive as their key management personnel. Salary for the CEO is set annually by the Board of Trustees, taking in to account individual performance, proportionality with salaries across the organisation, market data and the charity's ability to pay.

Charity Management

The Trustees delegate responsibility for the Trust's executive leadership and management to the Chief Executive.

The Senior Management Team is comprised of:

- Chief Executive Officer
- Director of Estates
- Director of People and Culture
- Director of Finance
- Director of Operations
- Director of Transformation and Change
- Head of Supporter Engagement

Details of people who worked within the Senior Management Team throughout the year can be found on Page 3.

COT remains a member of the Kent Integrated Care Alliance (KICA), an independent body to support local care providers in Kent and VODG, a membership body representing organisations within the voluntary sector who work alongside disabled people. The membership of these organisations has been maximised throughout the year within the management structures.

Governance

The Board met 7 times in the financial year. A strategic away day was delayed until July 2023 to enable the new Trustees to complete inductions and gain greater understanding of the charity.

Issues were discussed in more detail at the following Committees:

- Care & Quality - met 3 times
- Finance - met 2 times
- Human Resources - met 2 times
- Nominations - met once
- Board and Care & Quality combined - met 2 times

Separate committees ceased from November 2022.

Risk Management

COT maintain a Risk Register, which takes in to account the threats to the charity and is reviewed at least annually. A full review and update of the risk register is currently taking place.

The CQC report and associated contract sanctions highlighted the key existential risk to COT. The board were swift to respond with immediate and regular meetings, actions plans and recruitment of key personnel to make improvements and ensure the safety of the people supported. Resources were provided to the Senior Management Team to ensure that issues could be addressed.

The action plan was regularly reviewed both internally and with key stakeholders to ensure that improvements were made and embedded in to practice. This resulted in improved ratings at the next CQC inspection but there is more work to do.

The organisational action plan was replaced for a more person-centred approach in line with a new quality assurance framework enabling focus to be on the individual needs of each location whilst not losing sight of the organisational changes required.

The principal risks to COT are:

- Quality of care and support or risk to safety
- Workforce – difficulties in recruitment and retention
- Failure to achieve financial balance
- Compliance with regulators

Risks are managed through robust policies, procedures and strategies which are monitored through the charity governance structure.

Communications

As the COVID-19 restrictions eased, we have been able to return to a normal operating environment. We have listened to the feedback and concerns about communication and introduced new systems to ensure that feedback is captured and acted upon. Furthermore, we have introduced additional opportunities for open communication and ensured that regular updates have been shared with the people we support, our workforce, members and wider stakeholders.

Financial Review

Income and Expenditure

COT saw consistent income for 2023 compared to 2022 £6,609,735 (2022: £6,684,864). This was a consistent theme across all activities.

However, expenditure, specifically related to charitable activities grew by £1,651,356/25.6%. £931K/56% of this increase was in relation to staff costs. Inflationary pressures and cost of living impacts to our staff, 2 significant increases along with 2 cost of living payments were approved to bring staff in line with market rate and support them in the current economic climate. In addition, there has been inefficiencies experienced with support hours, and high engagement with agency and the resulting cost incurred. Significant work continues to be carried out into 2023/24 year to bring this back in line.

A further 16% of the increase was as a result of repairs and maintenance, majority of which was catch up work from the challenges and works paused during the COVID pandemic. Cost increases were experienced across the board, of which inflation can be directly attributed in many places. There has been acknowledgement that a procurement policy needs tighter control and a full review, something which has been underway post year end.

Cash flow

COT had a decrease in cash reserves for 2023 to the value of £2,369,210. 44% of this decrease is from operating activities, directly related to the expenditure impact previously detailed. £1,314,482 was invested into tangible fixed assets with 2 considerable investments; an £882,371 purchase of an additional property and £169,403 spent on a complete refurbishment of the granary restaurant.

Balance sheet

Net assets fell to £8,272,447 (2022: £9,857,774), largely due to decrease in funds from operating activities as detailed previously. Tangible asset additions grew our asset base and also impacted the cash as a result, other balance sheet items remained controlled and consistent to previous years.

Going concern

The Trustees have considered whether it is appropriate to prepare the financial statements on the basis that the charity is a going concern. The assessment has included the financial outlook following a year with an operating deficit and net decrease in cash and cash equivalents, as well as the continued progress being made following the CQC report and KCC findings. As set out in the accounting policies, the assessment includes consideration of anticipated income (with secure contracts in place for charitable activities with the Local Authority) and expenditure commitments for a period of twelve months from the date of approval of these financial statements.

We are pleased that our supported living service has now progressed to receiving a rating of Requires Improvement. Work continues to improve this rating and the financial viability of our services, with ability to fill vacancies now a significant opportunity to improve performance. Improvements are being seen on cost levels, with significant reductions in agency costs and savings through tighter procurement processes.

The current projection for the 2023/2024 fiscal year is a deficit of approximately £900K, with robust 3 year forecasts showing a return to surplus, giving confidence to the recovery and long term viability of the Trust. The trust continues to have sufficient reserves to absorb the current period of deficit. The trustees are in agreement that this 3 year position is achievable and will strengthen the Trust's ability to deliver it's charitable objectives, mission and vision.

Reserves Policy

At 31 March 2023 the charity had total reserves of £8,272,447 (2022: £9,857,774) which included £5.3m (2022: £4.2m) represented by tangible fixed assets, £62,762 (2022: £97,752) designated funds and £1,468,057 restricted funds (2022: £1,515,430). Free reserves totalled £1,422,694 (2022: £4,030,953).

It is the general policy of the Trust to apply its income towards its charitable objectives as much as it reasonably can and hence to avoid accumulating excessive reserves. Where considered appropriate - and being mindful not to overcommit the Charity - borrowings are undertaken to fund elements of significant capital projects.

The policy of the Trustees is to maintain at least the minimum of cash reserves and working capital sufficient to meet known development plans, as well as the day-to-day needs of the Trust, whilst retaining a reserve to provide for the long term support of those it supports and to give security to employees. The Trustees also recognise the risk to income posed by factors outside the organisation's control, such as local authority commissioning decisions and funding; social care policy changes; adverse weather at peak visitor times; competition from other visitor attractions or the outbreak of contagious disease.

Having considered these factors, the Board of Trustees reviewed its Reserves Policy during the year and agreed to maintain a minimum of 4 months' and a target of 6 months of operating costs, at all times. This timeframe reflects the nature of the Trust's business as a social care provider and the requirement to safeguard all service users by helping them secure suitable alternative accommodation in the event that the Charity ceased to operate.

Canterbury Oast Trust

Investment Policy

The memorandum of Association allows the Trustees to make and hold investments using monies not required for immediate use. The Trust has very significant investment in property and has a policy in place to guide investing an agreed proportion of the cash deposits to improve investment returns.

The Investment Policy was reviewed during the year and tighter controls were agreed on cash made available for long term and short term investments. COT's investment with the CCLA was approved and currently at an agreed level, with additional 6 month treasurer investments for any excess over and above our reserves policy. The value of an initial investment with the CCLA of £750,000 made in 2015 stood at £1,441,986 as at 31 March 2023.

The investment objective for the remainder of the Trust's reserves is to ensure they are readily available to meet unanticipated cash flow requirements.

Statement of Trustees Responsibilities

The Trustees (who are also directors of Canterbury Oast Trust for the purpose of company law) are responsible for preparing the Trustees' report and the financial statement in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on an on-going concern basis unless it is inappropriate to presume that charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy, at any time, the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006 (as amended).

They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of frais and other irregularities.

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

Provision of information to the auditor

So far as each of the Trustees is aware at the time this report is approved there is no relevant audit information of which the Trust's auditor is unaware and the Trustees have taken all reasonable steps that they ought to have taken to make themselves aware of any relevant audit information and to ensure that the auditor is aware of that information.

Auditor

In accordance with the charity's Memorandum and Articles of Association, a resolution Xeinadin Audit Limited be appointed as auditor of the charity will be proposed at the Annual General Meeting on Saturday 14th October 2023.

Approval

This report was approved by Trustees on 29.09.2023 and signed on their behalf by:

Kenneth Hesketh, Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CANTERBURY OAST TRUST

Opinion

We have audited the financial statements of Canterbury Oast Trust (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees' Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Trustees' 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 and the incorporated Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report and the incorporated Strategic Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CANTERBURY OAST TRUST (CONTINUED)

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Trustees' Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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 Statement of Trustees' Responsibilities, on page 11, 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 intemal 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.

The extent to which the audit was considered capable of detecting irregularities, including fraud
Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operates in and how the charitable company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011 and the charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report and remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the Care Act 2014, Care Quality Commission regulations and General Data Protection Regulation. We performed audit procedures to inquire of management whether the group is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business.

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

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

RSM UK Audit LLP

Zoe Longstaff-Tyrrell (Senior Statutory Auditor)
For and on behalf of RSM UK Audit LLP, Statutory Auditor
Chartered Accountants
3rd Floor
Portland
25 High Street
Crawley
West Sussex, RH10 1BG

13/10/23

CANTERBURY OAST TRUST

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
Income and endowments from:					
Donations and legacies	3	319,483	65,321	384,804	476,808
Charitable activities	4	6,181,009	-	6,181,009	6,146,130
Investments	5	2,849	1,451	4,300	923
Other income	6	31,639	7,983	39,622	61,003
Total income and endowments		6,534,980	74,755	6,609,735	6,684,864
Expenditure on:					
Raising funds	7	70,308	1,600	71,908	60,923
Charitable activities	8	7,981,636	120,528	8,102,164	6,450,808
Other	10	8,763	-	8,763	5,241
Total expenditure		8,060,707	122,128	8,182,835	6,516,972
Net loss/(gain) on investments	15	(12,227)	-	(12,227)	149,658
Net (expenditure)/income for the year/ Net movement in funds		(1,537,954)	(47,373)	(1,585,327)	317,550
Fund balances at 1 April		8,342,344	1,515,430	9,857,774	9,540,224
Fund balances at 31 March		6,804,390	1,468,057	8,272,447	9,857,774

CANTERBURY OAST TRUST

BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	**14**		5,270,578		4,213,639
Investments	**15**		1,441,986		1,455,213
			6,712,564		5,668,852
Current assets					
Stocks	**16**	68,805		63,779	
Debtors	**17**	377,268		389,463	
Cash at bank and in hand		2,350,792		4,720,002	
		2,796,865		5,173,244	
Creditors: amounts falling due within one year	**18**	(1,080,071)		(797,203)	
Net current assets			1,716,794		4,376,041
Total assets less current liabilities			8,429,358		10,044,893
Creditors: amounts falling due after more than one year	**20**		(156,911)		(187,119)
Net assets			8,272,447		9,857,774
Income funds					
Restricted funds	**24**		1,468,057		1,515,430
Unrestricted funds					
Designated funds	**25**	62,762		97,752	
General unrestricted funds		6,741,628		8,244,592	
			6,804,390		8,342,344
			8,272,447		9,857,774

The financial statements were approved by the Trustees on 29.09.2023

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Kenneth Hesketh
Trustee

Company Registration No. 01897198

CANTERBURY OAST TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	27		(1,044,675)		1,113,312
Interest payable	10		(8,763)		(5,241)
Net cash (used in)/generated from operating activities			(1,053,438)		1,108,071
Investing activities					
Purchase of tangible fixed assets		(1,314,482)		(133,771)	
Proceeds on disposal of tangible fixed assets		23,618		4,232	
Receipts from repayment of loans from trading subsidiary		1,000		1,000	
Interest received		4,300		923	
Net cash used in investing activities			(1,285,564)		(127,616)
Financing activities					
Repayment of bank loans		(30,208)		(30,779)	
Net cash used in financing activities			(30,208)		(30,779)
Net (decrease)/increase in cash and cash equivalents			(2,369,210)		949,676
Cash and cash equivalents at beginning of year			4,720,002		3,770,326
Cash and cash equivalents at end of year			2,350,792		4,720,002

1 Accounting policies

Charity information

Canterbury Oast Trust is a private company limited by guarantee incorporated in England and Wales. The registered office is Highlands Farm, Woodchurch, Ashford, Kent, TN26 3RJ.

In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per voting member of the Trust.

The Trust's objectives and aims are disclosed in the Trustees' and Strategic Report.

1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", the requirements of the Companies Act 2006 and under the historical cost convention, modified for certain fixed asset investments. The financial statements have also been prepared in accordance with the accounting policies set out in more detail below, to comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019 (the FRS 102 Charities SORP 2019).

The Trust constitutes a public benefit entity as defined by FRS102.

The financial statements are prepared in Sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

1.2 Going concern

The Trustees have considered whether it is appropriate to prepare the financial statements on the basis that the charity is a going concern. The Trustees have reviewed the forecasts for the charity, and in particular considered its anticipated income (with secure contracts in place for charitable activities with the Local Authority) and expenditure commitments for a period of twelve months from the date of approval of these financial statements. With regard to the charity, the Trustees have reviewed the financial projections, budgets and cash position for the period and are satisfied that the charity has adequate finances (including forecast cash and investments throughout the period) and reserves to maintain its ability to operate successfully without additional funding.

Given this, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future, being not less than 12 months from the date of signing these financial statements. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

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

1 Accounting policies (Continued)

1.4 Income

Income is recognised when the charity has entitlement to the funds, after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.
Income received in respect of annual membership to the Rare Breeds Centre is recognised over the period of the membership.

Income tax recoverable in relation to investments income is recognised at the time the investment income is receivable.

Interest income is recognised when it is probable that the economic benefits will flow to the company and the amount of revenue can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and the effective interest rate applicable.

1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Support costs comprise in the main central staff costs, these are allocated between charitable activities and governance costs (central administration) based on actual or estimated time employed by staff in these functions. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets

All assets costing more than £2,000 are capitalised.

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	2-15% straight line
Fixtures and fittings	15-25% straight line
Motor vehicles	25% straight line

Freehold land is not depreciated.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1 Accounting policies (Continued)

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

Interests in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. The investments are assessed for impairment at each reporting date and any impairment losses or reversals of impairment losses are recognised immediately in net income/ (expenditure).

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Stocks

Stocks and work in progress are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand and deposits held at call with banks.

1.11 Financial instruments

The charity has applied the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets which include trade and other debtors, and amounts owed by group undertakings, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost, being transaction price less amounts settled and less any impairment losses. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

1 Accounting policies (Continued)

1.12 Taxation

The Company is a registered charity and as such its income and gains falling within Sections 371 to 489 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

1.13 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.14 Retirement benefits

For defined contribution schemes the amount charged to net income or expenditure is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

1.15 Consolidation

The Trust is exempt from the requirements to prepare group accounts by virtue of section 402 of the Companies Act 2006. These financial statements therefore present information about the company as an individual undertaking and not about its group. Charities SORP allows a subsidiary to be excluded from consolidation if its results are not material to the group. In the opinion of the Trustees the turnover and net assets of COT Trading Limited are not material in the context of these accounts and therefore consolidated accounts have not been prepared, details of this subsidiary are given in note 15.

1.16 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

2 Critical accounting estimates and judgements

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

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

Critical judgements

Consolidation

As detailed in 1.15 the Trustees consider the results of the subsidiary to be immaterial to the group and as such they have not prepared consolidated accounts.

2 Critical accounting estimates and judgements (Continued)

Key sources of estimation uncertainty

Allocation of support costs

As detailed in 1.5, support costs are allocated between charitable activities and governance costs (central administration) based on actual or estimated time employed by staff in these functions.

3 Donations and legacies

	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
Donations and gifts (see below)	244,483	65,321	309,804	461,808
Legacies receivable	75,000	-	75,000	15,000
	319,483	65,321	384,804	476,808
For the year ended 31 March 2022	384,665	92,143		
Donations and gifts				
Grants	-	19,850	19,850	179,739
Individual gifts	240,683	31,349	272,032	261,069
Charitable foundations	3,300	8,846	12,146	17,300
Corporate donors	500	5,276	5,776	3,700
	244,483	65,321	309,804	461,808

4 Charitable activities

	Care and life skills £	Social enterprise groups £	Total 2023 £	Unrestricted Total 2022 £
Income by charitable activities	4,909,645	1,271,364	6,181,009	6,146,130

Social enterprise groups comprise the Rare Breeds Centre farm, restaurant and marketing sectors.

5 Investments

	Unrestricted funds	Restricted funds	Total 2023	Total 2022
	£	£	£	£
Interest receivable	2,849	1,451	4,300	923
For the year ended 31 March 2022	887	36		

6 Other income

	Unrestricted funds	Restricted funds	Total 2023	Total 2022
	£	£	£	£
Net gain on disposal of tangible fixed assets	11,270	7,983	19,253	1,116
Government grants received	20,369	-	20,369	59,887
	31,639	7,983	39,622	61,003
For the year ended 31 March 2022	61,003	-		

Grants received in the current year represents amounts received in relation to the Adult Social Care Infection Fund. The purpose of this fund is to support adult social care providers to reduce the rate of COVID-19 transmission. Grants received in the prior year represent amounts received in respect of contributions towards staff salary costs under the coronavirus job retention scheme. There are no unfulfilled conditions or other contingencies attached to these grants.

7 Raising funds

	Unrestricted funds	Restricted funds	Total 2023	Total 2022
	£	£	£	£
Fundraising and publicity				
Advertising	5,259	1,600	6,859	8,207
Computer costs	11,130	-	11,130	1,924
Staff costs	53,919	-	53,919	50,792
	70,308	1,600	71,908	60,923
For the year ended 31 March 2022	58,355	2,568		

8 Charitable activities

	Care and life skills	Social enterprise groups	Total 2023	Total 2022
	£	£	£	£
Staff costs	4,139,417	730,198	4,869,615	4,053,473
Depreciation and impairment	131,029	98,812	229,841	205,599
Purchases	144,081	341,404	485,485	408,520
Utility and telephone costs	219,603	38,616	258,219	171,596
Vehicle costs	66,822	17,591	84,413	61,966
Insurance	92,347	24,152	116,499	113,874
Repairs and maintenance	423,839	184,532	608,371	344,071
Training	11,369	-	11,369	-
Bank charges	-	47,530	47,530	44,784
Advertising	-	32,436	32,436	24,745
Miscellaneous	4,574	25,483	30,057	15,446
Postage and stationery	5,255	8,195	13,450	13,516
	5,238,336	1,548,949	6,787,285	5,457,590
Share of support costs (see note 9)	1,093,266	146,659	1,239,925	931,160
Share of governance costs (see note 9)	66,090	8,864	74,954	62,058
	6,397,692	1,704,472	8,102,164	6,450,808

	Care and life skills	Social enterprise groups	Total 2023	Total 2022
	£	£	£	£
Analysis by fund				
Unrestricted funds	6,297,523	1,684,113	7,981,636	
Restricted funds	100,169	20,359	120,528	
	6,397,692	1,704,472	8,102,164	
For the year ended 31 March 2022				
Unrestricted funds	5,107,760	1,235,183		6,342,943
Restricted funds	81,696	26,169		107,865
	5,189,456	1,261,352		6,450,808

9 Support costs

	Support costs	Governance costs	2023	2022
	£	£	£	£
Staff costs	831,377	62,576	893,953	778,966
Depreciation	23,337	-	23,337	12,351
Other costs	235,198	-	235,198	102,904
Professional	95,022	7,152	102,174	50,520
Telephone	31,017	2,335	33,352	22,382
Postage and stationery	18,422	1,387	19,809	19,517
Bank charges	5,552	418	5,970	6,578
Training	-	1,086	1,086	-
	1,239,925	74,954	1,314,879	993,218

All support and governance costs are attributable to charitable activities.

The governance costs have been allocated in proportion to the direct costs incurred in respect of each activity.

10 Other expenditure

	Unrestricted	
	Total 2023	Total 2022
	£	£
Bank interest paid	8,763	5,241

11 Net movement in funds

	2023	2022
	£	£
Net movement in funds is stated after charging/(crediting)		
Government grants	(20,389)	(59,887)
Audit of the financial statements of the company	23,500	18,500
Fees payable to the company's auditor for non-audit services	10,550	8,750
Depreciation of owned tangible fixed assets	253,178	217,950
Profit on disposal of tangible fixed assets	(19,253)	(1,116)

12 Employees

Number of employees

The average monthly number employees during the year was:

	2023 Number	2022 Number
Support and resident services	136	137
Administration	16	15
Commercial, marketing and appeals	52	45
	204	197

Employment costs	2023 £	2022 £
Wages and salaries	4,527,265	3,972,611
Social security costs	401,046	317,093
Other pension costs	90,077	80,990
	5,018,388	4,370,694
Redundancy payments made or committed	-	18,675

The number of employees whose annual remuneration, excluding employee pension, was £60,000 or more were:

	2023 Number	2022 Number
£60,001 - £70,000	1	-
£70,001 - £80,000	-	1

The Trust considers the Board of Trustees and the Chief Executive as their key management personnel. The total employments benefits including employer pension and national insurance contributions of the key management personnel was £101,916 (2022: £90,435).

