

CALDECOTT FOUNDATION LIMITED

England & Wales · Charity number 307889

Details

Other names	THE COUNCIL OF THE CALDECOTT COMMUNITY LTD, THE CALDECOTT FOUNDATION
Status	Registered
Legal form	Charitable company
Company number	00419256
Registered	1963-11-21
Register	View on the Charity Commission register

Contact

Address	Caldecott House Smeeth Ashford TN25 6SP
Phone	01303815678
Email	caldecott@caldecottfoundation.co.uk
Website	www.thecaldecottfoundation.co.uk

Activities

Objects: THE OBJECTS OF THE CHARITY ARE: (1) TO PROMOTE THE WELFARE AND ADVANCE THE PERSONAL DEVELOPMENT AND THE WELLBEING OF CHILDREN AND YOUNG PEOPLE WHO HAVE BEEN DISADVANTAGED BY SOCIAL, ECONOMIC OR FAMILIAL CIRCUMSTANCES, WHO ARE VULNERABLE OR WHO SUFFER BEHAVIOURAL, EDUCATIONAL, EMOTIONAL, SOCIAL OR OTHER SUCH DIFFICULTIES; (2) TO PROVIDE SUCH CHILDREN AND YOUNG PEOPLE WITH CARE, EDUCATION AND SUPPORT IN THE MOST APPROPRIATE SETTING; (3) TO ADVANCE AND PROMOTE THE EMOTIONAL, SOCIAL, BEHAVIOURAL, EDUCATIONAL AND COGNITIVE GROWTH AND DEVELOPMENT OF SUCH CHILDREN AND YOUNG PEOPLE; AND (4) TO ADVANCE IN LIFE AND HELP SUCH CHILDREN AND YOUNG PEOPLE BY SUPPORTING THEM WITH THEIR TRANSITION INTO ADULTHOOD AND INDEPENDENCE TO ENABLE THEM TO REALISE THEIR FULL POTENTIAL.

Activities: To provide residential care, therapy, education and fostering placements for children and young people who have faced deprivation, cruelty or neglect, and who may have emotional, behavioural or educational difficulties.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Accommodation/housing
- **Who:** Children/young People

Geography

- Kent
- Nottinghamshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£11,509,000	£11,211,000	£8,006,000	155
2024-03-31	£11,153,259	£10,856,502	£7,715,967	164
2023-03-31	£10,280,758	£10,326,245	£7,230,780	154
2022-03-31	£9,452,058	£9,339,479	£1,652,267	154
2021-03-31	£8,720,822	£8,112,458	£57,688	162

Trustees

Name	Role	Appointed
Andrew Patrick Ireland		2024-05-02
CAROLINE WHILLANS		2022-10-20
CLARE STAFFORD		2025-10-23
Folasade Phillips		2022-10-20
Maree Thorn		2020-05-14
Mark James SCRIVENER		2026-02-05
Peter Vaughan Egner		2026-02-05
Richard FORD		2023-10-19
Simon Richard Wakeman		2018-11-22
Susan Appleby		2018-09-27

Linked charities

- BETTY BALFOUR MEMORIAL FUND 1943 (307889-1)

CALDECOTT FOUNDATION LIMITED

England & Wales - Charity number 307889

Accounts

THE CALDECOTT FOUNDATION LIMITED
CONSOLIDATED FINANCIAL STATEMENTS AND ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2025

Registered Charity No: 307889
Registered Company No: 00419256 (England and Wales)

THE CALDECOTT FOUNDATION LIMITED

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THE CALDECOTT FOUNDATION LIMITED

LEGAL AND ADMINISTRATIVE DETAILS

Trustees	Charles Lister (Chairman) Susan Appleby Jerome Flechais Richard Ford Andrew Ireland (appointed 2 May 2024) Folasade Phillips (Treasurer) Maree Thorn Simon Wakeman Caroline Whillans
Secretary	Steve Anderson
Key Management Personnel	Nicholas Barnett Stacey McShane Steve Anderson Damion Napier Tim Allison Kevin Gore
Charity Number	307889
Company Number	00419256
Registered office	Caldecott House Hythe Road Smeeth Ashford Kent TN25 6SP
Independent Auditors	Azets Audit Services First Floor, River House 1 Maidstone Road Sidcup DA14 5RH
Bankers	Barclays Bank Plc 66 High Street Ashford Kent TN24 8TL National Westminster Bank Plc PO Box No. 4NU London W1A 4NU
Solicitors	Furley Page LLP 39 St Margaret's Street Canterbury Kent. CT1 2TX

THE CALDECOTT FOUNDATION LIMITED

CHAIR OF TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2025

I'm pleased to report that, despite the extremely challenging political and economic landscape, Caldecott has had another very good year. The main body of the Trustees' report contains details on our achievements but, in my message as Chair of Trustees, I would like to recognise the many talented, dedicated and generous individuals without whom this simply would not have been possible.

