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REGISTERED CHARITY NUMBER: 291662

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025
FOR
CANTERBURY OAST TRUST



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CANTERBURY OAST TRUST

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for the Year Ended 31 March 2025

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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 A new HR system has replaced outdated spreadsheets, giving managers greater autonomy and access.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.

CANTERBURY OAST TRUST

REPORT OF THE TRUSTEES for the Year Ended 31 March 2025

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.

REPORT OF THE TRUSTEES
for the Year Ended 31 March 2025

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:

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for the Year Ended 31 March 2025

- 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 our 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 1 st April 2024 – 31 st 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 1 st 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.

CANTERBURY OAST TRUST

REPORT OF THE TRUSTEES
for the Year Ended 31 March 2025

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 Charity 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

CANTERBURY OAST TRUST

REPORT OF THE TRUSTEES
for the Year Ended 31 March 2025

Trustees

Ms J E Abbott (resigned 28.6.24)
Ms M Allchin
Ms F M Ash
Ms K C Blackiston
K A Ergis (resigned 23.12.24)
Ms S C Hazevoet
K J Hesketh
T W Pearce (resigned 19.10.24)
Ms J Read (resigned 14.5.25)
Ms M L Tweedley
C Bannocks (appointed 19.10.24)
A Deacon (appointed 19.10.24)
D Gower-Smith

Auditors

Xeinadin Audit Ltd
12 Conqueror Ct
Sittingbourne
Kent
ME10 5BH

CANTERBURY OAST TRUST

REPORT OF THE TRUSTEES for the Year Ended 31 March 2025

TRUSTEES' RESPONSIBILITY STATEMENT **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:

- 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 frauds 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.

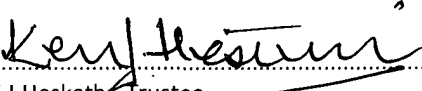
Provision of information to the auditor

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, on15 September 25 and signed on the board's behalf by:


KJ 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.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
CANTERBURY OAST TRUST

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*

CANTERBURY OAST TRUST

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		<u>9,287</u>	<u>-</u>	<u>9,287</u>	<u>15,347</u>
Total		<u>7,767,431</u>	<u>83,874</u>	<u>7,851,305</u>	<u>7,640,508</u>
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		<u>216,427</u>	<u>15,194</u>	<u>231,621</u>	<u>1,154</u>
Total		<u>8,766,067</u>	<u>130,678</u>	<u>8,896,745</u>	<u>8,347,584</u>
Net gains/(losses) on investments		<u>(27,186)</u>	<u>-</u>	<u>(27,186)</u>	<u>174,780</u>
NET INCOME/(EXPENDITURE)		(1,025,822)	(46,804)	(1,072,626)	(532,296)
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>6,319,775</u>	<u>1,420,376</u>	<u>7,740,151</u>	<u>8,272,447</u>
TOTAL FUNDS CARRIED FORWARD		<u><u>5,293,953</u></u>	<u><u>1,373,572</u></u>	<u><u>6,667,525</u></u>	<u><u>7,740,151</u></u>

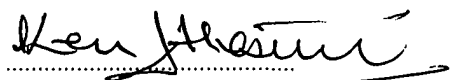
The notes form part of these financial statements

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	<u>1,337,579</u>	<u>-</u>	<u>1,337,579</u>	<u>1,615,766</u>
		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		<u>383,052</u>	<u>201,763</u>	<u>584,815</u>	<u>1,441,338</u>
		952,765	201,763	1,154,528	1,962,954
CREDITORS					
Amounts falling due within one year	15	<u>(730,385)</u>	<u>-</u>	<u>(730,385)</u>	<u>(968,618)</u>
NET CURRENT ASSETS		<u>222,380</u>	<u>201,763</u>	<u>424,143</u>	<u>994,336</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>5,293,953</u>	<u>1,373,572</u>	<u>6,667,525</u>	<u>7,740,151</u>
NET ASSETS		<u>5,293,953</u>	<u>1,373,572</u>	<u>6,667,525</u>	<u>7,740,151</u>
FUNDS					
	16				
Unrestricted funds				5,293,953	6,319,775
Restricted funds				<u>1,373,572</u>	<u>1,420,376</u>
TOTAL FUNDS				<u>6,667,525</u>	<u>7,740,151</u>