The charity operates a defined contribution pension scheme for all qualifying employees in the United Kingdom. The assets of the scheme are held separately from those of the charity in an independently administered fund. The contributions payable by the charity and charged to the statement of income and retained earnings in the year amounted to £90,077 (2022: £80,990).

13 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year (2022: nil).

During the year 1 (2022: 1) Trustee received reimbursement of expenses amounting to £61 (2022: £46), which relates to admin fees and travel expenses (2022: travel expenses).

14 Tangible fixed assets

	Freehold land and buildings	Fixtures and fittings	Motor vehicles	Total
	£	£	£	£
Cost				
At 1 April 2022	5,684,230	849,030	280,361	6,813,621
Additions	882,371	328,597	103,514	1,314,482
Disposals	-	(106,154)	(47,277)	(153,431)
At 31 March 2023	6,566,601	1,071,473	336,598	7,974,672
Depreciation and impairment				
At 1 April 2022	1,739,889	633,336	226,757	2,599,982
Depreciation charged in the year	118,461	92,370	42,347	253,178
Eliminated in respect of disposals	-	(101,789)	(47,277)	(149,066)
At 31 March 2023	1,858,350	623,917	221,827	2,704,094
Carrying amount				
At 31 March 2023	4,708,251	447,556	114,771	5,270,578
At 31 March 2022	3,944,341	215,694	53,604	4,213,639

Included in land and buildings is freehold land at cost of £100,000 (2022: £100,000) which is not depreciated.

Land and buildings pre-dating 1993 are carried at the lower of cost and open market value based on a professional valuation obtained on 13 July 1993 by Edward Symons, Chartered Surveyors. Subsequent additions are valued at cost. Freehold property primarily consists of properties from which the charitable activities of the Trust are undertaken, some of these properties are especially adapted for providing care services or are unusual in nature (Rare Breeds Centre) and the market value of these properties is not readily available. The insurance cost of rebuilding all the properties is estimated at £26.6m (2022: £21.8m). In the opinion of the Trustees the market value of the freehold property stated in these accounts is in excess of book value but much less than the insurance rebuild cost.

15 Fixed asset investments

	Unlisted investments	Other investments	Total
	£	£	£
Cost or valuation			
At 1 April 2022	1,432,113	23,100	1,455,213
Unrealised losses	(12,227)	-	(12,227)
At 31 March 2023	1,419,886	23,100	1,442,986
Impairment			
At 1 April 2022	-	-	-
Repayments	-	1,000	1,000
At 31 March 2023	-	1,000	1,000
Carrying amount			
At 31 March 2023	1,419,886	22,100	1,441,986
At 31 March 2022	1,432,113	23,100	1,455,213

	2023	2022
Other investments comprise:	£	£
Investments in subsidiaries	100	100
Loans to subsidiaries	22,000	23,000
	22,100	23,100

The charity holds 100 shares of £1 each in its wholly owned trading subsidiary company COT Trading Limited which is incorporated in the United Kingdom. The registered office of COT Trading Limited is Highlands Farm, Woodchurch, Ashford, Kent, TN26 3RJ. These shares are the only shares allotted, called up and fully paid. The activities comprise running the retail operations of the Rare Breed Centre. The results are not consolidated per accounting policy 1.15.

16 Stocks

	2023	2022
	£	£
Goods for resale	68,805	63,779

17 Debtors

	2023	2022
Amounts falling due within one year:	**£**	**£**
Trade debtors	215,683	189,662
Amounts due from fellow group undertakings	24,329	18,985
Other debtors	70,922	94,001
Prepayments and accrued income	66,334	86,815
	377,268	389,463

18 Creditors: amounts falling due within one year

	Notes	2023 £	2022 £
Bank loans	21	35,952	35,952
Trade creditors		457,272	292,715
Other taxation and social security		112,927	89,624
Other creditors		45,927	40,883
Accruals and deferred income		427,993	338,029
		1,080,071	797,203

Included in other creditors are amounts totalling £19,848 (2022: £17,376) in respect of outstanding pension contributions.

19 Deferred income

Deferred income is included in the financial statements as follows:

	2023 £	2022 £
Deferred income at 1 April	94,559	49,772
Income received requiring deferment	93,863	94,559
Release of income during the year	(86,370)	(49,772)
	102,052	94,559

Deferred income represents membership and ticket sales income received for forthcoming events.

20 Creditors: amounts falling due after more than one year

	Notes	2023 £	2022 £
Bank loans	21	156,911	187,119

21 Borrowings

	2023	2022
	£	£
Bank loans	192,863	223,071
Payable within one year	35,952	35,952
Payable after one year	156,911	187,119
Amounts included above which fall due after five years:		
Payable by instalments	30,143	79,263

The bank loans are subject to an interest rate of 1.75% to 2% over base rate.

Following the year end, the bank loans were repaid in full.

The National Westminster Bank plc. holds a fixed and floating charge dated 4 June 1993 over all the company's assets, together with legal mortgages over the Trusts freehold properties known as Homelands, Highlands Farm, Harrington Cottage, Mariners and Tearooms, 1, 2 & 3 Warren Mews and 14 Ellis Drive.

The National Westminster Bank plc. holds a fixed charge dated 31 March 2014 over the charity's freehold property known as Old School House.

The Secretary of State for Health holds a fixed charge dated 1 February 2010 over the charity's freehold property known as Beaverlodge.

22 Financial instruments

	2023	2022
	£	£
Carrying amount of financial assets		
Instruments measured at fair value	1,419,886	1,432,113

23 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fund balances at 31 March 2023 are represented by:			
Tangible assets	4,106,953	1,163,625	5,270,578
Investments	1,441,986	-	1,441,986
Net current assets	1,422,694	294,100	1,716,794
Long term liabilities	(156,911)	-	(156,911)
	6,814,722	1,457,725	8,272,447

Previous year

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fund balances at 31 March 2022 are represented by:			
Tangible assets	3,041,108	1,172,531	4,213,639
Investments	1,455,213	-	1,455,213
Net current assets	4,033,142	342,899	4,376,041
Long term liabilities	(187,119)	-	(187,119)
	8,342,344	1,515,430	9,857,774

24 Restricted funds

Movement on restricted funds is as follows:

	Balance at 1 April 2022	Movement in funds Income	Expenditure	Transfers	Balance at 31 March 2023
	£	£	£	£	£
Aldington	27,550	3,407	(1,649)	(10,000)	19,308
Catering	5,844	14,147	(12,529)	-	7,462
Craft room	1,998	-	(305)	-	1,693
Farm	33,273	8,659	1,379	(25,500)	17,811
Friends of COT	27,955	4,959	(6,184)	-	26,730
Fundraising	16,464	3,051	(1,600)	-	17,915
Horticulture	10,721	3,115	(1,085)	-	12,751
My Life Skills Academy	42,653	6,340	(1,808)	-	47,185
Life skills	46,784	2,730	(2,573)	-	46,941
Poulton Wood	14,802	12,386	5,998	(8,556)	24,630
Rye	14,350	1,663	(1,449)	-	14,564
Salaries	20,811	8,846	(8,884)	-	20,773
Woodchurch	60,708	2,003	(31,590)	(10,320)	20,801
Other restricted funds	18,981	3,450	(4,425)	-	18,006
Restricted funds - fixed assets	1,172,536	-	(55,425)	54,376	1,171,487
	1,515,430	74,756	(122,129)	-	1,468,057

The transfer in the year represents fixed assets purchased during the year from restricted income transferred to a general restricted assets fund.

Aldington	For the benefit of residents at Aldington and Beaver Lodge, Ashford
Catering	For the provision of catering equipment
Craft room	To provide for craft equipment, materials and craft room maintenance
Farm	For the provision of farm equipment and its up keep
Friends of COT	To provide residents amenities and residents holidays
Fundraising	For general fundraising purposes
My Life Skills Academy	For the provision of sensory equipment, materials and maintenance
Horticulture	For the provision of horticultural equipment and its up keep
Life skills	To assist with the provision of training and occupation
Poulton Wood	For the development of woodland conservation initiatives at Poulton Wood
Rye	For the benefit of the residents at Rye
Salaries	For the payment of specific salaries and associated staff costs
Woodchurch	For the benefit of the residents at Woodchurch
Other restricted funds	Miscellaneous small funds, use of which is restricted to specific objects.

24 Restricted funds (Continued)

Restricted funds - fixed assets
The net book value of assets purchased with restricted funds represents the historic cost less depreciation to date of fixed assets purchased from restricted funds. Expenditure comprises depreciation less the cost of assets purchased.

Previous year

		Movement in funds			
	Balance at 1 April 2021	Income	Expenditure	Transfers	Balance at 31 March 2022
	£	£	£	£	£
Aldington	61,092	18,884	(9,773)	-	70,203
Catering	5,844	-	-	-	5,844
Craft room	3,259	100	(1,361)	-	1,998
Farm	41,063	1,200	(5,490)	(3,500)	33,273
Friends of COT	25,644	7,297	(4,986)	-	27,955
Fundraising	16,209	2,823	(2,568)	-	16,464
Horticulture	10,990	1,141	(1,410)	-	10,721
My Life Skills Academy	41,166	5,787	(170)	-	46,783
Life skills	25,737	1,175	(7,551)	(4,559)	14,802
Poulton Wood	15,753	1,428	(2,831)	-	14,350
Rye	23,081	12,000	(14,270)	-	20,811
Salaries	24,305	38,200	(1,797)	-	60,708
Woodchurch	21,666	2,144	(4,828)	-	18,982
Other restricted funds	1,217,875	-	(53,398)	8,059	1,172,536
	1,533,684	92,179	(110,433)	-	1,515,430

The transfer in the prior year represents fixed assets purchased during the year from restricted income transferred to a general restricted assets fund.

25 Designated and Unrestricted funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for specific purposes:

		Movement in funds		
	Balance at 1 April 2022	Income	Expenditure/ movement on investment	Balance at 31 March 2023
	£	£	£	£
The Rare Breeds Centre development fund	97,752	-	(34,990)	62,762
Unrestricted reserves	8,244,592	6,534,980	(8,037,944)	6,741,628
	8,342,344	6,534,980	(8,072,934)	6,804,390

The Trustees have set aside funds from the unrestricted general fund into a designated fund called "The Rare Breeds Centre development fund". In the current year, £34,990 (2022: £66,692) was spent from The Rare Breeds Centre Development fund. It is anticipated that these funds will continue to be used for further development of The Rare Breeds Centre over the coming year.

Previous year		Movement in funds		
	Balance at 1 April 2021	Income	Expenditure/ movement on investment	Balance at 31 March 2022
	£	£	£	£
The Rare Breeds Centre development fund	164,444	-	(66,692)	97,752
Unrestricted reserves	7,842,096	6,592,685	(6,190,189)	8,244,592
	8,006,540	6,592,685	(6,256,881)	8,342,344

26 Related party transactions

The following transactions took place between the charity and its subsidiary COT Trading Limited:

	2023	2022
	£	£
Management charge	2,586	1,813
Interest charged on loan	805	840

There are no other trading activities between the entities during the year. At the year end £24,329 (2022: £18,985) was owed from COT Trading Limited and is included in note 17. Included within investments is £22,100 (2022: £23,100) which is due from COT Trading Limited.

26 Related party transactions (Continued)

COT Trading Limited (incorporated in England and Wales) is a wholly owned trading subsidiary which gifts all its profits to the Trust by way of Gift Aid. COT Trading Limited operates the shop at the Rare Breeds Centre and the Falcon Conference Centre and all other significant commercial trading operations carried on by the Trust.

For the year ended 31 March 2023 COT Trading Limited had a turnover of £80,987 (2022: 74,296) and made a net loss of £21,151 (2022: £3,449) and made a distribution of £nil (2022: £nil). The net liabilities of COT Trading Limited as at 31 March 2023 were £51,322 (2022: £30,171). The company has an unsecured loan of £22,000 (2022: £23,000), repayable within 10 years, from the Trust to provide it with working capital. Interest is charged on the loan at the rate of 3.5% (2022: 3.5%) per annum.

27 Cash generated from operations

	2023 £	2022 £
(Deficit)/surplus for the year	(1,585,327)	317,550
Adjustments for:		
Investment income recognised in income & expenditure	(4,300)	(923)
Interest payable	8,763	5,241
Gain on disposal of tangible fixed assets	(19,253)	(1,116)
Unrestricted loss/(gain) on investments	12,227	(149,658)
Depreciation of tangible fixed assets	253,178	217,950
Movements in working capital:		
Increase in stocks	(5,026)	(7,845)
Decrease in debtors	12,195	578,174
Increase in creditors	282,868	153,939
Cash (absorbed by)/generated from operations	(1,044,675)	1,113,312

CANTERBURY OAST TRUST

England & Wales - Charity number 291662

Accounts

Charity Registration No. 291662

Company Registration No. 01897198 (England and Wales)

CANTERBURY OAST TRUST

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

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CANTERBURY OAST TRUST

TRUSTEES' REPORT

FOR THE YEAR ENDING 31 MARCH 2022

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS DURING THE YEAR WERE:

Trustees

Russell Walters	Chair
Trevor Pearce	Vice Chair
Jane Abbott	Lead for Care
Chris Showell	Lead for Finance and Human Resources
Peter Pearson-Wood	Lead for Rare Breeds Centre
Kenneth Hesketh	
Michaela Tweedley	
Ruairidh Roberts	
Karen Blackiston	
Sophy Hazevoet	

Company registered number
1897198

Charity registered number
291662

Registered Office
Highlands Farm, Woodchurch, Kent, TN26 3RJ

Secretary
Karen Blackiston

Chief Executive
Joanne Creighton (until 31/03/22)
Bernie Mayall (Interim, until 12/09/22)
Sarah Edwards (from 12/09/22)

Senior Managers

Fiona Dodge (until 05/07/22)	Head of Care
Vicky Wardrope (from 16/05/22)	Acting Head of Care
Susan Langford-Smith (until 30/04/22)	Financial Controller
Dominic Evans (from 20/04/22)	Interim Head of Finance
Ian Bolingbroke	Head of Estates
Joanne Booth (until 06/10/22)	Head of Human Resources
Claire Wye (from 20/09/22)	Interim Director of People & Culture
Tina Morris	Head of Visitor Engagement

Auditor
RSM UK Audit LLP, Portland, 25 High Street, Crawley, West Sussex, RH10 1BG

Bankers
National Westminster Bank plc, 20 High Street, Ashford, Kent, TN24 8SH

Letter from the Chair:

Whilst subsequent to the financial year end, clearly, the CQC report and an inadequate rating for our Supported Living Services was the most important event in the last year and the most disappointing.

As one who has a relative in the Trust and has been involved for nine years on the Board, it is really important to me that we provide a good, but preferably outstanding service across all that we do. This is a salutary lesson that, in spite of best intentions and a great deal of hard work by so many people, it is possible for things to go wrong.

So much work has been put in by key staff since that rating and I must offer huge thanks to many, but particularly to Vicky Wardrope who has stepped up to Acting Head of Care and assumed new responsibilities with the guidance and direction of Bernie Mayall, our interim CEO.

There is much practical work underway, but progress has already been made in addressing the issues raised by KCC and CQC. We come back, however, time and time again, to one key issue and one of our key risks - the recruitment and retention of good staff. It remains a continuing difficulty.

One area where we have had success is in recruiting our new Chief Executive. I am delighted that Sarah Edwards has agreed to join us and pleased that at least some of those we support, staff and family members, were able to meet her before we made a final decision on her appointment. I am confident that she has the experience, energy and ideas to make a real difference and we all look forward to her taking the reins.

With so much focus on our Supported Living Services, it is easy to forget how much has been achieved in other parts of the organisation. A great deal of work has been done to upgrade the quality and availability of our Life Skills programmes, whilst the Rare Breeds Centre has been going from strength to strength, capitalising on the significant investments made to improve the facilities. Welcoming 117,000 visitors to the RBC in 2021, in spite of Covid-19, was a remarkable achievement. It is a credit to RBC Management and provided a continuing showcase for those we support to the wider world.

Covid-19, of course, continued to present huge challenges to the Trust. Whilst it is a tremendous success to report that we managed to keep all of those we support safe, with no cases reported amongst them until after Christmas 2021, we must recognise the effect it has had on so many people, including our staff and families.

Being unable to see and support loved ones, seeing them unable to get out and about and the understandable concerns and fears over the virus itself, have left many of those we support with real concerns and in some cases, medical issues, but staff continue to be understanding and supportive.

As I come to the end of my time as Chair, I can assure you that Trustees and everyone involved in COT is working as hard as they can to address the current issues within our Supported Living Services. It will take a little time as CQC have a rigorous process to go through. But we will demonstrate to them what we can achieve and how committed we are to doing so. We remain determined to being seen as a leading provider of care.

TRUSTEES' REPORT
FOR THE YEAR ENDING 31 MARCH 2022

The Trustees (who are also Directors of the company for the purposes of the Companies Act) submit their annual report and the audited financial statements of Canterbury Oast Trust (the Trust or 'COT') for the year ended 31 March 2022.

The Trustees confirm that the annual report, which includes the strategic report and financial statements of the Trust, comply with current statutory requirements, the requirements of the Trust's governing documents and the Companies Act 2006 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).

1. CONSTITUTION & OBJECTIVES

The Trust is governed by a Memorandum and Articles of Association and is a registered charity, number 291662.

The charitable purpose of the Trust is to provide for the training, instruction, employment, future living, occupation, accommodation, sustenance, maintenance and care of people with a learning disability, whether or not they have any other disability

2. ORGANISATIONAL STRUCTURE, COMMUNICATION AND DECISION MAKING

Under the terms of the Articles of Association, the Trust is managed by a Board of up to eleven Trustees and a maximum of three co-opted persons. Each Trustee may serve a maximum of three terms of three years. The Trustees who served during the year are listed on Page 1.

In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per voting member of the Trust.

2.1 Governance

The Board met 5 times in the financial year and also held a strategy away-day meeting in October 2021, with the Senior Management Team to discuss and review the charity's strategic direction

Throughout the year, issues were discussed in more detail at the following Committees:

Finance (including commercial activities) - met 5 times during the year;
Care - met 4 times during the year;
Human Resources - met 4 times during the year.

The Board has elected Lead Trustees for Finance, Care, Human Resources and the Rare Breeds Centre. The Lead Trustees for Finance, Care and Human Resources are also Chairs of the relevant Committees.

2.2 Trustee Election, Induction & Training

Trustees are elected or re-elected, as appropriate, by the votes of Full Members at the AGM. Induction for Trustees is arranged and co-ordinated on an individual basis. In principle, new trustees spend time with the Chair of Trustees, the Chief Executive and key members of the senior management team. They also visit the Trust's services to meet those we support and staff, but these visits have been significantly limited over the last year due to Covid-19 restrictions. Time was spent in person where possible, but online otherwise.

The Board currently has one Trustee vacancy. There are two existing trustees coming to the end of their maximum nine-year terms and three up for re-election in October 2022.

Trustee recruitment priorities focus on those with local authority/care commissioning experience or those currently active in adult social care at a senior level. The board is also looking to strengthen its business and finance experience and seeking someone with the knowledge and experience to take over the role of Chair for the longer term.

The charity considers the Board of Trustees and the Chief Executive as their key management personnel. Salary for the CEO is set annually by the Board of Trustees, taking into account individual performance, proportionality with salaries across the organisation, market data and the charity's ability to pay.

Senior staff are included in an organisation-wide salary scale, which is reviewed annually by the HR Committee, with reference to affordability, recruitment needs and market forces.

2.3 Charity Management

The Trustees delegate responsibility for the Trust's day-to-day activities to the CEO.

The Senior Management team is comprised of:

- The CEO
- Head of Care
- Financial Controller
- Head of Human Resources
- Head of Estates
- Head of Visitor Engagement (who has responsibility for Marketing, PR and the day-to-day running of the Rare Breeds Centre).

Each operating area has a dedicated management team who have access to support from central HR, Finance, Payroll, Estates and Marketing resources. This ensures that frontline teams are free to concentrate on providing the best possible support to our service users, families and visitors.

COT remains a member of the Kent Integrated Care Alliance (KICA). The objectives of the KICA are to represent the interests of all service providers across the County on strategic regional and national bodies and associations. The Alliance also offers a programme of development and improvement with services and benefits to its membership that enable them to meet national statutory and regulatory requirements, local and health authority contractual compliance and to ensure best practice in the care and support they provide to service users and their families.