During the year 152 individuals, community groups, businesses and Charitable Trusts & Foundations supported us in our efforts to improve our facilities or provide greater opportunities to our children and young people. This included generous grants including, an incredible £50,000 from the Swire Charitable Trust, to redevelop our Primary School kitchen and lunch hall, as well as £4,295 from the Screwfix Foundation for a new Sensory Room at one of our children's homes. Our new 'Harry Potter' themed Library in our Primary School was also supported by B&Q and we received community donations from F&H Morrison Trust and Asda.

At Christmas we were overwhelmed by the support we received from local businesses including KMFM, the Bluewater Giving Tree, Mitie, Sorella Aesthetics, The Little Teapot, Danielle and Perry, the Blackhorse Pub, and Storage Kings. This really did make Christmas extra special for our children, families and teams.

In-kind support has also been incredible this year: Circus Starr and Ashford United FC provided tickets for the children, Rockits Sensory offered free admission for a group from our School, and Kids in Mind donated boxes of brand-new toys.

Volunteering has been strong too, with teams from Premier Foods, Swiss Re, and BNI Ashford giving their time to improve outdoor spaces and refresh communal areas. We would like to thank the many members of BNI Ashford for their practical help with so many projects throughout the year.

Those supporting our fundraising events have also made a real impact this year. Our first charity Golf Day raised over £4,000 thanks to hole sponsors and players. Our 2024 Christmas Craft Fayre brought in over £1,000 with 22 stallholders and more than 200 visitors from our local community.

Of course, without the commitment, dedication and expertise of the wonderful group of people who work at Caldecott, we wouldn't be able to support our children to achieve life changing outcomes. I would like to thank every single member of our team who go above and beyond to ensure that our children get the very best care and education and, crucially, feel cared for and loved.

I'm pleased to say that the impact of all of this hard work has once again been recognised by Ofsted with two more 'Outstanding' ratings within the year making thirty in total since 2017. However, what matters most to us is the views of our children, and this quote from an Ofsted report highlights just two:

"One of the children said that he would score the home '9.5 out of 10' because he is happy and safe. The other child told their independent reviewing officer that they would like to be 'glued to the wall' so the child could stay in the home forever".

Ofsted Inspection Report, March 2025

THE CALDECOTT FOUNDATION LIMITED

CHAIR OF TRUSTEES' REPORT *FOR THE YEAR ENDED 31 MARCH 2025*

I will be stepping down as both Chair of the Board and as a Trustee in October 2025, after eight deeply rewarding years in office. Over that time, Caldecott has gone from strength to strength, and it has been a tremendous honour to be part of this incredible organisation.

It is often said that an organisation's greatest asset is its people — and nowhere is that truer than at Caldecott. I have been continually inspired by the dedication of my fellow Trustees, the Executive team, and the entire staff. I am especially grateful for the close and constructive working relationship I've shared with the CEO. But what will stay with me most is the extraordinary resilience of the children we support — a lasting source of inspiration that I will carry with me always.

As I write, I'm delighted to share that a new Chair of Trustees has accepted the position and will formally take over at the Board meeting in October 2025. I have no doubt that, alongside the CEO and his team, she will drive forward positive change and improve the lives, and life chances, of hundreds of children. That, after all, is what Caldecott does best.

.....
Mr Charles Lister, Chairman
Date: 22 August 2025

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present herewith their report and the financial statements for the year ended 31 March 2025. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and 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.

Public benefit statement

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Foundation's aims and objectives and in planning future activities.

Achievements and Performance During the Year

At Caldecott School we have continued to support pupils to achieve regardless of their experience of education prior to joining us. We are incredibly proud of what our Year 11s achieved and the huge progress they have made whilst being part of our school. Of all qualifications entered in the academic year 2023/24, 86.5% achieved a passing grade with a 100% pass rate in the English exams.

Of these 7 Year 11 pupils, 5 were in receipt of confirmed post-16 education placements at the time they left school. Unfortunately, at that time, 2 pupils experienced substantial instability at home which meant that were not able to get agreement for their next education placement. Although this is not typical for our pupils, it highlights the complexity of some of our children's lives and how factors out of their, and our, control can impact their education.

For those children leaving our residential care within the year, 100% had positive and planned moves onto the next stage of their journey. This included 1 move to a foster placement, 2 returning home, 1 moving closer to home and 3 moving into supported accommodation.

The Social Worker of the young man who went to foster care commented, **"Many thanks for your efforts in the planning of his transition to fostering, and for all your efforts in supporting him over the years he's been with you. We acknowledge the positive impact that he has had while placed with you, and we appreciate you and your team for it"**.