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:



K J Hesketh - Trustee

The notes form part of these financial statements

CANTERBURY OAST TRUST

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		<u>-</u>	<u>(1,154)</u>
Net cash used in operating activities		<u>(999,685)</u>	<u>(635,885)</u>
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		<u>2,380</u>	<u>13,412</u>
Net cash provided by/(used in) investing activities		<u>134,120</u>	<u>(80,706)</u>
Cash flows from financing activities			
Loan repayments in year		<u>-</u>	<u>(192,863)</u>
Net cash used in financing activities		<u>-</u>	<u>(192,863)</u>
		<u>-</u>	<u>-</u>
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		<u>1,441,338</u>	<u>2,350,792</u>
Cash and cash equivalents at the end of the reporting period		<u>584,815</u>	<u>1,441,338</u>

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	<u>(999,685)</u>	<u>(634,731)</u>

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	<u>1,441,338</u>	<u>(856,523)</u>	<u>584,815</u>
	<u>1,441,338</u>	<u>(856,523)</u>	<u>584,815</u>
Total	<u>1,441,338</u>	<u>(856,523)</u>	<u>584,815</u>

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.

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.

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.

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	<u>5,615</u>	<u>5,556</u>
	<u>443,057</u>	<u>684,478</u>

3. INVESTMENT INCOME

	31.3.25	31.3.24
	£	£
Deposit account interest	<u>2,380</u>	<u>13,412</u>

4. INCOME FROM CHARITABLE ACTIVITIES

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

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	<u>-</u>	<u>3,548</u>
	<u>69,349</u>	<u>34,908</u>

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	<u>842,632</u>	<u>1,018,470</u>	<u>1,861,102</u>
	<u>7,043,109</u>	<u>1,607,778</u>	<u>8,650,887</u>

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	<u>890,534</u>	<u>127,936</u>	<u>1,018,470</u>
	<u>1,541,881</u>	<u>297,518</u>	<u>1,784,287</u>

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	<u>8,000</u>	<u>8,000</u>

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.

NOTES TO THE FINANCIAL STATEMENTS - continued
for the Year Ended 31 March 2025**10. STAFF COSTS**

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

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	<u>59</u>	<u>55</u>
	<u>223</u>	<u>215</u>

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	<u>1</u>	<u>1</u>
	<u>4</u>	<u>5</u>

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).

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	<u>30,534</u>	<u>(30,534)</u>	<u>-</u>	<u>-</u>	<u>-</u>
At 31 March 2025	<u>6,607,346</u>	<u>-</u>	<u>1,150,971</u>	<u>325,160</u>	<u>8,083,477</u>
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	<u>-</u>	<u>-</u>	<u>(10,785)</u>	<u>(17,237)</u>	<u>(28,022)</u>
At 31 March 2025	<u>2,139,685</u>	<u>-</u>	<u>780,530</u>	<u>257,459</u>	<u>3,177,674</u>
NET BOOK VALUE					
At 31 March 2025	<u>4,467,661</u>	<u>-</u>	<u>370,441</u>	<u>67,701</u>	<u>4,905,803</u>
At 31 March 2024	<u>4,580,130</u>	<u>30,534</u>	<u>407,292</u>	<u>112,093</u>	<u>5,130,049</u>

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	<u>20,000</u>	<u>21,000</u>
	<u>1,337,579</u>	<u>1,615,766</u>

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)
	<u>100</u>	<u>1,317,479</u>	<u>1,317,579</u>
At 31 March 2025	<u>100</u>	<u>1,317,479</u>	<u>1,317,579</u>
NET BOOK VALUE			
At 31 March 2025	<u>100</u>	<u>1,317,479</u>	<u>1,317,579</u>
At 31 March 2024	<u>100</u>	<u>1,594,666</u>	<u>1,594,766</u>
			Loans to group undertakings £
At 1 April 2024			21,000
Repayments in year			<u>(1,000)</u>
At 31 March 2025			<u>20,000</u>