2.4 Communications

The Covid-19 restrictions disrupted our normal communications programme, but as these restrictions have eased, we have started to return to what we used to think of as a more normal operating environment. Getting back to more regular in-person contact is a priority, but we also recognise the need for electronic, secondary links for those who are geographically more distant.

With Sarah Edwards joining us in October we will be looking again at our communications strategy and continue the search for new and better ways of engaging with everyone in ways that work best for them.

3. RISK MANAGEMENT

The Trust maintains a detailed Risk Register, which takes into account threats to the charity in relation to:

1. Finance
2. Asset Management:
3. Safeguarding
4. Knowledge & Capacity
5. Information & Data Management
6. Legal, Compliance & Governance
7. Customer Relations, Culture & Ethos
8. Health & Safety
9. Pandemic

Relevant aspects of the Risk Register are reviewed at the various Committee meetings with at least a full annual review by the Board as a whole, with specifics being reviewed as regularly as necessary as they are either identified or rise in assessed risk.

The risk of an adverse CQC rating or Local Authority assessment has always been identified in the register and became the highest priority once it had materialized. The board response was immediate with regular meetings to assist senior management in the development of the action plan and to provide the necessary financial resources to address key issues.

The CQC report was the key existential risk to COT during the year, but the board has not lost sight of other strategic risks and continue to monitor and manage them as appropriate.

Other principal risks currently facing COT include:-

The Staffing Landscape

Staffing remains the major concern and number one risk factor for COT. The care sector as a whole is seeing severe shortages of staff. Low unemployment rates, the reduced flow of overseas workers and funding issues which make it difficult to offer salaries much above the minimum wage, make it difficult to attract new staff.

It follows that COT is not unusual in finding recruitment difficult, despite every effort to identify and attract new people via more usual recruitment routes, but also recruitment consultancies, social media initiatives and the use of agencies.

We continue to offer staff training although face-to-face programmes have been compromised during the pandemic. Our focus going forwards is to continue with our leadership management programmes and, for our care staff, to consider PCAS (person centered active support) training.

Local Authority Funding

Adult social care funding has been under extreme pressure for a number of years and continues to be identified as the top long-term pressure for Local Authorities. It is estimated that, nationwide, around 50% of local authority funding is allocated to adult social care.

KCC has not changed the way it sees the sector as stated in their "Market Position Statement 2021-26". This states that there is an 'oversupply' of care homes in the county and "there is a need to reduce and control the supply of lower-level services and fill the gaps [in more complex care]." To help manage demand and control their costs, KCC is increasingly looking to employ an 'asset-based commissioning' model for adults with learning difficulties requiring social care funding. This approach encourages independence and reduces the need for long-term support, hence reducing the cost to local authorities.

Care packages are built around individuals, using assets that already exist in the community. Whilst not a majority of those we support, KCC are our largest commissioner of services and others tend to follow their model.

It remains unclear exactly what the impact of the new approach will be on those already being supported by COT. But the strategy of changing our emphasis from residential to supported living care remains essential, to match the demands of local authorities, hence the need for us to address the quality issues that have been identified as quickly as possible.

We can assume, however, that downward pressure on contract rates will continue and residential care vacancies will become harder to fill. The future of group residential homes for any but the most vulnerable adults with learning disabilities is uncertain. Organisations like COT will be increasingly required to minimise the funding gap for mild-to-moderate learning disability care which can only be done either by reducing the opportunities we provide to individuals or finding alternative sources of funding. We have always focused on the latter and will continue to do so.

That said, where appropriate and where financially viable opportunities present themselves, the Trust will continue to invest in new developments that can support greater independence. Following the year end, we purchased two new properties in New Romney, away from the main road and nearer the centre of town behind Old School House.

We recognize that many of the individuals in the care of Canterbury Oast Trust will always need the support that a residential service provides. We know the true cost of providing a 'brighter life' for those who rely on our support - and we remain committed to finding the funding to ensure we can support them in the way they deserve.

The Political Landscape

Adults with learning disabilities are not currently a national political priority. Promised White Papers and other government initiatives have not appeared This is not likely to change in the near future and is something that COT has very limited ability to impact upon.

The Tourism Sector

Covid-19 hit the tourism industry and the RBC very hard. As Covid-19 restrictions have eased and visitor numbers have started to recover, it has been encouraging to receive feedback from our visitors which emphasise how safe they felt on site, compared to other tourist attractions.

Overall visitor numbers in the last year recovered significantly to near our pre-pandemic levels We remain optimistic about the future. Rear Breads Centre (RBC) exists to enhance our Life Skills experiences and to generate additional funding to pay for them. We will continue to invest in and enhance our facilities and we have just agreed new plans to refurbish the restaurant.

Technological Developments

Two major improvements have been made, to Estates during the financial year and for Care, after. We have purchased a Care IT system called CAREis. which provides a structured framework for recording the care management of those we support. We have also introduced a new Estates package which helps our Estates team develop and improve the way they manage our properties. We constantly monitor our IT system and environment and make systematic improvements, recognising that it is fundamental to all we do.

Financial Management

Having taken the strategic decision to subsidise the continuing operating deficit in our care accommodation services, it is vital that the Trust has a robust and effective financial strategy to ensure the charity's sustainability into the longer term. The following priorities underpin our efforts to mitigate that risk:

the ongoing search for more efficient and cost-effective ways of working, across all our activities and services;
the articulation of the strongest possible case for fundraising support;
improved financial contribution from the Rare Breeds Centre; and
prudent and well-informed investment decisions.

The current economic environment with general and energy inflation alongside the increasing minimum wage levels as well as the wider staffing position, make this area increasingly challenging.

Compliance

The work of COT is overseen by 14 different national regulators. In addition, we are required to remain compliant with increasingly challenging contracts for our care accommodation services and Life Skills programmes. There are also general expectations and targets from government regarding subjects such as energy usage reductions, water run-off and sewerage from Highlands Farm. The board is presented with bi-annual reports from the Head of Estates on compliance across all areas of the built estate. The board also receives a summary of accident, incident and near-miss reports at every meeting. The inadequate CQC rating was reported to the Charity Commission under their serious incident reporting protocol.

Insurance remains a key issue for the Trust and we were pleased that after a full review of the Rare Breeds Centre by the insurers, we were able to agree a new 3 year contract for key insurances.

Governance

The three-year strategy developed by the board and senior staff for 2021-24, "Brighter Lives for Good", is the cornerstone to ensuring that the charity continues to be effective, accountable and sustainable.

The board and staff have been working hard to develop and implement an action plan to address the CQC report; this has been the key priority since the report was received. Additional board meetings have been held to monitor progress, provide support and resources as required to ensure that matters are addressed as quickly as possible.

4. PUBLIC BENEFIT STATEMENT

The Trustees confirm that they have complied with their duty in Section 4 (1) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit. During the year 2021/22, the Trust provided quality care and training to 157 individuals with a learning disability, enabling them to lead brighter lives, develop their independence and new skills and to contribute as far as possible to the wellbeing of the communities to which they belong. The Trust also seeks to break down the barriers put in place by members of the general public, that are faced every day by adults with learning disabilities

The Review of Activities pages 9-13 outlines how Canterbury Oast Trust delivered public benefit for our service users across all operating areas.

5. FINANCIAL PERFORMANCE

The results for the year are set out in the Statement of Financial Activities, from page 20.

The Trust achieved an overall surplus of £317,550 in the financial year. This included the gain on investments of £149,658 and donations and legacies of £476,808. Within this result, the operating deficit in residential care and supported living was £388,026.

Net movement in funds during the year was £317,550 (2021: £1,257,538) of which £335,804 (2021: -£1,278,189) was the movement on unrestricted funds. There were reserves of £9,857,774 (2021: £9,540,224) which includes £4.2m (2021: £4.3m) represented by tangible fixed assets.

6. REVIEW OF ACTIVITIES

In the first year of the 'Brighter Lives for Good' Strategy for the period 2021-24, COT noted the following actions in pursuit of the 5 strategic goals that shaped our work:

GOAL 1: To provide a safe, varied, responsive and financially sustainable mix of living options for adults with learning disabilities

This aspect was overshadowed by the inadequate CQC rating in the supported living services. A full and detailed action plan was put in place to address the issues identified.

Whilst all of the actions are important, the two most fundamental relate to getting the CAREis IT system in place, to ensure that we have a better record of all the care plan activities together with a new Person Centered Active Support training programme for staff. The CAREis system being rolled out to all services at pace. The training programmes is a longer-term project, targeted at culture change.

As noted previously, on the positive side, we can report that the first Covid-19 cases amongst service users were not experienced until individuals came back to the Trust from their Christmas 2021 break. This is a testament to the work of the staff over the pandemic period, many of whom made considerable personal sacrifices to their own family lives to ensure the maintenance of social bubbles. We cannot thank them enough for what they did.

COT has not welcomed new people to support in the last year, partly in response to the pandemic, but lately in response to the CQC report. Addressing the issues that have been identified is critical and a period of getting our service right and consolidating our offer, is right and necessary. A number of vacancies therefore exist but we will not be seeking to fill them until we are confident we can offer the appropriate quality service.

Also as noted previously, it is important to recognise that the care services we provide run at a significant financial loss. We are committed to funding this from other areas of the charity, including fundraising and investment gains, but with the continuing increase in costs and expectations from local authorities and CQC and the real cost reductions in funding, this becomes ever more difficult.

Goal 2: To provide a varied, responsive and financially sustainable mix of learning opportunities for adults with learning disabilities

The 21-22 financial year has seen a gradual reduction in our reliance on Life Skills virtual activities and an increase in the number of students attending face to face sessions. Due to the pandemic, and not wanting to expose those we support to Covid-19 unnecessarily, we have not seen an increase in student numbers from the previous year, with 73 Canterbury Oast Trust residents and tenants and 84 external students. It is fair to say that the novelty value of remote activities has come to an end for many of the people we support. The need for face-to-face socialising and the meeting of peers and friends is so often a core element of what the life skills services offer. It has been heart-warming to see friends meeting up again through our life skills projects after a long time apart due to the virus.

All being well, we expect to see an increase in Life Skill student numbers up to course capacity in the near future. We continue to get an increasing number of new student referrals to these courses, particularly from students leaving schools to transition into adult day activities.

We offer a waiting list for new students if we do not have vacancies available for them straight away. We are also looking at bringing our catering life skills offer, through the Rare Breeds Centre restaurant, back into operation shortly, with improved facilities.

Day services and social care settings in the UK must still adhere to sensible control measures, with testing, mask wearing and a responsible approach to social distancing.

The financial sustainability of our day services is key to their long-term future and now that we are past the pandemic period, we will be reviewing how to develop these whilst providing a good service to those we support.

GOAL 3: To raise awareness and acceptance of learning disability through community engagement.

With the easing of social care restrictions, our life skills teams are looking forward to planning some new exciting community events. Working within a Covid-19 safe framework, we will be planning with our students to attend events such as the Wealden Times Midsummer Fair, The Kent County Show and Saltwood Castle to sell or exhibit the plants, woodwork and artwork that the students produce as part of their life skills activities.

Students will be actively involved in every step of the events from preparation through to the planning, set up and interaction with customers. In addition to these events, we are also planning the resumption of trips and visits to local attractions to inspire and provide learning opportunities for our students

In our life skills projects, we often provide a link for our beneficiaries to interact with a wider community. This can be seen from the work we do in our local communities, such as our Poulton Wood rangers taking responsibility for the village planters in Aldington, to our Plants and Produce gardeners being commissioned to supply plants and hanging baskets to Dymchurch Parish Council and Woodchurch in Bloom. Our lively presence on social media takes advantage of these engagement opportunities to spread the word further about the achievements of our students.

The Rare Breeds Centre is the home of most of our life skills projects and we are busy planning a series of new community engagement initiatives there. Much of our student's public interaction was limited during the pandemic but with the easing of social care restrictions we will be reintroducing our catering and retail students back into our customer facing restaurant operations.

The Rare Breeds Centre had a slow start to the year with the pandemic and a semi-closed Easter due to restrictions. In the end, it welcomed some 117,000 visitors, close to pre-pandemic years. Some of the operational changes introduced to manage visitors during the pandemic have been retained, for example the on-line booking system, with significant benefits both to the workings of the Centre and in managing numbers at peak times. Closure of the site was also used as an opportunity to upgrade the site, including ground works, the provision of electricity to Plants & Produce, installation of washing facilities around the site, upgrading of signage and strengthening the network links between COT and the Rare Breeds Centre. We are also about to start a significant improvement to the restaurant area, both for those we support to restart their catering skills work and for our visitors.

The make-over of some of the Farm outbuildings saw the installation of new heat-exchange systems to reduce energy usage and the opening of a new Discovery Room for education purposes and storytelling. This enabled our Santa Christmas event to return to a live event.

The Farm has not only brought those we support back into action, meeting with the public and getting the public back engaged with learning disability, but has brought in a welcome financial contribution after a difficult year in 2020-21.

Promoting the Work of COT

The Trust's work was promoted through a variety of different channels, printed media (with regular advertising in targeted publications for families), through our websites (www.c-o-t.org.uk and www.rarebreeds.org.uk) and social media (Facebook: @rarebreedscentre, @cotcharity and @PoultonWood; Twitter: @COTcharity, @rarebreedskent and @PoultonWood).

We have grown our COT Facebook followers to over 1.2K. Facebook proved to be a useful tool to support communications with our families and supporters with a good and consistent level of engagement with our posts. An awareness campaign on Facebook during Learning Disability Week in June was well received. The theme was "Art and Creativity" with one particular post being shared multiple times reaching over 20,000 people.

Social media is an increasingly important marketing tool to recruit staff and to promote all aspects of our work. It is expected to expand in importance as time goes by. As well as recruitment, social media has also been used to promote a wider understanding of the Rare Breeds Centre's role as a training academy for adults with a learning disability as well as continuing to develop the charity's brand presence.

Fundraising

Fundraising is a vital activity and we recognise the perennial need to generate additional funds to support our charity in providing the quality of care and support we feel the people we serve, their families and our staff deserve. We aim to maintain a mix of voluntary income streams including: individual one-off and regular giving, donations from grant making trusts and legacy gifts. We benefit greatly from the support of the Charity Shop, Sidcup (Hitrade) volunteers and the Friends of COT and from the community presence we hold through our Rare Breeds Centre.

With competition for fundraising extremely high, it is essential we articulate clearly the positive change we enable for our direct and indirect beneficiaries. In September 2021, we commissioned an external specialist consultant to facilitate a 'Theory of Change' (ToC) workshop with the senior team. This important activity was the first stage towards our plans to implement impact reporting across our charity. A draft ToC document was produced and work continued to refine outcomes and an identify an evaluation framework.

The Trustees confirm that COT's fundraising activity is compliant with the recognised standards of fundraising as set out in the Code of Fundraising Practice, as well as those required under charity law. The Trust participates in the Fundraising Regulator's voluntary regulatory regime and does not employ the services of any third-party professional fundraising organisations. No complaints have been received in relation to COT's fundraising activity. All fundraising activity is planned and monitored by the Fundraising Manager and Chief Executive to ensure that it is not unreasonably intrusive or persistent and that no undue pressure is placed on any individual in relation to donation requests.

The families and friends of our service users continued to be the source of a significant percentage of our unrestricted donations for the financial year. During the year we received a number of extremely generous donations and legacies from family members connected to beneficiaries of the charity. We have 87 dedicated supporters making regular donations and one-off gifts were received from 138 individuals which included anonymous donors. Of the 522 individual donations made, 342 of these were made anonymously, online.

Our Problematic Pop Quiz team continued their fundraising with an on-line version of their quiz hosting a number of successful events with corporate supporters. We continued with a campaign via our Amazon wish list which provided a wide range of items for our life skills training programmes and homes.

We were grateful to the following organisations for their generous support during 2021/22: Friends of COT; Crafting for Carers; Volunteer Riders UK; Civil Service Insurance Charity Fund; The Will Charitable Trust; The Mark Leonard Trust; Fellfoot Charitable Trust; Waitrose Ltd; Province of East Kent Freemasons; Women of Wadhurst; International Wine Challenge; Rye Community Shop; Rotary Club of Sandwich; Crown Products;

Silcocks Farm Shop; GD Herbert Charitable Trust; Gilbert Edgar Charitable Trust and The Charity Shop (Hitrade - a charity shop in Sidcup raising funds for COT) supported the Trust with donations totalling £54,540.66 in the year to improve the enjoyment and comfort of our residents and tenants.
Once again, the Friends of COT were unable to undertake any major fundraising activities due to the pandemic but were pleased to be able to provide funding for a number of requests.
They kindly donated funds for a Christmas treat to be spent at the House/Service Manager's discretion to the value of £30.00 per Resident/Tenant. The Friends of COT are looking forward to something nearer to normal in the coming months. Plans are afoot to help Life Skills to take part in various off-site community events to showcase what they do and to help day service users to get experience in the community. Even though all Members of COT are automatically Members of Friends, there is only quite a small number of active participants and they would welcome help from anybody who has the welfare and interests of COT Beneficiaries at heart.

GOAL 4: To continue to recruit and retain a dedicated, qualified and stable workforce

Recruitment has been identified by the trustees as the highest risk to COT for a number of years, with the wider impact on the sector demonstrating the problems. It remains so across many disciplines, but, in particular, on the care side. As noted, one key aspect of recruitment of the new Chief Executive was to consider their views on how we might address this issue.

Staff turnover during the year was 10.5%, significantly lower than the average in the care sector of nearly 35%. Retaining staff is critical and we want to ensure that we have a structure and training & development programme in place that encourages staff to stay. Equally, we recognise the need to support existing staff in their own journeys, noting that the pandemic period has been particularly difficult for many. The board would like to thank all those who have made such efforts to support people at COT, recognising the impact on themselves and their families.

Whilst much professional development has taken place, there remains much to do. Over 1,000 hours of online learning was undertaken by staff during 2021-22. We recognise however, that online training is rarely as effective as face-to-face training, so we are looking to resume this wherever possible.

The Board also recognises that it should embrace new training initiatives that recognise, industry changes in care culture. We are therefore looking to implement a Person Centered Active Support training programme across our care services, over the next two years.

Volunteering

The pandemic had a huge impact on volunteering operations at the Trust, but now we are able to invite people back and to engage with our residents. In the year 2021-22, 70 active volunteers gave around 3,950 hours of work to those we support. Using social media and the Ashford Volunteer Hub, we have developed volunteering roles to broaden our reach, including some at the Rare Breeds Centre, in our administration teams and most excitingly, as a befriender volunteer in one of our higher needs homes. Whilst we would like to see more family members involved, particularly siblings, we are very grateful to those who have engaged and thank them for the time and effort they have given us. It makes a very significant difference to those we support.

GOAL 5 - Ensure COT has the necessary supporting infrastructure to deliver the Strategic Plan in an efficient, affordable and compliant way

Compliance remains a key issue for COT. Our issues are wider than many due to having both Care and the Rare Breeds Centre regulatory requirements to meet. Significant work has been done to improve the public facing facilities at the Rare Breeds Centre, including handwashing stations but also behind the scenes improvements including for example, water run-off.

There is a continuing improvement programme for our care homes and The Board has taken the decision to revamp the restaurant on the Farm to provide a better working environment, to provide additional life skills opportunities and to help keep the commercial aspects of the site working efficiently. Art at the Farm has been moved from the Oast House, a very attractive building but not ideal in terms of accessibility, to the Falcon's Centre.

It is easy to forget the role of some of our back-room teams. During the year, our finance, estates and HR teams have worked hard to support day to day operations and provide the necessary oversight to manage the organisation effectively. We owe them all a huge vote of thanks.

PLANS FOR THE FUTURE

Working with the new Chief Executive, the Board will review the strategy and direction of the organisation, initially in the years to 2024. The following strategic objectives will guide the work of that review:

GOAL 1 - Provide a responsive, safe, compliant and financially sustainable mix of living options for adults with a learning disability.

- Ensure the supported living services return to at least a Good CQC rating;
- Complete the roll-out of the CAREis IT system: implement the PCAS training programme;
- Reduce the operating deficit on care services;
- Future-proof care accommodation services in line with changing service-user needs and local authority commissioning priorities;
- Integrate the new supported living properties at New Romney into the portfolio; and
- Re-assure those we support, families, commissioners and potential donors on the quality of services we provide.

GOAL 2 - Provide an aspirational, relevant and financially sustainable range of training and development opportunities for adults with a learning disability.