This young man has remained in regular contact with us and we know that he later made a successful return to live at home with mum who said, **"Thank you all for looking after my son for 5 years and helping him develop into the quickly growing young man that he is! For helping him try new foods and expand his palate, helping him be more independent with his self-care, for helping him identify and cope with his emotions both big and small, and so much more. I really appreciate everything you and the team have done for him over the years, and as his mum, I couldn't have asked for anything better. Thank you so, so much."**

We continue to work alongside an incredible group of foster carers who provide our children with an exceptional level of care. However, this year we are particularly proud of one of our 'parent and child' foster carers who, not only delivered a baby in their own home, but performed lifesaving CPR until the ambulance arrived. Thanks to their incredible response, mum and baby are both happy, healthy and doing well.

Whether accessing our residential care, education or fostering services, 100% of our children have continued to benefit from our model of care which is underpinned by a therapeutic approach. Our model ensures that the support our children are receiving is informed by therapeutic thinking which is tailored to each individual child. This is supported by a group of professionals covering an increasing range of therapeutic approaches including Child Psychotherapy, Forensic Psychotherapy, Art Psychotherapy, Paediatric Occupational Therapy, Drama Therapy, Speech and Language Therapy, Educational Psychotherapy, Cognitive Behaviour Therapy, Psychiatric and Clinical Psychology.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Review of the year

Within the rest of this section of the report we will set out progress against our current strategic plan under the heading of each of our three Strategic Pillars.

Pillar 1 – Community

This year we held a record number of events aimed at bringing together our community and building stronger relationships. During the Summer holiday we held our 66th annual Summer Camp with 5 days of fantastic outdoor activities, delicious food and campfire stories. This continues to be an event in the calendar that everyone looks forward to and a really special time where lifelong memories are made.

In October Caldecott House hosted a Halloween party with our whole community coming together to enjoy an evening together topped off by a fantastic firework display.

In the lead up to Christmas, Caldecott House once again transformed into a winter wonderland welcoming over 200 friends and supporters (both new and old) to our annual Christmas Craft Fayre. Closer to Christmas itself we held our Christmas party with a disco, games and of course a visit from Father Christmas whose grotto magically appeared along with a huge sack of presents for the children.

During the Easter holidays we held our first Caldecott Egg Hunt with the Easter Bunny very kindly agreeing to hide an egg, full of chocolate, sweets and toys for each child. There was also a computer games bus for the older children and soft play for the younger ones which were enjoyed in between grabbing a delicious lunch from our BBQ.

As part of our work to improve outcomes for children, wherever they are living, Caldecott School welcomed 36 parents over the year to join one of our 'stay and learn' sessions. These covered topics including Zones of Regulations, Attachment Based Play, Autism Awareness, Avoidant Eating, Speech and Language and Talking Mats.

We have also supported children further afield through training that was delivered to 11 teachers from schools across

Pillar 2 – Inclusion

Caldecott School is already setup to support children to access education in small class groups of up to 8 pupils. However, we recognised that there is a cohort of children for whom even a class of 3 pupils is too much at the current time. In order to better support this group of pupils, in 2024 we re-developed a satellite classroom in Ashford which we have called Stepping Stones. This new classroom welcomed its first 3 pupils in January 2025 and has already had a significant positive impact on their progress towards a return back to our main school site.

We have also taken steps to further embed the voice of our children into our governance and decision making. Firstly, the views of children are now part of every Care & Therapy Committee, Board of Governors and Fostering Board meeting as well as feeding into the quarterly meetings of our Board of Trustees. Secondly, we have recruited new Trustees with lived experience of being in care and living with a disability.

During the year a number of decisions were made as a direct result of this input including changes to our annual Summer Camp, holding more internal events based on sport, changes to the way we support the children of our foster carers and improvements to outdoor areas at our schools.

Pillar 3 - Sustainability

During the year we saw a 9% increase in the number of children and young people we supported (124) compared to the previous year (114). The majority of this increase relates to our education service evidencing the success of our strategic plan to invest in capacity at Caldecott School. During the year this investment continued with new lunch and dining facilities at our Primary School, a refurbished library, improvements to outdoor spaces and the development the new 'Stepping Stones' classroom as previously mentioned.

Another important element of our focus on sustainability has been our investment over several years in solar panels. This was the first year where we could fully evaluate the impact of this work with all six of our solar panel arrays being fully operational for the full financial year. We can now report that during the year our solar panels produced enough electricity to save 65,000 kgs of CO2 from entering the atmosphere. This is roughly equivalent to planting 3,737 new trees.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Plans for the future:

Next year we will continue to drive forward further improvements for the benefit of our children and young people. The focus of this work is based on our Strategic Plan and our three 'Strategic Pillars' of Community, Inclusion and Sustainability. Through this plan we seek to embed long term organisational success whilst reaching more children and families.