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	<u>100</u>	<u>550,000</u>	<u>550,100</u>
	<u>100</u>	<u>1,317,479</u>	<u>1,317,579</u>

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	<u>87,172</u>	<u>76,860</u>

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	<u>88,343</u>	<u>65,988</u>
	<u>482,541</u>	<u>444,756</u>

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	<u>361,785</u>	<u>445,281</u>
	<u>730,385</u>	<u>968,618</u>

	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	<u>(197,890)</u>	<u>(184,482)</u>
	<u>80,940</u>	<u>109,222</u>

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	<u>5,948</u>	<u>-</u>	<u>(5,948)</u>	<u>-</u>
	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	<u>2,171</u>	<u>-</u>	<u>-</u>	<u>2,171</u>
	<u>1,420,376</u>	<u>(46,804)</u>	<u>-</u>	<u>1,373,572</u>
TOTAL FUNDS	<u><u>7,740,151</u></u>	<u><u>(1,072,626)</u></u>	<u><u>-</u></u>	<u><u>6,667,525</u></u>

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)
	<u>83,874</u>	<u>(130,678)</u>	<u>-</u>	<u>(46,804)</u>
TOTAL FUNDS	<u><u>7,851,305</u></u>	<u><u>(8,896,745)</u></u>	<u><u>(27,186)</u></u>	<u><u>(1,072,626)</u></u>

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	<u>62,762</u>	<u>-</u>	<u>(56,814)</u>	<u>5,948</u>
	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	<u>-</u>	<u>2,171</u>	<u>-</u>	<u>2,171</u>
	1,468,057	(85,099)	37,418	1,420,376
TOTAL FUNDS	<u>8,272,447</u>	<u>(532,296)</u>	<u>-</u>	<u>7,740,151</u>

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
	<u>101,591</u>	<u>(186,690)</u>	<u>-</u>	<u>(85,099)</u>
TOTAL FUNDS	<u><u>7,640,508</u></u>	<u><u>(8,347,584)</u></u>	<u><u>174,780</u></u>	<u><u>(532,296)</u></u>

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	<u>62,762</u>	<u>-</u>	<u>(62,762)</u>	<u>-</u>
	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	<u>-</u>	<u>2,171</u>	<u>-</u>	<u>2,171</u>
	<u>1,468,057</u>	<u>(131,903)</u>	<u>37,418</u>	<u>1,373,572</u>
TOTAL FUNDS	<u><u>8,272,447</u></u>	<u><u>(1,604,922)</u></u>	<u><u>-</u></u>	<u><u>6,667,525</u></u>

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	<u>3,986</u>	<u>(1,815)</u>	<u>-</u>	<u>2,171</u>
	<u>185,465</u>	<u>(317,368)</u>	<u>-</u>	<u>(131,903)</u>
TOTAL FUNDS	<u><u>15,491,813</u></u>	<u><u>(17,244,329)</u></u>	<u><u>147,594</u></u>	<u><u>(1,604,922)</u></u>

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.

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.

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
	<u>443,057</u>	<u>684,478</u>
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
	<u>9,287</u>	<u>15,347</u>
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
	<u>69,349</u>	<u>34,908</u>
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

This page does not form part of the statutory financial statements

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	<u>10,492</u>	<u>11,090</u>
	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	<u>44,400</u>	<u>31,730</u>
	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	<u>-</u>	<u>1,975</u>
	<u>297,518</u>	<u>81,032</u>
Total resources expended	<u>8,896,745</u>	<u>8,347,584</u>
Net expenditure before gains and losses	(1,045,440)	(707,076)
Realised recognised gains and losses		
Realised gains/(losses) on fixed asset investments	<u>(27,186)</u>	<u>174,780</u>
Net expenditure	<u>(1,072,626)</u>	<u>(532,296)</u>

This page does not form part of the statutory financial statements