- Reinvigorate our face-to-face life skills programmes and encourage greater external participation;
- Return to direct community engagement and participation;
- Re-establish our Rare Breeds Centre catering life skills offer;
- Raise the profile of COT Life Skills provision as a preventative health care service; and
- Achieve at least financial break-even on all Life Skills programmes

GOAL 3 - Raise awareness and support for learning disability through positive engagement with local communities.

- Raise awareness and support for those with a learning disability through positive engagement between local communities and the Rare Breeds Centre;
- Improve public awareness of the links between COT and the Rare Breeds Centre;
- Position RBC as a first-choice visitor destination for families within a 60-minute drive time radius; and
- Generate at least £200K annual operating surplus from RBC operations (excluding Gift Aid on visitor admissions)

GOAL 4 - Recruit, develop and retain a dedicated, qualified and stable workforce

- Significantly improve the recruitment rate to staff vacancies;
- Encourage staff retention through regular, appropriate and inspiring training, including the roll out of PCAS training;
- Minimise the impact of staff sickness absence; and
- Improve support and succession planning for key management roles

GOAL 5 - Ensure COT has the necessary supporting infrastructure to deliver the Strategic Plan in an efficient, affordable and compliant way

- Challenge central administrative overhead for efficiency and effectiveness;
- Complete implementation of the CAREis IT system;
- Ensure all of our buildings and properties are developed and maintained to appropriate standards and ensure all compliance issues are identified and managed;
- Improve compliance monitoring and reporting in all areas;
- Improve stakeholder communications;
- Encourage greater volunteering to assist those we support: at houses, with events and through the Friends teams;
- Increase our annual fundraising contribution; and
- Capture evidence of COT's impact for all direct and indirect beneficiaries

INVESTMENT POLICY

The Memorandum of Association allows the Trustees to make and hold investments using monies not required for immediate use. The Trust has very significant investment in property and has an Investment sub-committee, within the Finance Committee, which is tasked with investing an agreed proportion of the cash deposits to improve investment returns.

The Investment Policy was reviewed during the year and it was agreed that up to £1M of the Trust's cash reserves should continue to be invested with the investment managers CCLA. The value of an initial investment of £750,000 made in 2015 stood at £1,432,113 as at 31st March 2022.
The Charity's assets are invested in line with its objects. The Trustees do not wish to adopt an exclusionary policy, but individual investments may be excluded if perceived to conflict with the Charity's objects, as discussed with CCLA.

The investment objective for the remainder of the Trust's reserves is to ensure they are readily available to meet unanticipated cash flow requirements.

BORROWING AND RESERVES

At 31 March 2022 the charity had total reserves of £9,857,774 (2021: £9,540 224) which included £4.2m (2021: £4.3m) represented by tangible fixed assets, £97,752 (2021: £164,444) designated funds and £1,515,430 restricted funds (2021: £1,533,684). Free reserves totaled £4,030,953 (2021: £3,541,162).

It is the general policy of the Trust to apply its income towards its charitable objectives as much as it reasonably can and hence to avoid accumulating excessive reserves. Where considered appropriate - and being mindful not to overcommit the Charity - borrowings are undertaken to fund elements of significant capital projects.

The policy of the Trustees is to maintain at least the minimum of cash reserves and working capital sufficient to meet known development plans, as well as the day-to-day needs of the Trust, whilst retaining a reserve to provide for the long term support of those it supports and to give security to employees. The Trustees also recognise the risk to income posed by factors outside the organisation's control, such as local authority commissioning decisions and funding; social care policy changes; adverse weather at peak visitor times; competition from other visitor attractions or the outbreak of contagious disease.

Having considered these factors, the Board of Trustees reviewed its Reserves Policy during the year and agreed to maintain a minimum of 4 months' and a target of 6 months of operating costs, at all times. This timeframe reflects the nature of the Trust's business as a social care provider and the requirement to safeguard all service users by helping them secure suitable alternative accommodation in the event that the Charity ceased to operate.

At the end of 2021/22 the Trust had borrowed £223,071 and had £4,720,002 cash reserves. This represented 11.05 months of operating costs, recognised by Trustees to be in excess of the Reserves Policy target and as discussed further under Going Concern.

RESTRICTED AND UNRESTRICTED FUNDS

Restricted income funds derive from donations, grants and legacies received and are put towards a variety of specific capital projects and charitable activities.

Unrestricted income funds may be designated or freely available for the Trust's general charitable purpose. After setting aside restricted income funds the balance of the Trust's available funds at the balance sheet date are designated as follows:

- To charitable activities which the Trust intends to support over the coming year.
- To capital expenditure that is either contractually committed or is planned for the coming financial year; then
- Assets held for charitable use, up to a maximum of the net book value of those fixed assets at the balance sheet date.

If, after designating unrestricted funds as above, there are funds remaining, these are treated as unrestricted free reserves.

The Trustees do not consider it necessary to retain income in respect of the Trust's designated fund activities. Whilst these funds have been earmarked by the Trustees for particular purposes or uses, they are not committed or restricted legally.

GOING CONCERN

The Trustees have considered whether it is appropriate to prepare the financial statements on the basis that the group and charity is a going concern. The assessment has included the historical impact of the Covid-19 outbreak, the potential impact of re-occurrence and additional specific financial risks arising from sanctions and challenges associated with the recent CQC report and KCC findings.

Covid-19 had a significant impact on Canterbury Oast Trust's operations on a day to day basis, primarily during the previous financial year 2020/21 year, but also with residual implications through the financial year 2021/22, with tiered restrictions to deal with the omicron variant continuing to impact the continuity of daily life. The financial impact of the pandemic was mitigated by careful, prudent control by the Trust, deferring planned expenditure on Repairs and Maintenance, accessing Government grant schemes for Job Retention and Infection Control, and benefits from temporary reductions in the VAT rate. These measures together supported the further accumulation of cash reserves as at 31/03/22, which now provide a base to address the recent challenges raised by CQC and KCC.

The impact of the CQC report as well as the difficulties in recruiting and retaining staff and the wider economic environment, mean that we have not and don't anticipate for the time being, filling vacancies within either our residential or supported living services. This necessitates more aggressive risk scenario planning for Cash Flow projections. There is planned commitment of expenditure on new premises at Old Port Place, scheduled for completion by the time this report is published, at a cost of £835K, which will provide flexibility in our service offering. Subsequent to the year end, we have significantly accelerated expenditure on resourcing systems, recruitment, training and maintenance works to address challenges raised by the regulatory authorities. The current financial projection for the Trust for the 2022/23 fiscal year is a deficit in excess of £500k, with further expenditure being considered.

In the light of these challenges, the trustees have reviewed the financial statements for the group and charity and have in particular considered its anticipated income, contingencies, reserves and expenditure commitments for a period of twelve months from the date of approval of these financial statements. With regard to the charity the Trustees have reviewed the financial projections, budgets and cash position for the period up to October 2023 and are satisfied that the charity has adequate finances (including forecast cash and investments throughout the period) and reserves to maintain its ability to operate successfully without additional funding.

The charity continues to provide necessary support to the trading subsidiary, COT Trading Limited, following the disruption to operations following the pandemic.

Considering all of these points together, the Trustees do not consider that the residual impacts of the Covid-19 pandemic, nor the sanctions imposed by CQC and KCC, will jeopardise the charity's going concern status.

CAPITAL EXPENDITURE

In pursuit of the Trust's objectives, infrastructure investment continued across all our services in the year 2021-22, with £133,771 expended on capital projects including £61,077 on infrastructure improvements.

PENSIONS

To comply with current legislation COT supports employees' ability to invest in the (defined contribution) arrangements offered by The Peoples' Pension.

The Trustee Board (of COT) does not give employees financial advice but does monitor the performance of the funds offered by The Peoples' Pension.

EVENTS AFTER THE REPORTING DATE

Following the year end, the charity committed to buy two properties with a total purchase price of £835,000. The purchase of these is expected to complete by the end of October 2022.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Canterbury Oast Trust 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 and charity law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent; and
- prepare the financial statements on an on-going concern basis unless it is inappropriate to presume the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy, at any time, the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006 (as amended).

They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

PROVISION OF INFORMATION TO THE AUDITOR

So far as each of the Trustees is aware at the time this report is approved there is no relevant audit information of which the Trust's auditor is unaware and the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to ensure that the auditor is aware of that information.

AUDITOR

In accordance with the charity's Memorandum and Articles of Association, a resolution proposing that RSM UK Audit LLP be reappointed as auditor of the charity will be proposed at the Annual General Meeting on Saturday 15th October 2022.

APPROVAL

This report was approved by the Trustees on ....14/10...... 2022 and signed on their behalf by:

Russell Walters

Russell Walters, Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CANTERBURY OAST TRUST

Opinion
We have audited the financial statements of Canterbury Oast Trust (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

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

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

Other information
The other information comprises the information included in the Trustees' Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Trustees' 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 and the incorporated Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report and the incorporated 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 the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Trustees' Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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 Statement of Trustees' Responsibilities, on page 16, 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.

The extent to which the audit was considered capable of detecting irregularities, including fraud
Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operates in and how the charitable company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011 and the charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report and remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the Care Act 2014, Care Quality Commission regulations and General Data Protection Regulation. We performed audit procedures to inquire of management whether the group is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business.

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

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

RSM UK Audit LLP

Zoe Longstaff-Tyrrell (Senior Statutory Auditor)
For and on behalf of RSM UK Audit LLP, Statutory Auditor
Chartered Accountants
3rd Floor
Portland
25 High Street
Crawley
West Sussex, RH10 1BG

14 October 2022

CANTERBURY OAST TRUST

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
Income and endowments from:					
Donations and legacies	3	384,665	92,143	476,808	432,817
Charitable activities	4	6,146,130	-	6,146,130	5,123,898
Investments	5	887	36	923	2,903
Other income	6	61,003	-	61,003	1,325,849
Total income and endowments		6,592,685	92,179	6,684,864	6,885,467
Expenditure on:					
Raising funds	7	58,355	2,568	60,923	51,600
Charitable activities	8	6,342,943	107,865	6,450,808	5,822,016
Other	10	5,241	-	5,241	5,521
Total expenditure		6,406,539	110,433	6,516,972	5,879,137
Net gain on investments	15	149,658	-	149,658	251,208
Net income/(expenditure) for the year/ Net movement in funds		335,804	(18,254)	317,550	1,257,538
Fund balances at 1 April		8,006,540	1,533,684	9,540,224	8,282,686
Fund balances at 31 March		8,342,344	1,515,430	9,857,774	9,540,224

CANTERBURY OAST TRUST

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	14		4,213,639		4,300,934
Investments	15		1,455,213		1,306,555
			5,668,852		5,607,489
Current assets					
Stocks	16	63,779		55,934	
Debtors	17	389,463		967,637	
Cash at bank and in hand		4,720,002		3,770,326	
		5,173,244		4,793,897	
Creditors: amounts falling due within one year	18	(797,203)		(643,264)	
Net current assets			4,376,041		4,150,633
Total assets less current liabilities			10,044,893		9,758,122
Creditors: amounts falling due after more than one year	20		(187,119)		(217,898)
Net assets			9,857,774		9,540,224
Income funds					
Restricted funds	24		1,515,430		1,533,684
Unrestricted funds					
Designated funds	25	97,752		164,444	
General unrestricted funds		8,244,592		7,842,096	
			8,342,344		8,006,540
			9,857,774		9,540,224

The financial statements were approved by the Trustees on 12/10/22

Russell Walters

Russell Walters, Chairman
Trustee

Company Registration No. 01897198

CANTERBURY OAST TRUST

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

		2022		2021	
	Notes	**£**	**£**	**£**	**£**
Cash flows from operating activities					
Cash generated from operations	**28**		1,113,312		349,862
Interest payable	**10**		(5,241)		(5,521)
Net cash generated from operating activities			1,108,071		344,341
Investing activities					
Purchase of tangible fixed assets		(133,771)		(94,347)	
Proceeds on disposal of tangible fixed assets		4,232		910,364	
Receipts from repayment of loans from trading subsidiary		1,000		1,000	
Interest received		923		2,903	
Net cash (used in)/generated from investing activities			(127,616)		819,920
Financing activities					
Repayment of bank loans		(30,779)		(30,214)	
Net cash used in financing activities			(30,779)		(30,214)
Net increase in cash and cash equivalents			949,676		1,134,047
Cash and cash equivalents at beginning of year			3,770,326		2,636,279
Cash and cash equivalents at end of year			4,720,002		3,770,326

1 Accounting policies

Charity information

Canterbury Oast Trust is a private company limited by guarantee incorporated in England and Wales. The registered office is Highlands Farm, Woodchurch, Ashford, Kent, TN26 3RJ.

In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per voting member of the Trust.

The trusts objectives and aims are disclosed in the Trustees' and Strategic Report.

1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", the requirements of the Companies Act 2006 and under the historical cost convention, modified for certain fixed asset investments. The financial statements have also been prepared in accordance with the accounting policies set out in more detail below, to comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019 (the FRS 102 Charities SORP 2019).

The trust constitutes a public benefit entity as defined by FRS102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

1.2 Going concern

The Trustees have considered whether it is appropriate to prepare the financial statements on the basis that the group and charity is a going concern, including the impact of the ongoing Covid-19 pandemic on that assessment.

The Trustees have reviewed the financial statements for the group and charity and have - in particular - considered its anticipated income (with secure contracts in place for charitable activities with the Local Authority) and expenditure commitments for a period of twelve months from the date of approval of these financial statements. With regard to the charity, the Trustees have reviewed the financial projections, budgets and cash position for the period and are satisfied that the charity has adequate finances (including forecast cash and investments throughout the period) and reserves to maintain its ability to operate successfully without additional funding.

The charity is supporting the trading subsidiary during this period whilst its activities are impacted by the pandemic. The Trustees therefore do not consider that the impact of the Covid 19 pandemic will have a material impact on the charity's going concern status.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

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

1 Accounting policies (Continued)

1.4 Income

Income is recognised when the charity has entitlement to the funds, after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the charity where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Donated services or facilities, which comprise donated services, are included in income at a valuation which is an estimate of the financial cost borne by the donor where such a cost is quantifiable and measurable. No income is recognised where there is no financial cost borne by a third party. Income tax recoverable in relation to donations received under Gift Aid is recognised at the time of the donation.

Income received in respect of annual membership to the Rare Breeds Centre is recognised over the period of the membership.

Income tax recoverable in relation to investments income is recognised at the time the investment income is receivable.

Interest income is recognised when it is probable that the economic benefits will flow to the company and the amount of revenue can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and the effective interest rate applicable.

1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Support costs comprise in the main central staff costs, these are allocated between charitable activities and governance costs (central administration) based on actual or estimated time employed by staff in these functions. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets

All assets costing more than £1,000 are capitalised.

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	2-15% straight line
Fixtures and fittings	15-25% straight line
Motor vehicles	25% straight line

1 Accounting policies (Continued)

Freehold land and assets in the course of construction are not depreciated until available for use.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

Interests in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. The investments are assessed for impairment at each reporting date and any impairment losses or reversals of impairment losses are recognised immediately in profit or loss.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Stocks

Stocks and work in progress are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

1.11 Financial instruments

The charity has applied the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets which include trade and other debtors, amounts owed by group undertakings, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost, being transaction price less amounts settled and less any impairment losses. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

1 Accounting policies (Continued)

1.12 Taxation

The Company is a registered charity and as such its income and gains falling within Sections 371 to 489 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

1.13 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.14 Retirement benefits

For defined contribution schemes the amount charged to net income or expenditure is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

1.15 Consolidation

The Trust is exempt from the requirements to prepare group accounts by virtue of section 402 of the Companies Act 2006. These financial statements therefore present information about the company as an individual undertaking and not about its group. Charities SORP allows a subsidiary to be excluded from consolidation if its results are not material to the group. In the opinion of the Trustees the turnover and net assets of COT Trading Limited are not material in the context of these accounts and therefore consolidated accounts have not been prepared, details of this subsidiary are given in note 15.

1.16 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

2 Critical accounting estimates and judgements

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

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

Critical judgements

Consolidation

As detailed in 1.15 the Trustees consider the results of the subsidiary to be immaterial to the group and as such they have not prepared consolidated accounts.

2 Critical accounting estimates and judgements (Continued)

Key sources of estimation uncertainty

Allocation of support costs
As detailed in 1.5 support costs are allocated between charitable activities and governance costs (central administration) based on actual or estimated time employed by staff in these functions.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total 2022	Total 2021
	£	£	£	£
Donations and gifts (see below)	369,665	92,143	461,808	409,682
Legacies receivable	15,000	-	15,000	20,015
Market value of pro-bono funding	-	-	-	3,120
	384,665	92,143	476,808	432,817
For the year ended 31 March 2021	348,733	84,084		
Donations and gifts				
Grants	125,198	54,541	179,739	38,242
Individual gifts	240,167	20,902	261,069	335,293
Charitable foundations	3,800	13,500	17,300	17,350
Corporate donors	500	3,200	3,700	18,797
	369,665	92,143	461,808	409,682

4 Charitable activities

	Care and life skills	Social enterprise groups	Total 2022	Unrestricted Total 2021
	£	£	£	£
Income by charitable activities	4,991,130	1,155,000	6,146,130	5,123,898

Social enterprise groups comprise the Rare Breeds Centre farm, restaurant and marketing sectors.

In the prior year £25,000 was included within social enterprises income from Ashford Borough Council in the form of a grant in respect of the impact of COVID-19. There are no unfulfilled conditions or other contingencies attached to the grant.

5 Investments

	Unrestricted funds	Restricted funds	Total 2022	Total 2021
	£	£	£	£
Interest receivable	887	36	923	2,903
For the year ended 31 March 2021	1,065	1,838		

6 Other income

	2022	2021
	£	£
Net gain on disposal of tangible fixed assets	1,116	830,449
Grants received	59,887	495,400
	61,003	1,325,849

Grants received represent amounts received in respect of contributions towards staff salary costs under the coronavirus job retention scheme. There are no unfulfilled conditions or other contingencies attached to the grant.

7 Raising funds

	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
Fundraising and publicity				
Advertising	7,563	2,568	10,131	11,536
Staff costs	50,792	-	50,792	40,064
	58,355	2,568	60,923	51,600
For the year ended 31 March 2021	49,429	2,171		

8 Charitable activities

	Care and life skills	Social enterprise groups	Total 2022	Total 2021
	£	£	£	£
Staff costs	3,456,093	597,380	4,053,473	3,707,499
Depreciation and impairment	125,303	80,296	205,599	200,785
Purchases	175,689	232,831	408,520	256,895
Utility and telephone costs	148,298	23,298	171,596	179,265
Vehicle costs	53,855	8,111	61,966	52,018
Insurance	91,316	22,558	113,874	105,340
Repairs and maintenance	254,140	89,931	344,071	295,661
Bank charges	-	44,784	44,784	16,865
Advertising	-	24,745	24,745	11,977
Miscellaneous	1,753	13,693	15,446	17,620
Postage and stationery	7,267	6,249	13,516	10,842
	4,313,714	1,143,876	5,457,590	4,854,767
Share of support costs (see note 9)	821,023	110,137	931,160	903,044
Share of governance costs (see note 9)	54,719	7,339	62,058	64,205
	5,189,456	1,261,352	6,450,808	5,822,016

8 Charitable activities (Continued)

	Care and life skills	Social enterprise groups	Total 2022	Total 2021
	£	£	£	£
Analysis by fund				
Unrestricted funds	5,107,760	1,235,183	6,342,943	
Restricted funds	81,696	26,169	107,865	
	5,189,456	1,261,352	6,450,808	
For the year ended 31 March 2021				
Unrestricted funds	4,728,962	988,652		5,717,614
Restricted funds	61,638	42,764		104,402
	4,790,600	1,031,416		5,822,016

9 Support costs

	Support costs	Governance costs	2022	2021
	£	£	£	£
Staff costs	724,438	54,528	778,966	795,194
Depreciation	12,351	-	12,351	10,799
Other costs	102,303	601	102,904	85,217
Professional	46,984	3,536	50,520	32,793
Telephone	20,815	1,567	22,382	18,052
Postage and stationery	18,151	1,366	19,517	20,767
Bank charges	6,118	460	6,578	4,427
	931,160	62,058	993,218	967,249

All support and governance costs are attributable to charitable activities.

The governance costs have been allocated in proportion to the direct costs incurred in respect of each activity.