Pillar 1 – Community

Community is something that has always been, and continues to be, extremely important to Caldecott. Over this coming year we will be:

- growing our calendar of events further with a new 'Summer Party' with all children, staff, parents, foster families coming together to have fun and strengthen relationships.
- building on the work completed this year to share our knowledge and expertise with education professionals supporting pupils with Special Educational Needs in schools outside of the UK.

Pillar 2 – Inclusion

Ensuring that every member of our community feels valued as an individual is something that we are passionate about. This year our focus will be:

- evaluating the impact of our new 'Stepping Stones' stream over a longer time period and working to improve the model based on feedback from the first few terms.
- completing individual meetings with every colleague to build a picture of the current position on inclusion and identify and eliminate barriers to inclusion.
- complete our 'Wellbeing Charter' which will confirm in writing the organisation's commitment to the emotional wellbeing and mental health of everyone who works at Caldecott.

Pillar 3 - Sustainability

As a charity supporting children, we should rightly place a high significance on how the choices that we make today will impact on their future as well as our local, national and international community. Our sustainability projects for the year are:

- seeking to engage more with our supporters through events and community engagement in order to fundraise for further improvement to our facilities and more life changing opportunities for our children and young people. This will be supported by our recruitment of a new Fundraising Manager in November 2024.
- finalising accreditation for our 'Therapeutic Workshop' course which aims to upskill staff working in children's residential care.
- to address key learning points identified through our stress at work survey, feedback to colleagues and measure the impact of change projects.

Principal risks and uncertainties

The Trustees have identified and evaluated the major strategic, financial and operational risks which the charity faces. Processes are in place to implement and monitor control measures designed to eliminate or reduce the likelihood and/or impact of those risks.

Below is a table of our highest risks and a description of the key controls in place to eliminate or reduce the risks posed.

Highest Risks	Key Controls
Staff Recruitment and Retention.	• Regular review of pay and benefits informed by market intelligence and consultation with staff. • Focus on Health and Wellbeing. Provision of health cash scheme, employee assistance programme, health checks, wellbeing programmes, occupational health and in house mental health support. • Investment in training and recognition of length of service through support to pursue a number of career paths.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Principal risks and uncertainties (continued)

Highest Risks	Key Controls
Crystallisation of our KCC Pension resulting in the repayment of an unaffordable Cessation Deficit.	• Provision of a range of services creates diversity in revenue sources – residential care, fostering, education and therapy. • Expert independent advice obtained to inform Board discussion and decision making. This includes affordable repayment options which are evaluated periodically or in response to change. • Additional voluntary contributions paid monthly to reduce the deficit over time. • Although the scheme has been closed to new entrants, we retain the ability to nominate new employees to the scheme should this be required.
A high proportion of revenue relating to a small number of Local Authorities customers.	• Provision of a range of services creates diversity in revenue sources – residential care, fostering, education and therapy. • Accepting young people into our children's homes from all over the UK results in a diverse customer base. • Expansion of our fundraising activity through our fundraising strategy. • Provision of a weekday boarding service supports students attending Caldecott School from a greater number of Local Authorities areas. • Communication with Local Authorities to improve understanding of the high-quality services which we deliver, and the exceptional outcomes achieved. • Monitoring the impact of changes in political leadership on Local Authority policies on education and children's social care.

We believe that one of our greatest strengths as an organisation is the level and quality of resources that we make available to support our young people. Ensuring that we continue to improve is essential to best meet the needs of our children and young people and maintaining our exceptional reputation with Local Authorities and Ofsted. The key controls we have in place are:

- An experienced and dedicated team of Managers led by our CEO Nick Barnett
- A strong quality improvement team including highly qualified and experienced staff supported by specialist external consultants
- A Model of Care that embeds our core values and ethos into everything we do
- Clear internal policies and procedures, a thorough induction for new staff and a training programme that offers continual learning opportunities and career development for all staff
- A robust governance structure including sub-committees providing oversight of Care & Therapy, Education, Finance and Audit & Risk.

Fundraising

The Foundation does not employ any professional fundraisers to fundraise on its behalf, but all staff members and any volunteers involved in fundraising activities are trained in accordance with recognised standards so as to ensure that the public, including vulnerable people, are protected from unreasonable or intrusive approaches. The Foundation has not received any complaints about its fundraising activities.

Financial review

The Group Balance Sheet shows a positive position of £7,826k (2024: £7,528k), and the Balance Sheet for The Caldecott Foundation has improved from £7,716k to £8,006k.

Cash Flow

The Foundation has been generating significant positive cash flow from its activities for the past several years. These funds have been used in part to enable expansion and improvement of the services we offer across a broad range of what we do. These improvement projects have been designed to raise our efficiencies and positive environmental impact, to invest in training and working conditions for those who work for us, and to improve the offering to the children who depend upon us. Remaining cash has been used to build our free cash reserves towards our target of 3 months of operating costs and to pay down part of our pension scheme deficit in line with professional advice. We expect to see continued progress on all these fronts.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Pension Scheme

The Pension Scheme deficit has remained at £Nil (2024: £Nil), based on the latest actuarial valuation. However, the Foundation does have a historic deficit on the KCC LGPS. This remains a major issue for the Foundation to manage. The Board and Finance Committee have taken professional advice and keep the issue under constant appraisal. We have appropriate plans in place. It is a particularly difficult time for Pension Schemes. Actuarial factors, Interest rates, and Bond Yields have, for some time, behaved in ways which are unusual in the long term. The Caldecott Scheme deficit is a long-term deficit which allows us many years to resolve it. Contributions continue to be paid in line with the Actuary's advice.

We have taken specific professional advice on our actions to start paying down our pension scheme deficit with additional voluntary contributions of £180k per annum starting 1st April 2021. The advice received is that this is a timely action of a sensible amount, which taken in conjunction with other measures, is appropriate to the size of the challenge over the next several years.

Outlook

The Trustees welcome the great progress made to the financial health of the Foundation over the past several years. We remain conscious of the need to maintain continuous improvement to combat the ever more severe financial constraints which all those engaged in the Care sector face. The excellent standing of our care facilities reflected in our Ofsted ratings is testament to our determination to be ranked with the very best in our field. In this lies our confidence that we will continue to offer outstanding care to the children in our care, whilst also sustaining continued improvement in our financial strength alongside further expansion in our activities.

Funds position

On 31 March 2025, restricted funds amounted to £165k (2024: £202k) and further details can be found in note 19 to the financial statements.

On 31 March 2025 consolidated designated funds amounted to £6,246k (2024: £6,289k) and further details can be found in note 20 to the financial statements. The main elements of the designated funds are the fixed asset reserve, amounting to £5,960k (2024: £6,051k) and the LGPS deficit amounting to £Nil (2024: £Nil).

As detailed above, the unrestricted fund has a positive balance of £1,197k on 31 March 2025 (2024: £827k). The Foundation has taken a series of steps to reduce costs and improve financial performance. This progress is expected to continue through the coming year.

Going concern

The Foundation continues to be supported by the company's bankers and meets its day to day working capital requirements through its cash reserves. On this basis, the Trustees consider it appropriate to prepare the accounts on the going concern basis.

Objectives and activities

The principal objects for which the Foundation was established as a Company Limited by Guarantee and not having a share capital are:-

- To provide residential care, therapy, education and fostering placements for children and young people who have faced deprivation, cruelty or neglect, and/or who may have emotional, behavioural or educational difficulties.
- To place children and young people at the centre of everything that we do.
- To provide a 'best value', quality service which meets and exceeds the requirements of our purchasers and OFSTED.
- To maximise the quality of our staff through personal development and training.
- To evaluate the potential of providing other services to our client group.
- To operate in surplus, enabling us to re-invest in services and facilities."

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Foundation should undertake.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Investment policy

Any cash deemed to be surplus by the Trustees, other than for the day-to-day running of the charity, is held in assets which are available to the Foundation at short to medium term notice. The trustees regularly review the requirements of the Foundation through cash flow forecasting to ensure that sufficient funds are readily available at short notice to meet day-to-day needs, and that returns are maximised on the remaining funds through longer term investment. To minimise the risk to the charity and its funds, surplus cash is held with UK financial institutions with a good credit rating.

Reserves policy

The Foundation's target is to achieve and maintain unrestricted, undesignated reserves to cover a minimum of 3 months committed running costs. This equates to approximately £2.5 million based on budgeted running costs for the next 12 months. At the year end, the Foundation had total reserves of £7.715 million, much of which is tied up in property which cannot be easily realised. At the year end the Foundation had unrestricted reserves of £1,197k (2024: £827k). It remains our intention to build free reserves towards the target.

Pay policy for key management personnel

The Trustees consider the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Foundation on a day-to-day basis. All Trustees give of their time freely and no trustee received remuneration in the year. The pay of the senior staff is reviewed annually and normally increased in accordance with market rates.