10 Other expenditure

		Unrestricted
	Total 2022	Total 2021
	£	£
Bank interest paid	5,241	5,521

11 Net movement in funds

	2022	2021
	£	£
Net movement in funds is stated after charging/(crediting)		
Government grants	(59,887)	(495,400)
Audit of the financial statements of the company	18,500	17,250
Fees payable to the company's auditor for non-audit services	8,750	8,150
Depreciation of owned tangible fixed assets	217,950	211,584
Profit on disposal of tangible fixed assets	(1,116)	(830,449)
Operating lease charges	-	1,247

12 Employees

Number of employees
The average monthly number employees during the year was:

	2022	2021
	Number	Number
Support and resident services	137	143
Administration	15	16
Commercial, marketing and appeals	45	52
	197	211

Employment costs	2022	2021
	£	£
Wages and salaries	3,972,611	3,873,944
Social security costs	317,093	305,523
Other pension costs	80,990	81,403
	4,370,694	4,260,870
Redundancy payments made or committed	18,675	-

The number of employees whose annual remuneration, excluding employee pension, was £60,000 or more were:

	2022	2021
	Number	Number
£70,001 - £80,000	1	1

The Trust considers the Board of Trustees and the Chief Executive as their key management personnel. The total employments benefits including employer pension and national insurance contributions of the key management personnel was £90,435 (2021: £86,586).

The charity operates a defined contribution pension scheme for all qualifying employees in the United Kingdom. The assets of the scheme are held separately from those of the charity in an independently administered fund. The contributions payable by the charity and charged to the statement of income and retained earnings in the year amounted to £80,990 (2021: £81,403).

13 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year (2021: nil).

During the year 1 (2021: nil) trustee received reimbursement of expenses amounting to £46 (2021: £nil).

14 Tangible fixed assets

	Freehold land and buildings	Fixtures and fittings	Motor vehicles	Total
	£	£	£	£
Cost				
At 1 April 2021	5,643,158	806,329	291,240	6,740,727
Additions	41,072	61,077	31,622	133,771
Disposals	-	(18,376)	(42,501)	(60,877)
At 31 March 2022	5,684,230	849,030	280,361	6,813,621
Depreciation and impairment				
At 1 April 2021	1,626,932	573,690	239,171	2,439,793
Depreciation charged in the year	112,957	74,906	30,087	217,950
Eliminated in respect of disposals	-	(15,260)	(42,501)	(57,761)
At 31 March 2022	1,739,889	633,336	226,757	2,599,982
Carrying amount				
At 31 March 2022	3,944,341	215,694	53,604	4,213,639
At 31 March 2021	4,016,226	232,639	52,069	4,300,934

Included in land and buildings is freehold land at cost of £100,000 (2021: £100,000) which is not depreciated.

Land and buildings pre-dating 1993 are carried at the lower of cost and open market value based on a professional valuation obtained on 13 July 1993 by Edward Symons, Chartered Surveyors. Subsequent additions are valued at cost. Freehold property primarily consists of properties from which the charitable activities of the Trust are undertaken, some of these properties are especially adapted for providing care services or are unusual in nature (Rare Breeds Centre) and the market value of these properties is not readily available. The insurance cost of rebuilding all the properties is estimated at £21.8m (2021: £21.5m). In the opinion of the Trustees the market value of the freehold property stated in these accounts is in excess of book value but much less than the insurance rebuild cost.

15 Fixed asset investments

	Unlisted investments	Other investments	Total
	£	£	£
Cost or valuation			
At 1 April 2021	1,282,455	24,100	1,306,555
Unrealised gains	149,658	-	149,658
At 31 March 2022	1,432,113	24,100	1,456,213
Impairment			
At 1 April 2021	-	-	-
Repayments	-	1,000	1,000
At 31 March 2022	-	1,000	1,000
Carrying amount			
At 31 March 2022	1,432,113	23,100	1,455,213
At 31 March 2021	1,282,455	24,100	1,306,555

	2022	2021
Other investments comprise:	£	£
Investments in subsidiaries	100	100
Loans to subsidiaries	23,000	24,000
	23,100	24,100

The charity holds 100 shares of £1 each in its wholly owned trading subsidiary company COT Trading Limited which is incorporated in the United Kingdom. The registered office of COT Trading Limited is Highlands Farm, Woodchurch, Ashford, Kent, TN26 3RJ. These shares are the only shares allotted, called up and fully paid. The activities comprise running the retail operations of the Rare Breed Centre. The results are not consolidated per accounting policy 1.15.

16 Stocks

	2022	2021
	£	£
Goods for resale	63,779	55,934

17 Debtors

Amounts falling due within one year:	2022 £	2021 £
Trade debtors	189,662	764,233
Amounts due from fellow group undertakings	18,985	22,316
Other debtors	94,001	11,405
Prepayments and accrued income	86,815	169,683
	389,463	967,637

18 Creditors: amounts falling due within one year

	Notes	2022 £	2021 £
Bank loans	21	35,952	35,952
Trade creditors		292,715	62,094
Other taxation and social security		89,624	83,706
Other creditors		40,883	36,122
Accruals and deferred income		338,029	425,390
		797,203	643,264

Included in other creditors are amounts totalling £17,376 (2021: £15,859) in respect of outstanding pension contributions.

19 Deferred income

Deferred income is included in the financial statements as follows:

	2022 £	2021 £
Deferred income at 1 April	49,772	47,306
Income received requiring deferment	94,559	49,772
Release of income during the year	(49,772)	(47,306)
	94,559	49,772

Deferred income represents membership and ticket sales income received for forthcoming events.

20 Creditors: amounts falling due after more than one year

	Notes	2022 £	2021 £
Bank loans	21	187,119	217,898

21 Borrowings

	2022	2021
	£	£
Bank loans	223,071	253,850
Payable within one year	35,952	35,952
Payable after one year	187,119	217,898
Amounts included above which fall due after five years:		
Payable by instalments	79,263	110,042

The bank loans are repayable in equal instalments and are scheduled to be repaid within 7 years of the balance sheet date. The loans are subject to an interest rate of 1.75% to 2% over base rate.

The National Westminster Bank plc. holds a fixed and floating charge dated 4 June 1993 over all the company's assets, together with legal mortgages over the Trusts freehold properties known as Homelands, Highlands Farm, Harrington Cottage, Mariners and Tearooms, 1, 2 & 3 Warren Mews and 14 Ellis Drive.

The National Westminster Bank plc. holds a fixed charge dated 31 March 2014 over the charity's freehold property known as Old School House.

The Secretary of State for Health. holds a fixed charge dated 1 February 2010 over the charity's freehold property known as Beaverlodge.

22 Financial instruments

	2022	2021
	£	£
Carrying amount of financial assets		
Instruments measured at fair value	1,432,113	1,282,455

23 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fund balances at 31 March 2022 are represented by:			
Tangible assets	3,041,108	1,172,531	4,213,639
Investments	1,455,213	-	1,455,213
Net current assets	4,033,142	342,899	4,376,041
Long term liabilities	(187,119)	-	(187,119)
	8,342,344	1,515,430	9,857,774

Previous year

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fund balances at 31 March 2021 are represented by:			
Tangible assets	3,083,059	1,217,875	4,300,934
Investments	1,306,555	-	1,306,555
Net current assets	3,834,824	315,809	4,150,633
Long term liabilities	(217,898)	-	(217,898)
	8,006,540	1,533,684	9,540,224

24 Restricted funds

Movement on restricted funds is as follows:

	Balance at 1 April 2021	Movement in funds Income	Expenditure	Transfers	Balance at 31 March 2022
	£	£	£	£	£
Aldington	61,092	18,884	(9,773)	-	70,203
Catering	5,844	-	-	-	5,844
Craft room	3,259	100	(1,361)	-	1,998
Farm	41,063	1,200	(5,490)	(3,500)	33,273
Friends of COT	25,644	7,297	(4,986)	-	27,955
Fundraising	16,209	2,823	(2,568)	-	16,464
Horticulture	10,990	1,141	(1,410)	-	10,721
Life skills	41,166	5,787	(170)	-	46,783
Poulton Wood	25,737	1,175	(7,551)	(4,559)	14,802
Rye	15,753	1,428	(2,831)	-	14,350
Salaries	23,081	12,000	(14,270)	-	20,811
Woodchurch	24,305	38,200	(1,797)	-	60,708
Other restricted funds	21,666	2,144	(4,828)	-	18,982
Restricted funds - fixed assets	1,217,875	-	(53,398)	8,059	1,172,536
	1,533,684	92,179	(110,433)	-	1,515,430

The transfer in the year represents fixed assets purchased during the year from restricted income transferred to a general restricted assets fund.

Aldington	For the benefit of residents at Aldington and Beaver Lodge, Ashford
Catering	For the provision of catering equipment
Craft room	To provide for craft equipment, materials and craft room maintenance
Farm	For the provision of farm equipment and its up keep
Friends of COT	To provide residents amenities and residents holidays
Fundraising	For general fundraising purposes
Horticulture	For the provision of horticultural equipment and its upkeep
Life skills	To assist with the provision of training and occupation
Poulton Wood	For the development of woodland conservation initiatives at Poulton Wood
Rye	For the benefit of the residents at Rye
Salaries	For the payment of specific salaries and associated staff costs
Woodchurch	For the benefit of the residents at Woodchurch
Other restricted funds	Miscellaneous small funds, use of which is restricted to specific objects.

24 Restricted funds (Continued)

Restricted funds - fixed assets
The net book value of assets purchased with restricted funds represents the historic cost less depreciation to date of fixed assets purchased from restricted funds. Expenditure comprises depreciation less the cost of assets purchased.

Previous year

		Movement in funds			
	Balance at 1 April 2020	Income	Expenditure	Transfers	Balance at 31 March 2021
	£	£	£	£	£
Aldington	59,694	3,248	(1,850)	-	61,092
Catering	6,702	-	(858)	-	5,844
Craft room	3,259	-	-	-	3,259
Farm	36,322	27,340	(21,599)	(1,000)	41,063
Friends of COT	25,755	3,399	(3,510)	-	25,644
Fundraising	11,930	6,450	(2,171)	-	16,209
Horticulture	6,019	11,101	(2,918)	(3,212)	10,990
Life skills	41,236	-	(70)	-	41,166
Poulton Wood	14,153	13,007	(1,423)	-	25,737
Rye	14,704	1,437	(388)	-	15,753
Salaries	24,396	10,719	(12,034)	-	23,081
Woodchurch	21,759	4,873	(2,327)	-	24,305
Other restricted funds	20,490	4,348	(3,172)	-	21,666
Restricted funds - fixed assets	1,267,916	-	(54,253)	4,212	1,217,875
	1,554,335	85,922	(106,573)	-	1,533,684

The transfer in the prior year represents fixed assets purchased during the year from restricted income transferred to a general restricted assets fund.

25 Designated and Unrestricted funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

		Movement in funds		
	Balance at 1 April 2021	Income	Expenditure/ gain on investment	Balance at 31 March 2022
	£	£	£	£
The Rare Breeds Centre development fund	164,444	-	(66,692)	97,752
Unrestricted reserves	7,842,096	6,592,685	(6,190,189)	8,244,592
	8,006,540	6,592,685	(6,256,881)	8,342,344

The Trustees have set aside funds from the unrestricted general fund into a designated fund called "The Rare Breeds Centre development fund". In the current year, £66,692 (2021: £150,556) was spent from The Rare Breeds Centre Development fund. It is anticipated that these funds will continue to be used for further development of The Rare Breeds Centre over the coming year.

		Movement in funds		
Previous year	Balance at 1 April 2020	Income	Expenditure/ gain on investment	Balance at 31 March 2021
	£	£	£	£
The Rare Breeds Centre development fund	315,000	-	(150,556)	164,444
Unrestricted reserves	6,413,351	7,066,343	(5,637,598)	7,842,096
	6,728,351	7,066,343	(5,788,154)	8,006,540

26 Related party transactions

The following transactions took place between the charity and its subsidiary COT Trading Limited:

	2022	2021
	£	£
Management charge	1,813	1,744
Interest charged on loan	840	876
Payments made on behalf of COT Trading Limited	-	18,474

There are no other trading activities between the entities during the year. At the year end £19,985 (2021: £23,316) was owed from COT Trading Limited and is included in note 17. Included within investments is £23,100 (2021: £24,100) which is due from COT Trading Limited.

26 Related party transactions (Continued)

COT Trading Limited (incorporated in England and Wales) is a wholly owned trading subsidiary which gifts all its profits to the Trust by way of Gift Aid. COT Trading Limited operates the shop at the Rare Breeds Centre and the Falcon Conference Centre and all other significant commercial trading operations carried on by the Trust.

For the year ended 31 March 2022 COT Trading Limited had a turnover of £74,296 (2021: £21,960) and made a net loss of £3,449 (2021: £23,804) and made a distribution of £nil (2021: £nil). The net liabilities of COT Trading Limited as at 31 March 2022 were £30,171 (2021: £26,722). The company has an unsecured loan of £23,000 (2021: £24,000), repayable within 10 years, from the Trust to provide it with working capital. Interest is charged on the loan at the rate of 3.5% (2021: 3.5%) per annum.

27 Events after the reporting date

Following the year end, the charity committed to buy two properties with a total purchase price of £835,000. The purchase of these is expected to complete by the end of October 2022.

28 Cash generated from operations

	2022 £	2021 £
Surplus for the year	317,550	1,257,538
Adjustments for:		
Investment income recognised in income & expenditure	(923)	(2,903)
Interest payable	5,241	5,521
Gain on disposal of tangible fixed assets	(1,116)	(830,449)
Unrestricted gain on investments	(149,658)	(251,208)
Depreciation of tangible fixed assets	217,950	211,584
Movements in working capital:		
(Increase)/decrease in stocks	(7,845)	6,325
Decrease/(increase) in debtors	578,174	(123,916)
Increase in creditors	153,939	77,370
Cash generated from operations	1,113,312	349,862

CANTERBURY OAST TRUST

England & Wales - Charity number 291662

Accounts

Charity Registration No. 291662

Company Registration No. 01897198 (England and Wales)

CANTERBURY OAST TRUST

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

CANTERBURY OAST TRUST

CONTENTS

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2021

Trustees:

Russell Walters	Chair
Trevor Pearce	Vice Chair
Jane Abbott	Lead for Care
Chris Showell	Lead for Finance and Human Resources
Peter Pearson-Wood	Lead for Rare Breeds Centre
Kenneth Hesketh	
Michaela Tweedley	
Ruairidh Roberts	
Martin Lovegrove	Retired 22nd May 2020
Karen Blackiston	
Sophy Hazevoet	Appointed 17th October 2020

Company registered number
1897198

Charity registered number
291662

Registered Office
Highlands Farm, Woodchurch, Kent, TN26 3RJ

Secretary
Karen Blackiston

Chief Executive
Joanne Creighton

Senior Managers

Fiona Dodge	Head of Care
Susan Langford-Smith	Financial Controller
Ian Bolingbroke	Head of Estates
Joanne Booth	Head of Human Resources
Tina Morris	Head of Visitor Engagement

Auditor
RSM UK Audit LLP, Portland, 25 High Street, Crawley, West Sussex, RH10 1BG

Bankers
National Westminster Bank plc, 20 High Street, Ashford, Kent, TN24 8SH

The Trustees (who are also Directors of the company for the purposes of the Companies Act) submit their annual report and the audited financial statements of Canterbury Oast Trust (the Trust or 'COT') for the year ended 31 March 2021.

The Trustees confirm that the annual report, which includes the strategic report and financial statements of the Trust, comply with current statutory requirements, the requirements of the Trust's governing documents and the *Companies Act 2006* 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).

1. CONSTITUTION & OBJECTIVES

The Trust is governed by a Memorandum and Articles of Association and is a registered charity, number 291662.

The charitable purpose of the Trust is to provide for the training, instruction, employment, future living, occupation, accommodation, sustenance, maintenance and care of people with a learning disability, whether or not they have any other disability.

2. ORGANISATIONAL STRUCTURE, COMMUNICATION AND DECISION MAKING

Under the terms of the Articles of Association, the Trust is managed by a Board of up to eleven Trustees and a maximum of three co-opted persons. Each Trustee may serve a maximum of three terms of three years. The Trustees who served during the year are listed on Page 1.

2.1 Governance

The Board met six times in the financial year and also held a virtual 'away-day' meeting in October 2020 with the Senior Management Team to discuss and review the charity's strategic direction.

Throughout the year, issues were discussed in more detail at the following Committees:

- Finance (including commercial activities) - met 5 times during the year;
- Care - met 4 times during the year;
- Human Resources - met 4 times during the year.

The Board has elected Lead Trustees for Finance, Care, Human Resources and the Rare Breeds Centre. The Lead Trustees for Finance, Care and Human Resources are also Chairs of the relevant Committees.

2.2 Trustee Election, Induction & Training

Trustees are elected or re-elected, as appropriate, by the votes of Full Members at the AGM. Induction for Trustees is arranged and co-ordinated on an individual basis. New Trustees spend time with the Chair of Trustees, the Chief Executive and key members of the senior management team, as well as visiting the Trust's services to meet service users and staff. The most recent addition to the Board brings lived experience of COT as the sibling of a service user, along with extensive marketing and communications experience. As we seek to modernise communications following the pandemic, this knowledge will be invaluable.

The Board currently has one Trustee vacancy, with two existing roles up for re-election in October 2021. Recruitment priorities for the coming year will continue to include those with local authority or care commissioning experience or those currently active in adult social care at a senior level. In addition, we would welcome individuals with a grant-giving background to support COT's fundraising work, along with legal and commercial professionals to support the maximisation of financial returns from the RBC asset.

With both the current Chair and Chair of the Finance Committee due to come to the end of their 9-year tenures in October 2022, the main focus of recruitment activity in the year will be on the search for a replacement with expertise in charity chairmanship.

The charity considers the Board of Trustees and the Chief Executive as their key management personnel. Salary for the CEO is set annually by the Board of Trustees, taking into account individual performance, proportionality with salaries across the organisation, market data and the charity's ability to pay.

Senior staff are included in an organisation-wide salary scale, which is reviewed annually by the HR Committee, with reference to affordability, recruitment needs and market forces.

2.3 Charity Management

The Trustees delegate responsibility for the Trust's day-to-day activities to the CEO.

The Senior Management team is comprised of:

- The CEO
- Head of Care
- Financial Controller
- Head of Human Resources
- Head of Estates
- Head of Visitor Engagement (who has responsibility for Marketing, PR and the day-to-day running of the Rare Breeds Centre).

Each operating area has a dedicated management team who have access to support from central HR, Finance, Payroll, Estates and Marketing resources. This ensures that frontline teams are free to concentrate on providing the best possible support to our service users, families and visitors.

The CEO is also a Board Member of the Kent Integrated Care Alliance (KICA). The objectives of the KICA are to represent the interests of all service providers across the County on strategic regional and national bodies and associations. The Alliance also offers a programme of development and improvement with services and benefits to its membership that enable them to meet national statutory and regulatory requirements, local and health authority contractual compliance and ensure best practice in the care and support they provide to service users and their families.

2.4 Communications

The social distancing restrictions in force during the pandemic meant that face-to-face communications with stakeholders were severely disrupted during the year. Instead, alternative means were employed including regular email updates (alternating between the CEO and Chair), along with personal letters and video messages that received over 1,500 views. Whilst it is accepted that in-person contact will always be the most valuable mechanism, we will continue to utilise digital communications into the future in order to maximise reach to service users, staff and family members who are unable to attend physical meetings. In particular, we are keen to make greater use of more immediate forms of 'bite sized' and visual information, such as Instagram and Facebook, along with an overhaul of our printed magazine 'In Touch' to allow for more frequent and timely sharing of news.

In order to ensure that the lessons of the pandemic are shared and understood, the management team will be seeking feedback from key stakeholders in the coming months about their experiences of the Covid crisis at COT. Family Feedback Meetings will also be reinstated during the year. These sessions are an opportunity for the relatives of our service users to share their experiences of COT in an informal way and identify any areas of common concern. Attendees are updated on news from around the Trust, with details on financial performance and strategic developments. There is also the opportunity to ask questions and raise any issues of general interest.

Another casualty of the pandemic was the programme of regular, scheduled visits by the Trustees to meet service users and staff. The visits play a vital role in allowing Board Members to make connections and observe the day-to-day work of the charity. In order to maintain the links, selected groups have been invited to join the on-line Board Meetings that have taken place during the year. These discussions have highlighted the challenges faced by front-line staff and the limitations of 'one-size fits all' policy making for COT's many, varied services.