Structure, governance and management

The Foundation is a company limited by guarantee and is governed by its Memorandum and Articles of Association. The Council shall consist of the officers of the company, namely the Chair, Deputy Chair and Treasurer; not less than 6 and not more than 25 (including the officers of the company) members of the company. At every Annual General Meeting, one third of the members, excluding the Chair, Deputy Chair and Treasurer, shall retire by rotation. Any retiring member is eligible for immediate re-election. With respect to the Chair, Deputy Chair and Treasurer, at every third Annual General meeting they shall retire from office. They may stand for re-election. However if the Chair and Deputy Chair have completed more than five years in office and the Treasurer has completed more than eight years in office they may not stand for re-election.

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Charles Lister (Chairman)	Andrew Ireland (appointed 2 May 2024)
Susan Appleby	Folasade Phillips (Treasurer)
Jerome Flechais	Maree Thorn
Richard Ford (appointed 19 October 2023)	Simon Wakeman
Colin Green (Vice Chair) (resigned 2 May 2024)	Caroline Whillans

Appointment and recruitment of Trustees

A recruitment and appointment procedure for Trustees has been adopted. When a Trustee vacancy occurs the Nominations Committee conducts a skills audit and seeks out, by a variety of means including open advertisement, prospective Trustees with the requisite skills and experience. Candidates are invited to meet with the Managing Director and senior managers prior to being interviewed by members of the Nominations Committee. A recommendation is then made to the Board for approval.

None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

Committee structure, induction and training

The Trustees' responsibilities in respect of accounting records, safeguarding of assets and the prevention and detection of fraud and other irregularities are set out in the Statement of Trustees' Responsibilities. Trustee induction and training have been developed. As part of the process of satisfying these obligations, the Foundation has reviewed its present system of internal control to ensure that the controls are appropriate to the Foundation's activities. The Internal Control Manual has been further developed.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Committee structure, induction and training

During the year the Board of Trustees meets at least 4 times and a number of committees also meet. These include as a minimum:-

- Audit and Risk Committee (4 times a year)
- School Governors (4 times a year)
- Finance Committee (4 times a year)
- Nominations committee (ad hoc basis)
- Care and Therapy Committee (4 times a year)
- Remunerations committee (annually)

Each committee has defined Terms of Reference which have been agreed by the Board of Trustees. Occasionally a task focused group will be convened and disbanded once the task has been achieved.

Day to day management

The day to day management of the charity is delegated to the Senior Management Team consisting of:

Chief Executive Officer	Nicholas Barnett
Head of Education	Stacey McShane
Head of Finance	Steve Anderson
Referrals and Commissioning Manager	Damion Napier
Business Manager	Tim Allison
Operations Manager	Kevin Gore

Annually, in September, all Trustees and officers of the organisation will declare any relevant pecuniary information which may affect their independence or ability to discharge their duties.

Pay policy for key management personnel

The Trustees consider the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Foundation on a day to day basis. All Trustees give of their time freely and no trustee received remuneration in the year. The pay of the senior staff is reviewed annually and normally increased in accordance with market rates.

Trustees responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year, 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 charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume the charitable company will continue in business.

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

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Disclosure of information to auditors

Each of the Trustees have confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

A resolution proposing that Azets Audit Services be reappointed as auditor of the charitable company will be put to the members.

By Order of the Board of Trustees

Date: 24 July 2025

Mr Charles Lister, Chairman

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

Opinion

We have audited the financial statements of The Caldecott Foundation Limited (the parent charitable company) and its subsidiaries (the group) for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charitable Company Balance Sheet, the Consolidated Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis of opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees Annual Report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you, 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement set out on page 8, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

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

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Siobhan Holmes
(Senior Statutory Auditor)
for and on behalf of Azets Audit Services
Statutory Auditor
Date: 22 August 2025

First Floor, River House
1 Maidstone Road
Sidcup
Kent
DA14 5RH

THE CALDECOTT FOUNDATION LIMITED

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	Unrestricted Funds £000s	Designated Funds £000s	Restricted Funds £000s	2025 Total £000s	2024 Total £000s
Income from:						
Donations and legacies	2	-	16	32	48	189
Charitable activities	3	10,588	-	822	11,410	10,911
<i>Investment income</i>						
Income from investments		-	-	-	-	-
Interest receivable		39	-	-	39	36
Other	4	12	-	-	12	17
Total Income		10,639	16	854	11,509	11,153
Expenditure on:						
Raising funds	5	-	9	-	9	2
Charitable activities	5	10,352	10	840	11,202	10,855
Total expenditure	5	10,352	19	840	11,211	10,857
Net income/(expenditure) before transfers		287	(3)	14	298	296
Transfers between funds	20	142	(91)	(51)	-	-
Net income/(expenditure) after transfers		429	(94)	(37)	298	296
Other recognised gains / (losses):						
Revaluation gains/(losses) on fixed asset investment	13	-	-	-	-	-
Remeasurement gain on defined benefit pension scheme	17	-	-	-	-	-
Net movement in funds		429	(95)	(37)	298	296
Reconciliation of funds:						
Fund balances at 1 April 2024		1,037	6,289	202	7,528	7,232
Fund balances at 31 March 2025		1,466	6,195	165	7,826	7,528

All transactions are derived from continuing activities.