3. RISK MANAGEMENT

The Trust maintains a detailed Risk Register, which takes into account threats to the charity in relation to:

1. Finance
2. Asset Management:
3. Safeguarding
4. Knowledge & Capacity
5. Information & Data Management
6. Legal, Compliance & Governance
7. Customer Relations, Culture & Ethos
8. Health & Safety
9. Pandemic

The Risk Register is reviewed at Finance and Care Committee meetings and annually by the Board. Major risks to which the Trust is exposed are highlighted and Trustees check that systems are in place to mitigate them as far as possible. Principal risks currently facing COT include:

3.1 External Operating Environment

3.1.1 - Local Authority Funding

Adult social care funding has been under extreme pressure for a number of years and was identified as the top long-term pressure for councils in a 2020 Local Government Finance Survey. Although successive governments have attempted to bolster social care through a series of funding injections in the period 2017/18 – 2019/20, this has primarily been allocated to short-term measures including reducing winter pressures on the NHS and – most recently – Covid-19 infection control.

Little long-term benefit has accrued to organisations on the front line and the contract rates available for providers still fall far short of what is needed to meet the full costs of good quality care. In fact, overall spending on care by local authorities (excluding ring-fenced Covid-19 support) is down by 5% since 2009/10, despite growth in demand over same period.[1]

Adults of a working age who require social care account for half of all local authority expenditure. As such, the area was a key target for planned savings of £700m across all local authority adult social care budgets in 2019/20. Around three-quarters of Directors of Adult Social Care claimed to be 'very' or 'fairly' pessimistic about state of the wider Health & Social Care economy at that time —and that was before the outbreak of the pandemic.

To help manage demand and control costs, local authority funders are increasingly looking to employ an 'asset-based commissioning' model for learning disabled adults requiring social care funding. This approach places far greater emphasis on encouraging independence and reducing the need for long-term support. Care packages are built around individuals, using assets that already exist in the community. Whilst new referrals are the principal target, it is unclear yet exactly what the impact of the new approach will be on those already within the social care system. We can assume, however, that downward pressure on contract rates will worsen and residential care vacancies will become harder to fill. The future of group residential homes for any but the most vulnerable learning disabled adults is uncertain. Organisations like COT will be increasingly required to minimise the funding gap for mild-to-moderate learning disability care. KCC's Market Position Statement 2021-26 states that there is an 'oversupply' of care homes in the county and, "there is a need to reduce and control the supply of lower-level services and fill the gaps [in more complex care]." It will therefore also be vital to mitigate the risk to the charity's commissioned income by continuing to review our business structure and pursuing a more even split between residential care and supported living provision. Where appropriate, financially viable opportunities present themselves, the Trust will continue to invest in new developments that can support greater independence for those who may benefit.

We recognise, however, that many of the individuals in the care of Canterbury Oast Trust will always need the support that a residential service provides. We know the true cost of providing a 'brighter life' for those who rely on our support - and we remain committed to meeting that challenge.

[1] Institute of Fiscal Studies

In order to preserve the range and quality of care our service-users need, it will be necessary to get the best possible return from our commercial activities and make the strongest case for fundraising support.

3.1.2 The Political Landscape
The education of learning disabled adults of working age are not currently a national political priority. Instead, the emphasis for all parties is on addressing funding arrangements for elderly care (the headline manifesto pledge for the current Government was that, "No-one should have to sell their home to pay for their care"). With the ongoing absence of a Social Care White Paper—originally promised in 2017—it is reasonable to assume that priorities will not change in the foreseeable future. This means that our work to engage the community and raise the profile of learning disability is more and more crucial to help avoid the cause falling off of the welfare agenda. We have a key role to play in encouraging society to support and understand the contribution that adults with a learning disability can make.

It is still early days for Brexit, but a potential reduction in the supply of support workers from the EU and beyond (currently 17% of the total social care workforce) risks putting upward pressure on salaries within the UK care sector. With the growth in the National Living Wage having taken COT's annual operating deficit for Care accommodation services to over £250,000 in recent years, this is obviously a cause for concern.

3.1.3 The Tourism Sector
The UK economy relies heavily on tourism and it has been hit hard by the Covid-19 pandemic. Visit Britain's report, "*Helping the Tourism Industry Recover from Covid*" calculates that the Exchequer could lose at least £5.8bn in revenue from inbound spending alone in the current year. The only way to fill this gap, of course, is to promote domestic tourism—an area of opportunity for the Rare Breeds Centre. In addition to a likely increase in demand for days out or 'staycations', there is also an anticipated reduction in supply. With 67% of tourism businesses having no business interruption insurance cover for Covid-19, many attractions may fail if they cannot return to fully capacity for a second successive summer holiday period. When full recovery begins, it is expected that the 'Visiting Friends and Relatives' category of trips will be first to bounce back, as people reconnect after the lockdown period. It is most likely that day trippers and holiday makers will head for coastal and rural destinations, as nervousness about mixing in crowds continues. Indeed, ALVA research[2] shows that willingness to return to attractions is tempered with concern about safety, with 76% of people surveyed feeling anxious about using indoor attractions or amenities. As a largely open-air rural site, with an excellent track-record of safety during the pandemic, The Rare Breeds Centre has much in its favour. We will therefore need to ensure we capitalise on these advantages—along with the continued growth of population in the Ashford area—to secure a sustainable future for our tourism activities.

3.2 Operational Delivery

3.2.1 Recruitment
In March 2020 – before the impact of the global pandemic was felt – there were 112,000 vacancies in adult social care[3]. Although the equivalent statistics for the current year are awaited, we know that the Covid-19 crisis has exacerbated the problem. At COT – and we know our experience is common across the sector – we have experienced an increase in staff turnover due to anxieties about the pandemic, the early commencement of planned retirement and a general re-evaluation of life choices. In turn, recruitment has become extremely difficult, with the frequent need to advertise vacancies several times; the regular withdrawal of candidates when positions are offered; increasing need to pay for the services of recruitment agencies and block bookings of agency staff.

With Social Care already not the most popular or financially rewarding career choice, the sector's appeal has been further denuded by developments in other areas during the pandemic. With hospitality businesses struggling to fill their 355,000 vacancies (as individuals choose to move into retail for greater job security and many European staff head back to their home countries), this has led to increasing salaries in that sector.

[2] Attractions Recovery Tracker – Association of Leading Visitor Attractions
[3] Skills for Care – *'The state of the adult social care sector and workforce in England'*, Published October 2020

Wages in the field of learning disability care (where it is not possible to subsidise depressed local authority fee rates with self-funders) cannot always compete with upward pressures elsewhere.

In the face of this challenge, the Trust recognises the importance of encouraging retention through opportunities for career development, an ongoing review of reward and recognition arrangements and further improvements to the welfare support available to staff (both internally via our central Training & Development Department and externally via our 'Healthshield' assistance scheme).

3.2.2 Technological Developments

The unrelenting digital revolution places a responsibility on COT to explore the ways in which we can use IT to add value to our work and further improve the care we offer. We have a particular responsibility to ensure that our service-users have the skills they need to stay safe online and to benefit fully from the advantages of e-communications. The enforced migration to online ways of working caused by the Covid-19 crisis has presented an exciting opportunity. Our service users, their families and our staff now have a level of confidence and experience that we can build on in the development of more ambitious digital projects.

Systems development remains a key priority for COT and – after some disruption caused by the pandemic – an ongoing systems integration review is taking place with the objective of streamlining processes, reducing duplication and achieving cost-efficiencies into the longer term.

3.3 Financial Management

Having taken the strategic decision to subsidise – as far as we are able - an operating deficit in our care accommodation services, it is vital that the Trust has a robust and effective financial strategy to ensure the charity's sustainability into the longer term. The following priorities underpin our efforts to mitigate that risk:

- the ongoing search for more efficient and cost-effective ways of working;
- the articulation of the strongest possible case for fundraising support;
- improved financial contribution from the Rare Breeds Centre;
- prudent and well-informed investment decisions.

The willingness to make difficult decisions is a key feature of the Trust's financial strategy, with closures of the popular but loss-making Coterie Tea Rooms during 2020, along with withdrawal of the unsustainable subsidised bus service for those attending our life skills services. Whilst such changes are inevitably challenging and upsetting in the short-term, we recognise the responsibility to balance the charity's history and ethos with its future financial security. As the parents of many of our service users continue to age, it is ever more important to ensure that COT is a constant and stable presence for our residents and tenants to rely on as long as they may need us.

The disruption caused by the pandemic has been used an opportunity in some cases to review aspects of our financial management at the operational level. In the ongoing search for efficiency and maximum value for money, our life skills timetables have been revised to help control staffing costs, the opening hours for the Rare Breeds Centre have been standardised across the year and the benefits of measures such as on-line bookings and card-only payments will be retained beyond the Covid crisis period.

3.4 Compliance

The work of COT is overseen by 14 different national regulators. In addition, we are required to remain compliant with increasingly challenging contracts for our care accommodation services and Life Skills programmes. Society is, thankfully, becoming more diverse and organisations must ensure that they are keeping pace with the necessary safeguards for equality and diversity, both for their clientele and their workforce. Society is also becoming more litigious, and significant resource is now required not only to comply with the demands of health and safety, data protection and environmental responsibility, but also to evidence and document that compliance, too.

A key consequence of the pandemic has been an increase in insurance premiums and a reduction in the scope of cover. Significant work was required during the year to find a new insurer when cover for infectious diseases was withdrawn at the time of policy renewal. Whilst this situation was common across the care sector, it was a particular problem for COT, not just for our care services, but also in respect of the Rare Breeds Centre visitor attraction. With replacement cover now in place, the situation has offered an invaluable opportunity to work with a new insurer to review our risk-mitigation measures and seek positive feedback on our policies and procedures.

It is increasingly clear that an exemplary track-record of compliance monitoring will become a pre-requisite for organisations wishing to secure cover for the risks they face. COT recognises the requirement to be well-placed to address these challenges and threats.

Risks associated with safeguarding and the management of health & safety are regularly reviewed at Trustee level, via the individual Committees and as standing items on all Board Meeting agendas. There are robust processes for the management of any incidents and every 'accident, incident and near miss is reported to the Board. The Head of Estates provides bi-annual presentations of compliance in all areas relating to the regulation of the charity's built estate. There were no serious incidents that required a report to the Charity Commission during the year.

In order to build on the excellent foundation work of the fixed-term Safety and Compliance Officer (funded by a charitable trust from July 2019 to July 2020), COT engaged the services of Health & Safety and GDPR advisors during 2021. These individuals will work with the Trust on an ongoing basis to undertake regular audits, prepare action plans in partnership with service managers and provide support for implementation. The next key priority for the period 2021-22 is a restructure of our care accommodation management in order to free-up resource for more external scrutiny of quality and compliance in our care homes and supported living services. In preparation for this, two external infection control audits were commissioned during the year, with positive outcomes in both cases.

As part of a review of insurance cover for the Rare Breeds Centre, an external audit was commissioned in January 2021 to assess safety risks around the visitor attraction. Again, feedback was positive, with minor corrective actions recommended in relation to signage and fencing.

3.5 Governance

The Board of Trustees recognises that effective governance is the cornerstone to ensuring that the charity continues to be effective, accountable and sustainable. A key element of this responsibility is the setting of an appropriate strategic direction for the work of the Trust. During the year, the Board and senior management team took part in a strategic review in order to produce a new plan for the period 2021-2024. This resulted in the development of the '*Brighter Lives for Good Strategy'*, along with a review and reworking of the Trust's Vision and Mission Statements. The new strategy was underpinned by a 3-year financial forecast and a review of the Trust's 'going concern' status following Covid-19.

Work continued during the year to address the recommendations arising from the external governance review that was completed by BHPR Associates in 2019. Although the pandemic restrictions limited progress in many areas of the Action Plan, work was undertaken to:

- improve linkages between the Board and staff,
- conduct a Board Impact Assessment Survey with Trustees and Management,
- strengthen the approach to management of strategic risks through development of the risk register; and
- improve reporting mechanisms for compliance reporting.

The removal of Covid-19 restrictions will pave the way for greater engagement with our external stakeholders and – in particular - allow us to consult on a formal communications strategy for families and Members in the coming year.

4. PUBLIC BENEFIT STATEMENT

The Trustees confirm that they have complied with their duty in Section 4 (1) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

During the year, the Trust provided quality care and training to 168 individuals with a learning disability, enabling them to lead brighter lives and to contribute as far as possible to the wellbeing of the communities to which they belong.

Through the support provided to our beneficiaries throughout 2020/21, we sought to break down the barriers that are faced every day by adults with learning disability in regard to independence, learning and acceptance.

The Review of Activities pages 9-13 outlines how Canterbury Oast Trust delivered public benefit for our service users across all operating areas.

5. FINANCIAL PERFORMANCE

The results for the year are set out in the Statement of Financial Activities, from page 19.

The Trust achieved an overall surplus of £1,257,538 in the financial year. This includes the gain on disposal of £830,449 from the sale of a freehold property.

Net movement in funds during the year was £1,257,538 (2020: £6,366) of which £1,278,189 (2020: -£7.045) was the movement on unrestricted funds. There were reserves of £9,540,224 (2020: £8,282,686) which includes £4.3m (2020: £4.5m) represented by fixed assets.

6. REVIEW OF ACTIVITIES

In the final year of the 'Brighter Lives' Strategy for the period 2015 -2021, COT celebrated the following achievements in pursuit of the 4 strategic goals that shaped our work:

GOAL 1: To provide a safe, varied, responsive and financially sustainable mix of living options for adults with learning disabilities.

The principle focus for the year was to ensure that our accommodation services remained free of Covid-19 and were safe places for our service users to be during lockdown. We are delighted to report that we have not experienced any cases among our service users and that our infection control measures have proven sufficiently robust and effective to date. There were times when maintaining this situation proved challenging. It was often necessary for management to chart a delicate course between adhering to the Government's strict Covid guidelines in relation to care home management and meeting the needs of service users and their families, especially in relation to personal contact.

The Trust carried 7 service user vacancies during the course of the year across our Ellis Drive, Bungalow, Farm View, Lockhart Place and Farm House services. In the interests of infection control, the decision was taken not to introduce new residents or tenants during the pandemic and so work to fill these places will commence when Covid restrictions are lifted.

During the lockdown period, the opportunity was taken to undertake external works to our care accommodation properties to improve the environment for outside visits. Key improvements included new paving, tarmacking and patio areas in several services, along with minor landscaping works and the erection of summer houses and gazebos.

Although the Trust did not receive any CQC inspections during the course of the year (so all services retain their 'Good' overall ratings), two external infection control audits were commissioned. With minor observations made with regards to record keeping and soft furnishings, the audits provided a reassuring ratification of the Trust's processes and procedures.

With individual service user reviews suspended for Covid reasons, stakeholder feedback was captured more informally during the year and included the following comments:

- *"Thank you for looking after my brother - you are truly wonderful people x"*
- *"Thank you for looking after everyone so well."*
- *"You have brought us to tears with the latest update on the absolutely wonderful care that you are providing for [our son] and his many friends. The staff, at all levels, are doing some truly amazing things to keep them active, happy and - most of all - well. When you hear of the horror stories of homes throughout the country, we can only feel blessed to have everyone who is caring so magnificently for our off-spring through these unbelievable times."*
- *"Thank you so much for all you do for the residents, you are truly great people."*
- *"As a parent of one of the people that is fortunate enough to be in your care (and I mean that sincerely, our young man is very fortunate to be in your care) I would like to express our heartfelt thanks for everything that the trust is doing to keep everybody safe. I hope you understand just how comforting to us it is to know just how lucky we are not to have to worry about our young man's care and wellbeing. From day one the communication and actions taken have been the right ones. Thank you."*
- *"…whenever I phone, there's nothing but good vibes coming from both the carers and the residents. Thank you from the bottom of my heart for keeping them not only safe, but happy in these stressful times."*
- *"Well done all the staff. Amazingly our son is coping so very well. It can only be down to patience and ingenuity."*

GOAL 2: To provide a varied, responsive and financially sustainable mix of learning opportunities for adults with learning disabilities.

Despite spending much of the year in strict lockdown measures our life skills services have continued in various forms, adapting along the way to maintain our social and learning provisions for so many individuals across Kent & East Sussex.

From April 2020 we began offering our life skills projects remotely to all students through cloud-based video conferencing. Much of the initial lockdown period was spent supporting students and their families with advice and resources to facilitate access to the new digital services.

Over the last year we continued to provide a life skills provision to 73 Canterbury Oast Trust residents and tenants and 84 external students.

During the height of the pandemic, our online life skills programme offered up to 47 lessons a week, to which students had open access, regardless of their pre-Covid programmes of study. In total, our life skills tutors delivered 1,728 hours of online lessons in the financial year, attended by up to 29 students per session.

This dynamic access to our online provisions has allowed students greater freedom to explore new lessons and activities. Our face-to-face programme has seen some permanent changes as students request to continue with their new-found interests and become rangers, artists and bakers.

Combined life skills activity packs were provided during the months in which was not possible to deliver face-to-face sessions. Packs included service updates, seasonal and themed recipes, craft ideas, seeds for planting and a calendar of daily celebrations.

Bespoke one-to-one support has been available throughout by phone or video conference. These sessions have ranged from a regular catch-up through to individualised programmes coordinated with external key workers.

The online sessions were a lifeline to some of our students. The regular and dependable timetables offered a structure and purpose to their days in lockdown. Coupled with this we sought to meet their need to stay in contact with their friends and peers.

In the periods when Covid restrictions were eased (between August to November 2020 and from April 2021 onwards) our Life skills projects adapted to facilitate many of our students to return as safely as possible to socially distanced face to face sessions.

By using a 'bubble' programme students who lived within the Trust were able to access 5 different services during the week safely with others from their own households.

By April 2021 we were able to condense our internal bubbles to free up some places for some of our external students to return to face to face sessions. Any risks presented by returning to face to face life skills was mitigated by life skills staff by intensive cleaning regimes, wearing of PPE and being part of a vaccination and regular testing programme.

GOAL 3: To raise awareness and acceptance of learning disability through community engagement.

Supporting our service users to feel part of their local community and make a positive contribution is an important aspect of our charitable mission. As such, the drive to create and nurture impactful engagement opportunities with the wider public underpins our work.

We recognised that during the period of necessary isolation and separation from local communities that it was still vital to uphold and develop our community engagement through the life skills projects. Remotely visiting many local attractions on our online lessons improved learning opportunities and offered diversity to the sessions. As part of our zoom sessions we remotely visited Wildwood, The Land Army Museum, Bedgebury Pinetum and the Ark Bakery. We continued our links with the local community by planting up 35 hanging baskets for Dymchurch Parish Council, supplying plants for Hamstreet community planters and donating some of our Poulton Wood Christmas trees to a local nursery school. By holding online events such as the Poulton Wood Virtual Cream Tea and our regular posts on social media we were able to keep in touch with our supporters and maximise fundraising opportunities.

In line with Government legislation, it was necessary to close the Rare Breeds Centre visitor attraction during the periods of full lockdown and Level 4 restrictions. In order to maintain contact with our young audiences during the closure, a special activity pack was developed, featuring creative input from a variety of local professional artists - many of whom gave their services for free. The pack showcased the connection between the RBC and Canterbury Oast Trust by promoting the hashtag #artofcaring.

In preparation for reopening when restrictions were eased in July 2020, a detailed Covid-Safe plan was implemented, including the installation of additional hand-washes at key locations, the creation of a new socially distanced entrance area and electrical infrastructure works to get power to the top of the site (to enable additional hot-water handwashing near our outdoor play areas). The electrical works, which were already in the longer-term plan and expedited in response to Covid-19, have provided additional benefits to our Plants and Produce life skills area. To reduce close social contact and cash handling, an online pre-booking system was introduced, with staggered arrivals throughout the day. Socially distanced 'meet the animals' and falconry experiences were developed, along with a 'take away-only' catering offer. As a result of these measures, we safely welcomed 30,286 visitors to the site after the first lockdown ended in the period 1st July to 31st December 2020, with a further attending from 12th April 2021 (when the Level 4 Restrictions were lifted) to 31st May 2021.

To ensure that Covid did not mean the cancellation of Christmas at the Rare Breeds Centre, our annual on-site Santa Special event was replaced by a series of on-line experiences, featuring Santa and his elfin helper. Up to 21 sessions were available each day, with gifts posted to the child's house in advance. This offer meant that 106 children were able to enjoy the magic of Christmas, despite the national restrictions.

It is the intention to retain some of the operational changes introduced during the pandemic (including on-line booking, staggered arrivals and digital check-in as cars arrive on the site. Early indications suggest that these changes are having a positive impact on both income and the ability to control staffing costs.