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

THE CALDECOTT FOUNDATION LIMITED

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2024**

Comparative information only

	Note	Unrestricted Funds £000s	Designated Funds £000s	Restricted Funds £000s	2024 Total £000s
Income from:					
Donations and legacies	2	-	112	77	189
Charitable activities	3	10,165	-	746	10,911
<i>Investment income</i>					
Income from investments		-	-	-	-
Interest receivable		36	-	-	36
Other	4	17	-	-	17
Total Income		10,218	112	823	11,153
Expenditure on:					
Raising funds	5	-	2	-	2
Charitable activities	5	10,079	15	761	10,855
Total expenditure	5	10,079	17	761	10,857
Net income/(expenditure) before transfers		139	95	62	296
Transfers between funds	20	(134)	134	-	-
Net income/(expenditure) after transfers		5	229	62	296
Other recognised gains / (losses):					
Revaluation gains/(losses) on fixed asset investment	13	-	-	-	-
Remeasurement gain on defined benefit pension scheme	17	-	-	-	-
Net movement in funds		5	229	62	296
Reconciliation of funds:					
Fund balances at 1 April 2023		1,032	6,060	140	7,232
Fund balances at 31 March 2024		1,037	6,289	202	7,528

All transactions are derived from continuing activities.

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

THE CALDECOTT FOUNDATION LIMITED

**CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2025**

	Note	2025 £000s	2024 £000s
Fixed assets			
Intangible assets	11	1	1
Tangible assets	12	5,956	6,047
Investments	13	3	3
		<u>5,960</u>	<u>6,051</u>
Current assets			
Debtors	14	619	527
Cash at bank and in hand		<u>2,170</u>	<u>1,667</u>
		2,789	2,194
Creditors: amounts falling due within one year	15	<u>(923)</u>	<u>(717)</u>
Net current assets		<u>1,866</u>	<u>1,477</u>
Total assets less current liabilities		7,826	7,528
Defined benefit pension liability	17	-	-
Net funds		<u>7,826</u>	<u>7,528</u>
Funds			
Restricted funds	19	165	202
Unrestricted funds:			
Designated funds:	20		
Fixed asset reserve		5,960	6,051
Pension Liability		-	-
Extras' fund		<u>235</u>	<u>238</u>
		6,195	6,289
Other charitable funds		1,248	827
Non-charitable funds	13	218	210
	21	<u>7,826</u>	<u>7,528</u>

The accounts were approved by the Board on 24 July 2025

Mr Charles Lister (Chair)
Trustee

Company Number: 00419256

THE CALDECOTT FOUNDATION LIMITED

**CHARITY BALANCE SHEET
AS AT 31 MARCH 2025**

	Note	2025 £000s	2024 £000s
Fixed assets			
Tangible assets	12	5,956	6,047
Investments	13	404	403
		<u>6,360</u>	<u>6,450</u>
Current assets			
Debtors	14	498	407
Cash at bank and in hand		<u>1,928</u>	<u>1,464</u>
		2,426	1,871
Creditors: amounts falling due within one year	15	<u>(780)</u>	<u>(605)</u>
Net current assets		<u>1,646</u>	<u>1,266</u>
Total assets less current liabilities		8,006	7,716
Defined benefit pension liability	17	-	-
Net funds		<u>8,006</u>	<u>7,716</u>
Funds			
Restricted funds	19	165	202
Unrestricted funds:			
Designated funds:	20		
Fixed asset reserve		6,358	6,449
Pension Liability		-	-
Extras' fund		<u>235</u>	<u>238</u>
		6,593	6,687
Other charitable funds		<u>1,248</u>	<u>827</u>
		<u>8,006</u>	<u>7,716</u>

The accounts were approved by the Board on **24 July 2025**

Mr Charles Lister (Chair)
Trustee

Company Number: 00419256

THE CALDECOTT FOUNDATION LIMITED

**CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	2025 £000s	2024 £000s
Net cash flow from operating activities	22	<u>987</u>	<u>1,111</u>
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(523)	(633)
Proceeds on disposal of tangible fixed assets		-	-
Interest and investment income received		<u>39</u>	<u>36</u>
Net cash flow from investing activities		<u>(484)</u>	<u>(597)</u>
Cash flow from financing activities			
Repayments of borrowing		<u>-</u>	<u>(79)</u>
		<u>-</u>	<u>(79)</u>
Net increase in cash and cash equivalents		503	435
Cash and cash equivalents at 1 April 2024		1,667	1,232
Cash and cash equivalents at 31 March 2025		<u><u>2,170</u></u>	<u><u>1,667</u></u>
Cash and cash equivalents consists of:			
Cash at bank and in hand		2,170	1,667
Cash and cash equivalents at 31 March 2025		<u><u>2,170</u></u>	<u><u>1,667</u></u>

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(a) Basis of accounting

The Caldecott Foundation Limited is a registered charitable company in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities is to provide residential care, therapy and education for children and young people who have faced deprivation, cruelty or neglect, and who may have emotional, behavioural or educational difficulties.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Consolidation

In the opinion of the member of the committee, the charitable company and its subsidiary undertakings comprise a small group.