Promoting the Work of COT

The Trust's work was promoted through a variety of different channels, including local radio, printed media (with regular advertising in targeted publications for families), through our websites (www.c-o-t.org.uk and www.rarebreeds.org.uk) and social media (Facebook: @rarebreedscentre, @cotcharity and @PoultonWood; Twitter: @COTcharity, @rarebreedskent and @PoultonWood). We have doubled our COT Facebook followers to over 1,000 in the last year, with some of our posts now reaching over 4,000 people. Our social media proved to be a useful communication tool during lockdown and we saw increased engagement with our supporters on-line.

An awareness campaign on Facebook during Learning Disability Week in June was well received. The theme was "friendship" and in one post we spoke with Lisa, Tim and Rob, all tenants of COT, about what friendship means to them, Rob said:

"We've been friends for a long time. We've watched the news together. There's been lots on about the virus. It's been good to talk about it - it was a bit worrying at first. Being friends has helped me. We've been sharing lots. We've been playing games. We have a dart game - Lisa wins a lot! We've also been using the computer to go to life skills - today we were on a Poulton Wood session. We rely on each other. It means a lot to have friends."

During the year we issued a special "lockdown" photo edition of the magazine 'In Touch' – via which we communicate with families and supporters – this was welcome at a time when contact with loved ones was restricted.

Fundraising

With continuing financial pressures on adult social care funding it is fundraising which increasingly enables Canterbury Oast Trust to maintain our values and to provide the level of support we feel truly improves the lives of the people in our care – and their families. We aim to nurture a mix of fundraised income from individual one-off and regular donations, grant making trusts, legacy gifts and through the hard work of the Hitrade shop volunteers and the Friends of COT. Our fundraising also benefits from the community presence we hold through our Rare Breeds Centre – without our visitor attraction this level of community engagement would be hard won for our charity.

The Trustees confirm that COT's fundraising activity is compliant with the recognised standards of fundraising as set out in the Code of Fundraising Practice, as well as those required under charity law. The Trust participates in the Fundraising Regulator's voluntary regulatory regime and does not employ the services of any third-party professional fundraising organisations. No complaints have been received in relation to COT's fundraising activity. All fundraising activity is planned and monitored by the Fundraising Manager and Chief Executive to ensure that it is not unreasonably intrusive or persistent and that no undue pressure is placed on any individual in relation to donation requests.

The families and friends of our service users continued to be the source of a significant percentage of our unrestricted donations for the financial year. During the year we received a number of extremely generous donations from family members with one exceptional gift totalling £100K. We have 75 dedicated supporters making regular donations and one-off gifts were received from 262 donors.

Several on-line participation events were arranged during the year, including a 'Ballgown Lockdown' fundraiser organised by a sibling of a tenant of COT (raising £1,000) and a 'virtual' Bluebell Cream Tea (raising £1,100). Our Problematic Pop Quiz team developed an on-line version of their quiz and hosted a number of successful events with corporate supporters.

A campaign via our Amazon wish list provided a wide range of garden games, board games, educational items and craft activities for our residents and tenants during lockdown which proved to be a huge moral boost. A further campaign at Christmas provided a "stocking" full of gifts for distribution within each our houses. We estimate the "in kind" value of donated items to be in excess of £5,000.

We were grateful to the following organisations for their generous support during 2020/21: Hitrade; Friends of COT; Crafting for Carers; Volunteer Riders UK; Lockhart Foundation; Civil Service Insurance Charity Fund; The Will Charitable Trust; The Mark Leonard Trust; Kent Minds; Fellfoot Charitable Trust; Masonic Charitable Trust; Province of East Kent Freemasons; Feathers Charitable Trust; Fellfoot Charitable Trust; Green Hall Foundation; Nona Doubleday Trust; Rotary Club of Sandwich; Rotary Club of Ashford; Kent Fire and Rescue Service; Strategic Dimensions Ltd; Sovereign Ltd; SAGA; Crown Products; Silcocks Farm Shop; GD Herbert Charitable Trust and the Gilbert Edgar Charitable Trust.

Hitrade (a charity shop in Sidcup raising funds for COT) supported the Trust with donations totalling £38,242 in the year, despite COVID restrictions forcing the closure of the shop for part of the year. These funds helped to support and maintain our life skills training programmes and to improve the enjoyment and comfort of our residents and tenants.

The Friends of COT have been unable to undertake fundraising activities since the beginning of March 2020, although minor donations from the sale of a number of items were made throughout the year. The Friends kindly purchased games, sports equipment and activity kits through the Amazon wish list amounting to approximately £2,300. A Christmas present was given to every resident and tenant of COT and an offer of a special Christmas grant based on £30 per person was made to each house. The Friends of COT look forward to resuming fundraising activities and to receiving grant applications in the coming year.

GOAL 4: To continue to recruit and retain a dedicated, qualified and stable workforce

Despite the disruption caused by the Covid-19 pandemic at the beginning of April 2020, the Trust continued to support staff with their professional development throughout 2020/2021, with 14 delegates completing the Care Certificate, 6 delegates completing the Health and Social Care Diploma Level 2 and one delegate completing their Level 5 Diploma.

As a consequence of the pandemic, staff have had to adapt to new remote ways of working and learning. Online learning – including the use of videos and video conferencing – has been used to help staff to learn, communicate and gather remotely. Staff have benefited from a total of 958 e-learning modules in partnership with iHasco and Care Skills Academy. The Trust has also used materials produced by NHS, Skills for Care and PHE specifically for Covid-19 related topics such as donning and doffing PPE, self-administered testing and new infection prevention and control measures.

The health and wellbeing of staff has also been of paramount importance to the Trust in meeting its objective of retaining a dedicated workforce. At the very beginning of the first lockdown 'Welfare' calls were introduced for all staff whether they were continuing to work within the Care Accommodation services, working remotely from home or placed on Furlough Leave under the Government's new Job Retention Scheme. During the year more than 200 welfare calls were made offering guidance, support and a 'listening-ear' to staff. Staff were reminded of the Trust's Employee Assistance Program with Health Shield and sign-posted to various health and wellbeing support networks. Managers have also played a key role in employee welfare, by having regular 'check-ins' either face to face, by telephone or video conferencing.

Care staff turnover for the Financial Year 2020/2021 stood at 18.7%. There was a very slight increase on last year of 1.7% but it still remains significantly lower than the national average of 30.4% for social care organisations[4]

[4] 'The State of Adult Social Care in England', Skills for Care, October 2020.

Volunteering

Sadly, the advent of the pandemic had a huge impact on the volunteering operations at the Trust. However, there were some areas where a few volunteers could safely work in between each lockdown, namely at Poulton Wood, Plants and Produce, RBC and the gardening group. Again, volunteers played a crucial role in enabling the Trust to re-open safely in the new Covid-19 secure era. During the last year, existing volunteers received welfare calls and were kept up to date with the planned re-opening of the RBC and Life Skills services following the numerous lockdowns. With the gradual re-opening of

services at the Trust, there are currently 13 new volunteers going through the recruitment and induction process, including the Trust's online mandatory training program.

PLANS FOR THE FUTURE

In support of the 'Brighter Lives for Good' strategy for period 2021-24, the following strategic objectives will guide the work of the charity in the coming financial year:

GOAL 1 - Provide a responsive, safe, compliant and financially sustainable mix of living options for adults with a learning disability.

- Reduce the operating deficit on care accommodation services
- Future-proof care accommodation services in line with changing service-user needs and local authority commissioning priorities
- Further improve Care Quality Commission (CQC) ratings in order to stimulate demand among service-users, families and commissioners and enhance donor appeal

GOAL 2 - Provide an aspirational, relevant and financially sustainable range of training and development opportunities for adults with a learning disability.

- Achieve at least financial break-even on all Life Skills programmes
- Raise the profile of COT Life Skills provision as a preventative health care service
- Maximise opportunities for community participation

GOAL 3 - Raise awareness and support for learning disability through positive engagement with local communities.

- Position RBC as a first choice visitor destination for families within a 60-minute drive time radius
- Generate at least £200K annual operating surplus from RBC operations (excluding Gift Aid on visitor admissions)
- Improve public awareness of links between RBC and COT

GOAL 4 - Recruit, develop and retain a dedicated, qualified and stable workforce.

- Maintain annual staff turnover below 10%
- Minimise the impact of staff sickness absence
- Improve support and succession planning for key management roles
- Engage, support, train and retain a cohort of strategic volunteers

GOAL 5 - Ensure COT has the necessary supporting infrastructure to deliver the Strategic Plan in an efficient, affordable and compliant way.

- Reduce central administrative overhead
- Implement IT transformation programme to improve connectivity and increase efficiency
- Improve compliance monitoring and reporting in all areas
- Improve stakeholder communications
- Increase our annual fundraising contribution
- Capture evidence of COT's impact for all direct and indirect beneficiaries

INVESTMENT POLICY

The Memorandum of Association allows the Trustees to make and hold investments using monies not required for immediate use. The Trust has very significant investment in property and has an Investment sub- Committee, within the Finance Committee, which is tasked with investing an agreed proportion of the cash deposits to improve investment returns.

The Investment Policy was reviewed during the year and it was agreed that up to £1M of the Trust's cash reserves should continue to be invested with the investment managers CCLA. The value of an initial investment of £750,000 made in 2015 stood at £1,282,455 as at 31st March 2021.

The Charity's assets are invested in line with its objects. The Trustees do not wish to adopt an exclusionary policy, but individual investments may be excluded if perceived to conflict with the Charity's objects. The investment managers at CCLA have an ethical approach which has been assessed by the trustees as meeting and exceeding their requirements.

The investment objective for the remainder of the Trust's reserves is to ensure they are readily available to meet unanticipated cash flow requirements.

BORROWING AND RESERVES

At 31 March 2021 the charity had total reserves of £9,540,224 (2020: £8,282,686) which includes £4.3m (2020: £4.5m) represented by fixed assets, £164,444 (2020: £315,000) designated funds and £1,533,684 restricted funds (2020: £1,554,335). Free reserves totalled £3,541,162 (2020: £1,915,265).

It is the general policy of the Trust to apply its income towards its charitable objectives as much as it reasonably can and hence to avoid accumulating excessive reserves. Where considered appropriate - and being mindful not to overcommit the Charity - borrowings are undertaken to fund elements of significant capital projects.

The policy of the Trustees is to maintain at least the minimum of cash reserves and working capital sufficient to meet known development plans, as well as the day-to-day needs of the Trust, whilst retaining a reserve to provide for the long term support of service users and to give security to employees. The Trustees also recognise the risk to income posed by factors outside the organisation's control, such as local authority commissioning decisions and funding; social care policy changes; adverse weather at peak visitor times; competition from other visitor attractions or the outbreak of contagious disease.

Having considered these factors, the Board of Trustees has agreed to maintain cash reserves of no less than 4 months' operating costs at all times. This timeframe reflects the nature of the Trust's business as a social care provider and the requirement to safeguard all service users by helping them secure suitable alternative accommodation in the event that the Charity ceased to operate.

At the end of 2020/21 the Trust had borrowed £253,850 and had £3,770,326 cash reserves. This represented 7.95 months of operating costs, in line with the Reserves Policy.

RESTRICTED AND UNRESTRICTED FUNDS

Restricted income funds derive from donations, grants and legacies received and are put towards a variety of specific capital projects and charitable activities.

Unrestricted income funds may be designated or freely available for the Trust's general charitable purpose. After setting aside restricted income funds the balance of the Trust's available funds at the balance sheet date are designated as follows:

- To charitable activities which the Trust intends to support over the coming year.
- To capital expenditure that is either contractually committed or is planned for the coming financial year; then
- Assets held for charitable use, up to a maximum of the net book value of those fixed assets at the balance sheet date.

If, after designating unrestricted funds as above, there are funds remaining, these are treated as unrestricted free reserves.

The Trustees do not consider it necessary to retain income in respect of the Trust's designated fund activities. Whilst these funds have been earmarked by the Trustees for particular purposes or uses, they are not committed or restricted legally.

GOING CONCERN

The Trustees have considered whether it is appropriate to prepare the financial statements on the basis that the group and charity is a going concern, including the impact of ongoing Covid-19 pandemic on that assessment.

Although Covid-19 has had a significant impact on Canterbury Oast Trust's operations on a day to day basis, anticipated losses in the year 2020-21 were offset by the Job Retention Furlough Scheme, several large donations, reduced activity levels, postponed Estates works, lower than normal sickness absence and significant gains on our CCLA investment.

The Trustees have reviewed the financial statements for the group and charity in the light of this and have - in particular - considered its anticipated income (with secure contracts in place for charitable activities with the Local Authority) and expenditure commitments for a period of twelve months from the date of approval of these financial statements. With regard to the charity, the Trustees have reviewed the financial projections, budgets and cash position for the period up to October 2022 and are satisfied that the charity has adequate finances (including forecast cash and investments throughout the period) and reserves to maintain its ability to operate successfully without additional funding. The Trustees therefore do not consider that the impact of the Covid 19 pandemic will have a material impact on the charity's going concern status.

The charity is supporting the trading subsidiary during this period whilst its activities are impacted by the pandemic.

CAPITAL EXPENDITURE

In pursuit of the Trust's 4 charitable objectives, infrastructure investment continued across all our services in the year 2020-21, with £94,000 expended on capital projects including £26,000 on infrastructure improvements.

PENSIONS

To comply with current legislation COT supports employees' ability to invest in the (defined contribution) arrangements offered by The Peoples' Pension.

The Trustee Board (of COT) does not give employees financial advice but does monitor the performance of the funds offered by The Peoples' Pension.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Canterbury Oast Trust 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 and charity law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- prepare the financial statements on an on-going concern basis unless it is inappropriate to presume the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy, at any time, the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006 (as amended).

They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

PROVISION OF INFORMATION TO THE AUDITORS

So far as each of the Trustees is aware at the time this report is approved there is no relevant audit information of which the Trust's auditors are unaware and the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to ensure that the auditors are aware of that information.

AUDITOR

In accordance with the charity's Memorandum and Articles of Association, a resolution proposing that RSM UK Audit LLP be reappointed as auditor of the charity will be proposed at the Annual General Meeting on Saturday …………16th October 2021….

APPROVAL

This report was approved by the Trustees on ……1st October……………….. 2021 and signed on their behalf by:
Russell Walters, Chairman

Russell Walters

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CANTERBURY OAST TRUST

Opinion

We have audited the financial statements of Canterbury Oast Trust (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including 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 FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees' Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Trustees' 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 and the incorporated Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report and the incorporated 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 the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Trustees' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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 Statement of Trustees' Responsibilities, on page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees' determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

The extent to which the audit was considered capable of detecting irregularities, including fraud
Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

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

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operates in and how the charitable company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011 and the charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report and remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the Care Act 2014, Care Quality Commission regulations and General Data Protection Regulation. We performed audit procedures to inquire of management whether the group is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business.

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

Use of our report

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

RSM UK Audit LLP

Zoe Longstaff-Tyrrell (Senior Statutory Auditor)
For and on behalf of RSM UK Audit LLP, Statutory Auditor
Chartered Accountants
3rd Floor
Portland
25 High Street
Crawley
West Sussex, RH10 1BG
14 October 2021

CANTERBURY OAST TRUST

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Income and endowments from:					
Donations and legacies	**3**	348,733	84,084	432,817	572,300
Charitable activities	**4**	5,123,898	-	5,123,898	5,973,047
Investments	**5**	1,065	1,838	2,903	2,369
Other income	**7**	1,325,849	-	1,325,849	-
Total income and endowments		6,799,545	85,922	6,885,467	6,547,716
Expenditure on:					
Raising funds	**6**	49,429	2,171	51,600	44,407
Charitable activities	**8**	5,717,614	104,402	5,822,016	6,489,305
Other	**10**	5,521	-	5,521	7,335
Total expenditure		5,772,564	106,573	5,879,137	6,541,047
Net (loss)/gain on investments	**15**	251,208	-	251,208	(303)
Net income/(expenditure) for the year/ Net movement in funds		1,278,189	(20,651)	1,257,538	6,366
Fund balances at 1 April		6,728,351	1,554,335	8,282,686	8,276,320
Fund balances at 31 March		8,006,540	1,533,684	9,540,224	8,282,686

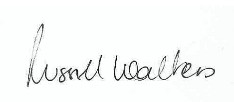
CANTERBURY OAST TRUST

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	**14**		4,300,934		4,498,086
Investments	**15**		1,306,555		1,056,347
			5,607,489		5,554,433
Current assets					
Stocks	**16**	55,934		62,259	
Debtors	**17**	967,637		843,721	
Cash at bank and in hand		3,770,326		2,636,279	
		4,793,897		3,542,259	
Creditors: amounts falling due within one year	**18**	(643,264)		(565,894)	
Net current assets			4,150,633		2,976,365
Total assets less current liabilities			9,758,122		8,530,798
Creditors: amounts falling due after more than one year	**20**		(217,898)		(248,112)
Net assets			9,540,224		8,282,686
Income funds					
Restricted funds	**24**		1,533,684		1,554,335
Unrestricted funds					
Designated funds	**25**	164,444		315,000	
General unrestricted funds		7,842,096		6,413,351	
			8,006,540		6,728,351
			9,540,224		8,282,686

The financial statements were approved by the Trustees on ..01/10/21...........



Russell Walters, Chairman
Trustee

Company Registration No. 01897198

CANTERBURY OAST TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Cash flows from operating activities					
Cash generated from operations	**28**		349,862		726,803
Interest payable	**10**		(5,521)		(7,335)
			344,341		719,468
Investing activities					
Purchase of tangible fixed assets		(94,347)		(303,123)	
Proceeds on disposal of tangible fixed assets		910,364		7,758	
Receipts from repayment of loans from trading subsidiary		1,000		1,000	
Interest received		2,903		2,369	
Net cash generated from/(used in) investing activities			819,920		(291,996)
Financing activities					
Repayment of bank loans		(30,214)		(30,819)	
Net cash used in financing activities			(30,214)		(30,819)
Net increase in cash and cash equivalents			1,134,047		396,653
Cash and cash equivalents at beginning of year			2,636,279		2,239,626
Cash and cash equivalents at end of year			3,770,326		2,636,279

1 Accounting policies

Charity information

Canterbury Oast Trust is a private company limited by guarantee incorporated in England and Wales. The registered office is Highlands Farm, Woodchurch, Ashford, Kent, TN26 3RJ.

In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per voting member of the Trust.

The trusts objectives and aims are disclosed in the Trustees' and Strategic Report.

1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", the requirements of the Companies Act 2006 and under the historical cost convention, modified for certain fixed asset investments. The financial statements have also been prepared in accordance with the accounting policies set out in more detail below, to comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019 (the FRS 102 Charities SORP 2019).

The trust constitutes a public benefit entity as defined by FRS102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

1.2 Going concern

The Trustees have considered whether it is appropriate to prepare the financial statements on the basis that the group and charity is a going concern, including the impact of the ongoing Covid-19 pandemic on that assessment.

The Trustees have reviewed the financial statements for the group and charity and have - in particular - considered its anticipated income (with secure contracts in place for charitable activities with the Local Authority) and expenditure commitments for a period of twelve months from the date of approval of these financial statements. With regard to the charity, the Trustees have reviewed the financial projections, budgets and cash position for the period and are satisfied that the charity has adequate finances (including forecast cash and investments throughout the period) and reserves to maintain its ability to operate successfully without additional funding.

The charity is supporting the trading subsidiary during this period whilst its activities are impacted by the pandemic. The Trustees therefore do not consider that the impact of the Covid 19 pandemic will have a material impact on the charity's going concern status.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

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

1 Accounting policies (Continued)

1.4 Income

Income is recognised when the charity has entitlement to the funds, after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the charity where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Donated services or facilities, which comprise donated services, are included in income at a valuation which is an estimate of the financial cost borne by the donor where such a cost is quantifiable and measurable. No income is recognised where there is no financial cost borne by a third party. Income tax recoverable in relation to donations received under Gift Aid is recognised at the time of the donation.

Income received in respect of annual membership to the Rare Breeds Centre is recognised over the period of the membership.

Income tax recoverable in relation to investments income is recognised at the time the investment income is receivable.

Interest income is recognised when it is probable that the economic benefits will flow to the company and the amount of revenue can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and the effective interest rate applicable.

1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Support costs comprise in the main central staff costs, these are allocated between charitable activities and governance costs (central administration) based on actual or estimated time employed by staff in these functions. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets

All assets costing more than £1,000 are capitalised.

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	2-15% straight line
Fixtures and fittings	15-25% straight line
Motor vehicles	25% straight line

1 Accounting policies (Continued)

Freehold land and assets in the course of construction are not depreciated until available for use.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

Interests in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. The investments are assessed for impairment at each reporting date and any impairment losses or reversals of impairment losses are recognised immediately in profit or loss.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Stocks

Stocks and work in progress are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

1.11 Financial instruments

The charity has applied the provisions of Section 11 ‘Basic Financial Instruments’ of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets which include trade and other debtors, amounts owed by group undertakings, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost, being transaction price less amounts settled and less any impairment losses. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

1 Accounting policies (Continued)

1.12 Taxation

The Company is a registered charity and as such its income and gains falling within Sections 371 to 489 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

1.13 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.14 Retirement benefits

For defined contribution schemes the amount charged to net income or expenditure is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

1.15 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to income on a straight line basis over the term of the relevant lease.

1.16 Consolidation

The Trust is exempt from the requirements to prepare group accounts by virtue of section 402 of the Companies Act 2006. These financial statements therefore present information about the company as an individual undertaking and not about its group. Charities SORP allows a subsidiary to be excluded from consolidation if its results are not material to the group. In the opinion of the Trustees the turnover and net assets of COT Trading Limited are not material in the context of these accounts and therefore consolidated accounts have not been prepared, details of this subsidiary are given in note 15.

1.17 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

2 Critical accounting estimates and judgements

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

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

Critical judgements

Consolidation
As detailed in 1.16 the Trustees consider the results of the subsidiary to be immaterial to the group and as such they have not prepared consolidated accounts.

Key sources of estimation uncertainty

Allocation of support costs
As detailed in 1.5 support costs are allocated between charitable activities and governance costs (central administration) based on actual or estimated time employed by staff in these functions.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total 2021	Total 2020
	£	£	£	£
Donations and gifts (see below)	325,598	84,084	409,682	418,593
Legacies receivable	20,015	-	20,015	150,827
Market value of pro-bono funding	3,120	-	3,120	2,880
	348,733	84,084	432,817	572,300
For the year ended 31 March 2020	359,644	212,656		

Donations and gifts				
Grants	-	38,242	38,242	85,843
Individual gifts	304,811	30,482	335,293	259,874
Charitable foundations	3,350	14,000	17,350	62,619
Corporate donors	17,437	1,360	18,797	10,257
	325,598	84,084	409,682	418,593

4 Charitable activities

	Care and life skills	Social enterprise groups	Unrestricted Total 2021	Total 2020
	£	£	£	£
Income by charitable activities	4,750,248	373,650	5,123,898	5,973,047

Social enterprise groups comprise the Rare Breeds Centre farm, restaurant and marketing sectors.

Included within social enterprises income are amounts totalling £25,000 (2020: £Nil) from Ashford Borough Council in the form of a grant in respect of the impact of COVID-19. There are no unfulfilled conditions or other contingencies attached to the grant.

5 Investments

	Unrestricted funds	Restricted funds	Total 2021	Total 2020
	£	£	£	£
Interest receivable	1,065	1,838	2,903	2,369
For the year ended 31 March 2020	1,849	520		

6 Raising funds

	Unrestricted funds	Restricted funds	Total 2021	Unrestricted Total 2020
	£	£	£	£
Fundraising and publicity				
Advertising	9,365	2,171	11,536	-
Staff costs	40,064	-	40,064	44,154
Depreciation and impairment	-	-	-	253
	49,429	2,171	51,600	44,407

7 Other income

	2021	2020
	£	£
Net gain on disposal of tangible fixed assets	830,449	-
Grants received	495,400	-
	1,325,849	-

Grants received represent amounts received in respect of contributions towards staff salary costs under the coronavirus job retention scheme. There are no unfulfilled conditions or other contingencies attached to the grant.

8 Charitable activities

	Care and life skills	Social enterprise groups	Total 2021	Total 2020
	£	£	£	£
Staff costs	3,150,039	557,460	3,707,499	3,884,472
Depreciation and impairment	133,259	67,526	200,785	192,721
Purchases	151,916	104,979	256,895	509,819
Utility and telephone costs	156,365	22,900	179,265	209,470
Vehicle costs	38,463	13,555	52,018	93,858
Insurance	80,598	24,742	105,340	99,483
Repairs and maintenance	216,207	79,454	295,661	374,774
Bank charges	-	16,865	16,865	-
Advertising	-	11,977	11,977	48,093
Miscellaneous	4,141	13,479	17,620	37,436
(Profit) / Loss on sale of fixed assets	-	-	-	(119)
Postage and stationery	6,899	3,943	10,842	13,333
	3,937,887	916,880	4,854,767	5,463,340
Share of support costs (see note 9)	796,232	106,812	903,044	960,394
Share of governance costs (see note 9)	56,481	7,724	64,205	65,571
	4,790,600	1,031,416	5,822,016	6,489,305

8 Charitable activities (Continued)

	Care and life skills	Social enterprise groups	Total 2021	Total 2020
	£	£	£	£
Analysis by fund				
Unrestricted funds	4,728,962	988,652	5,717,614	
Restricted funds	61,638	42,764	104,402	
	4,790,600	1,031,416	5,822,016	
For the year ended 31 March 2020				
Unrestricted funds	4,917,555	1,371,985		6,289,540
Restricted funds	174,859	24,906		199,765
	5,092,414	1,396,891		6,489,305

9 Support costs

	Support costs	Governance costs	2021	2020
	£	£	£	£
Staff costs	739,530	55,664	795,194	761,504
Depreciation	10,799	-	10,799	9,998
Other costs	85,217	-	85,217	155,645
Professional	27,280	5,513	32,793	23,939
Telephone	16,788	1,264	18,052	23,649
Postage and stationery	19,313	1,454	20,767	26,912
Bank charges	4,117	310	4,427	24,318
	903,044	64,205	967,249	1,025,965

All support and governance costs are attributable to charitable activities.

The governance costs have been allocated in proportion to the direct costs incurred in respect of each activity.

10 Other expenditure

	Unrestricted	
	Total 2021	Total 2020
	£	£
Bank interest paid	5,521	7,335

11 Net movement in funds

	2021 £	2020 £
Net movement in funds is stated after charging/(crediting)		
Government grants	(495,400)	-
Audit of the financial statements of the company	17,250	16,000
Fees payable to the company's auditor for non-audit services	5,900	3,200
Depreciation of owned tangible fixed assets	211,584	204,551
Profit on disposal of tangible fixed assets	(830,449)	(1,698)
Operating lease charges	1,247	1,248

12 Employees

Number of employees
The average monthly number employees during the year was:

	2021 Number	2020 Number
Support and resident services	143	167
Administration	16	15
Commercial, marketing and appeals	52	55
	211	237

Employment costs	2021 £	2020 £
Wages and salaries	3,873,944	4,038,580
Social security costs	305,523	305,453
Other pension costs	81,403	84,516
	4,260,870	4,428,549

The number of employees whose annual remuneration, excluding employee pension, was £60,000 or more were:

	2021 Number	2020 Number
£60,001 - £70,000	-	1
£70,001 - £80,000	1	-

The Trust considers the Board of Trustees and the Chief Executive as their key management personnel. The total employments benefits including employer pension and national insurance contributions of the key management personnel was £86,586 (2020: £78,009).

The charity operates a defined contribution pension scheme for all qualifying employees in the United Kingdom. The assets of the scheme are held separately from those of the charity in an independently administered fund. The contributions payable by the charity and charged to the statement of income and retained earnings in the year amounted to £81,403 (2020: £84,516).

13 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year (2020: nil).

During the year nil (2020: 2) trustees received reimbursement of travel expenses amounting to £nil (2020: £818).

14 Tangible fixed assets

	Freehold land and buildings	Fixtures and fittings	Motor vehicles	Total
	£	£	£	£
Cost				
At 1 April 2020	5,792,111	789,923	296,240	6,878,274
Additions	26,047	68,300	-	94,347
Disposals	(175,000)	(51,894)	(5,000)	(231,894)
At 31 March 2021	5,643,158	806,329	291,240	6,740,727
Depreciation and impairment				
At 1 April 2020	1,610,182	558,722	211,284	2,380,188
Depreciation charged in the year	111,833	66,864	32,887	211,584
Eliminated in respect of disposals	(95,083)	(51,896)	(5,000)	(151,979)
At 31 March 2021	1,626,932	573,690	239,171	2,439,793
Carrying amount				
At 31 March 2021	4,016,226	232,639	52,069	4,300,934
At 31 March 2020	4,181,929	231,201	84,956	4,498,086

Included in land and buildings is freehold land at cost of £100,000 (2020: £100,000) which is not depreciated.

Land and buildings pre-dating 1993 are carried at the lower of cost and open market value based on a professional valuation obtained on 13 July 1993 by Edward Symons, Chartered Surveyors. Subsequent additions are valued at cost. Freehold property primarily consists of properties from which the charitable activities of the Trust are undertaken, some of these properties are especially adapted for providing care services or are unusual in nature (Rare Breeds Centre) and the market value of these properties is not readily available. The insurance cost of rebuilding all the properties is estimated at £21.5m (2020: £20m). In the opinion of the Trustees the market value of the freehold property stated in these accounts is in excess of book value but much less than the insurance rebuild cost.

In June 2020, the charity sold one of its properties, Watchbell House, which was included in freehold land and buildings for £925,000, £910,000 after fees.

15 Fixed asset investments

	Unlisted investments	Other investments	Total
	£	£	£
Cost or valuation			
At 1 April 2020	1,031,247	25,100	1,056,347
Unrealised gains	251,208	-	251,208
At 31 March 2021	1,282,455	25,100	1,307,555
Impairment			
At 1 April 2020	-	-	-
Repayments	-	1,000	1,000
At 31 March 2021	-	1,000	1,000
Carrying amount			
At 31 March 2021	1,282,455	24,100	1,306,555
At 31 March 2020	1,031,247	25,100	1,056,347

	2021	2020
Other investments comprise:	£	£
Investments in subsidiaries	100	100
Loans to subsidiaries	24,000	25,000
	24,100	25,100

The charity holds 100 shares of £1 each in its wholly owned trading subsidiary company COT Trading Limited which is incorporated in the United Kingdom. The registered office of COT Trading Limited is Highlands Farm, Woodchurch, Ashford, Kent, TN26 3RJ. These shares are the only shares allotted, called up and fully paid. The activities comprise running the retail operations of the Rare Breed Centre. The results are not consolidated per accounting policy 1.16.

16 Stocks

	2021	2020
	£	£
Goods for resale	55,934	62,259

17 Debtors

Amounts falling due within one year:	2021 £	2020 £
Trade debtors	764,233	436,891
Amounts due from fellow group undertakings	22,316	1,222
Other debtors	11,405	240,036
Prepayments and accrued income	169,683	165,572
	967,637	843,721

18 Creditors: amounts falling due within one year

	Notes	2021 £	2020 £
Bank loans	21	35,952	35,952
Trade creditors		62,094	64,625
Other taxation and social security		83,706	86,776
Other creditors		36,122	61,556
Accruals and deferred income		425,390	316,985
		643,264	565,894

Included in other creditors are amounts totalling £15,859 (2020: £17,094) in respect of outstanding pension contributions.

19 Deferred income

Deferred income is included in the financial statements as follows:

	2021 £	2020 £
Deferred income at 1 April	47,306	44,672
Income received requiring deferment	49,772	47,306
Release of income during the year	(47,306)	(44,672)
	49,772	47,306

Deferred income represents membership and ticket sales income received for forthcoming events.

20 Creditors: amounts falling due after more than one year

	Notes	2021 £	2020 £
Bank loans	21	217,898	248,112

21 Borrowings

	2021	2020
	£	£
Bank loans	253,850	284,064
Payable within one year	35,952	35,952
Payable after one year	217,898	248,112
Amounts included above which fall due after five years:		
Payable by instalments	110,042	140,256

The bank loans are repayable in equal instalments and are scheduled to be repaid within 8 years of the balance sheet date. The loans are subject to an interest rate of 1.75% to 2% over base rate.

The National Westminster Bank plc. holds a fixed and floating charge dated 4 June 1993 over all the company's assets, together with legal mortgages over the Trusts freehold properties known as Homelands, Highlands Farm, Harrington Cottage, Mariners and Tearooms, 1, 2 & 3 Warren Mews and 14 Ellis Drive.

The National Westminster Bank plc. holds a fixed charge dated 31 March 2014 over the charity's freehold property known as Old School House.

The Secretary of State for Health. holds a fixed charge dated 1 February 2010 over the charity's freehold property known as Beaverlodge.

22 Financial instruments

	2021	2020
	£	£
Carrying amount of financial assets		
Instruments measured at fair value	1,282,455	1,031,247

23 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fund balances at 31 March 2021 are represented by:			
Tangible assets	3,083,059	1,217,875	4,300,934
Investments	1,306,555	-	1,306,555
Net current assets	3,834,824	315,809	4,150,633
Long term liabilities	(217,898)	-	(217,898)
	8,006,540	1,533,684	9,540,224

Previous year

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fund balances at 31 March 2020 are represented by:			
Tangible assets	3,230,177	1,267,909	4,498,086
Investments	1,056,347	-	1,056,347
Net current assets	2,689,939	286,426	2,976,365
Long term liabilities	(248,112)	-	(248,112)
	6,728,351	1,554,335	8,282,686

24 Restricted funds

Movement on restricted funds is as follows:

	Balance at 1 April 2020	Movement in funds Income	Expenditure	Transfers	Balance at 31 March 2021
	£	£	£	£	£
Aldington	59,694	3,248	(1,850)	-	61,092
Catering	6,702	-	(858)	-	5,844
Craft room	3,259	-	-	-	3,259
Farm	36,322	27,340	(21,599)	(1,000)	41,063
Friends of COT	25,755	3,399	(3,510)	-	25,644
Fundraising	11,930	6,450	(2,171)	-	16,209
Horticulture	6,019	11,101	(2,918)	(3,212)	10,990
Life skills	41,236	-	(70)	-	41,166
Poulton Wood	14,153	13,007	(1,423)	-	25,737
Rye	14,704	1,437	(388)	-	15,753
Salaries	24,396	10,719	(12,034)	-	23,081
Woodchurch	21,759	4,873	(2,327)	-	24,305
Other restricted funds	20,490	4,348	(3,172)	-	21,666
Restricted funds - fixed assets	1,267,916	-	(54,253)	4,212	1,217,875
	1,554,335	85,922	(106,573)	-	1,533,684

The transfer in the year represents fixed assets purchased during the year from restricted income transferred to a general restricted assets fund.

Aldington	For the benefit of residents at Aldington and Beaver Lodge, Ashford
Catering	For the provision of catering equipment
Craft room	To provide for craft equipment, materials and craft room maintenance
Farm	For the provision of farm equipment and its up keep
Friends of COT	To provide residents amenities and residents holidays
Fundraising	For general fundraising purposes
Horticulture	For the provision of horticultural equipment and its upkeep
Life skills	To assist with the provision of training and occupation
Poulton Wood	For the development of woodland conservation initiatives at Poulton Wood
Rye	For the benefit of the residents at Rye
Salaries	For the payment of specific salaries and associated staff costs
Woodchurch	For the benefit of the residents at Woodchurch
Other restricted funds	Miscellaneous small funds, use of which is restricted to specific objects.

24 Restricted funds (Continued)

Restricted funds - fixed assets
The net book value of assets purchased with restricted funds represents the historic cost less depreciation to date of fixed assets purchased from restricted funds. Expenditure comprises depreciation less the cost of assets purchased.

Previous year

		Movement in funds			
	Balance at 1 April 2019	Income	Expenditure	Transfers	Balance at 31 March 2020
	£	£	£	£	£
Aldington	43,225	28,210	(11,741)	-	59,694
Catering	6,702	-	-	-	6,702
Craft room	3,985	2,995	(3,721)	-	3,259
Farm	36,680	3,500	(358)	(3,500)	36,322
Friends of COT	22,078	17,366	(13,689)	-	25,755
Fundraising	11,410	520	-	-	11,930
Horticulture	4,686	7,183	(5,850)	-	6,019
Life skills	19,777	35,000	(13,541)	-	41,236
Poulton Wood	3,929	12,733	(2,509)	-	14,153
Rye	12,020	8,188	(5,504)	-	14,704
Salaries	21,039	75,000	(71,643)	-	24,396
Woodchurch	196,092	4,189	(7,559)	(170,963)	21,759
Other restricted funds	19,535	18,292	(6,337)	(11,000)	20,490
Restricted funds - fixed assets	1,139,766	-	(57,313)	185,463	1,267,916
	1,540,924	213,176	(199,765)	-	1,554,335

The transfer in the prior year represents fixed assets purchased during the year from restricted income transferred to a general restricted assets fund.

25 Designated and Unrestricted funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

			Movement in funds		
	Balance at 1 April 2020	**Income**	**Expenditure/ gain on investment**	**Transfers**	**Balance at 31 March 2021**
	£	**£**	**£**	**£**	**£**
The Rare Breeds Centre development fund	315,000	-	(150,556)	-	164,444
Unrestricted reserves	6,413,351	7,066,343	(5,637,598)	-	7,842,096
	6,728,351	7,066,343	(5,788,154)	-	8,006,540

In the prior year the Trustees had set aside funds totalling £315,000 from the unrestricted general fund into a designated fund called "The Rare Breeds Centre development fund". In the current year, £150,556 was spent from The Rare Breeds Centre Development fund . It is anticipated that these funds will continue to be used for further development of The Rare Breeds Centre over the coming year.

			Movement in funds		
	Balance at 1 April 2019	**Income**	**Expenditure/ gain on investment**	**Transfers**	**Balance at 31 March 2020**
	£	**£**	**£**	**£**	**£**
Farmview development fund	316,933	75,000	(461,632)	69,699	-
The Rare Breeds Centre development fund	100,000	-	(100,000)	315,000	315,000
Unrestricted reserves	6,318,463	6,259,540	(5,779,953)	(384,699)	6,413,351
	6,735,396	6,334,540	(6,341,585)	-	6,728,351

In the prior year the Trustees had set aside funds totalling £316,933 from the unrestricted general fund into a designated fund called the "Farmview development fund". It was intended that the funds would be used for the further development and expansion of services for adults with learning disabilities. The funds were spent in conjunction with the restricted funds received from The Lockhart Foundation held in the Woodchurch restricted fund. In the prior year, £461,632 was spent and the overspend on budget of £69,699 was transferred from general unrestricted funds.

In the prior year the Trustees had set aside funds totalling £100,000 from the unrestricted general fund into a designated fund called "The Rare Breeds Centre development fund". In the prior year, £100,000 was spent. At the year end, the Trustees had set aside funds totalling £315,000 from the unrestricted general fund into a designated fund called "The Rare Breed Centre development fund". It was intended that these funds would be used for the further development of The Rare Breed Centre over the current year.

26 Operating lease commitments

Operating lease payments represent rental payables by the company for certain equipment. Leases are negotiated for an average term of 5 years.

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021	2020
	£	£
Within one year	-	1,247
	-	1,247

27 Related party transactions

The following transactions took place between the charity and its subsidiary COT Trading Limited:

	2021	2020
	£	£
Management charge	1,744	4,585
Interest charged on loan	876	910
Payments made on behalf of COT Trading Limited	18,474	-

There are no other trading activities between the entities during the year. At the year end £22,316 (2020: £1,222) was owed from COT Trading Limited and is included in note 17. Included within investments is £24,100 (2020: £25,100) which is due from COT Trading Limited.

COT Trading Limited (incorporated in England and Wales) is a wholly owned trading subsidiary which gifts all its profits to the Trust by way of Gift Aid. COT Trading Limited operates the shop at the Rare Breeds Centre and the Falcon Conference Centre and all other significant commercial trading operations carried on by the Trust.

For the year ended 31 March 2021 COT Trading Limited had a turnover of £21,960 (2020: £135,710) and made a net loss of £23,804 (2020: £3,018) and made a distribution of £nil (2020: £nil). The net liabilities of COT Trading Limited as at 31 March 2021 were £26,722 (2020: £2,918). The company has an unsecured loan of £24,000 (2020: £25,000), repayable within 10 years, from the Trust to provide it with working capital. Interest is charged on the loan at the rate of 3.5% (2020: 3.5%) per annum.

28 Cash generated from operations

	2021 £	2020 £
Surplus for the year	1,257,538	6,366
Adjustments for:		
Investment income recognised in income & expenditure	(2,903)	(2,369)
Interest payable	5,521	7,335
Gain on disposal of tangible fixed assets	(830,449)	(1,698)
Unrestricted gain on investments	(251,208)	303
Depreciation of tangible fixed assets	211,584	204,551
Movements in working capital:		
Decrease in stocks	6,325	13,119
(Increase)/decrease in debtors	(123,916)	553,804
Increase/(decrease) in creditors	77,370	(54,608)
Cash generated from operations	349,862	726,803