The consolidated financial statements incorporate the results of the charity and its trading subsidiary, Caldecott Fostering Limited (company number 07389373), for the year ended 31 March 2025. Further details on the subsidiary can be found in note 13. As a consolidated Statement of Financial Activities is published, a separate Statement of Financial Activities for the parent company is omitted from the group statements by virtue of Section 408 of the Companies Act 2006.

(c) Fund accounting

Unrestricted general funds are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Restricted funds are funds that can only be used for particular restricted purposes within the objects of the charitable company. Restriction arises when specified by the donor or when funds are raised for particular restricted purposes.

Designated funds represent funds invested in fixed assets. The designated fund balance has been represented to ensure that the fund balance accurately reflects the designation policy adopted by the trustees.

(d) Income recognition

All income is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Foundation has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies (continued)

(d) Income recognition

Voluntary income, including donations, gifts and grants that provide core funding or are of a general nature, is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Care services and fees are included in the Statement of Financial Activities when receivable.

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.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

(e) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes all expenditure incurred by the Foundation to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading; and
- Expenditure on charitable activities comprises those costs incurred by the Foundation in the delivery of its activities and services for beneficiaries. It includes both costs allocated directly to such activities and those costs of an indirect nature necessary to support them.

(f) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources. Other costs have been allocated on the basis of staff time spent.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 6.

(g) Intangible fixed assets

Goodwill on consolidation is amortised over a period of 5 years following year of acquisition.

(h) Tangible fixed assets and depreciation

With the exception of freehold property, tangible fixed assets are stated at cost less accumulated depreciation and any recognised impairment losses. Freehold property is stated in the balance sheet at deemed cost being the fair value on the date of transition to FRS102 less any subsequent depreciation and impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended. Assets costing £1,000 or more are capitalised as tangible fixed assets at the discretion of the Head of Finance and are carried at cost, net of depreciation and any provision for impairment.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies (continued)

(h) Tangible fixed assets and depreciation (continued)

Depreciation is provided on all tangible assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life, as follows:

Freehold land	Not depreciated
Freehold buildings & improvements	2% or 5% straight line
Fixtures, fittings & equipment	10%, 20% or 33% straight line
Motor Vehicles	20% straight line

(i) Fixed asset investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the SoFA if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

(j) Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(k) Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

Retirement benefits to employees of the Foundation are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes. The charity also operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Foundation in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary's Department on the basis of quadrennial valuations using a projected unit credit method. As stated in note 18, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded scheme and the assets are held separately from those of the Foundation in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial losses are recognised immediately in other recognised gains and losses. Actuarial gains are recognised up to a maximum of the previously recognised losses in other recognised gains and losses.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies (continued)

(l) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(m) Judgements and key sources of estimation uncertainty

Accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Foundation makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 12 for the carrying amount of the property plant and equipment, and note 1(h) for the useful economic lives for each class of assets.

LGPS

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 17, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 has been used by the actuary in valuing the pensions liability at 31 March 2025. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Bad debt provision

The value of trade debtors is sensitive to the recoverability in full of any invoices issued to each customer. Once the debt becomes overdue it is chased and periodically reviewed to ensure it is recoverable in full. If a provision is deemed necessary this is included on an annual basis. No provision for bad and doubtful debts is currently included in the accounts.

(n) Going concern

The Foundation continues to be supported by the company's bankers and meets its day to day working capital requirements through its cash reserves. The nature of the Foundation's activities are such that there can be considerable unpredictable variation in the timing of cash inflows. The trustees have prepared projected cash flow information for the period ending 31 March 2026 and beyond. On the basis of this cash flow information, the trustees consider that the Foundation will continue to meet its obligations from its cash reserves. On this basis, the trustees consider it appropriate to prepare the accounts on the going concern basis.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025

2 DONATIONS AND LEGACIES	2025 £000s	2024 £000s
Designated funds	16	112
	<u>16</u>	<u>112</u>
Restricted funds:		
Other restricted donations and gifts	22	13
Swiss RE Foundation	-	4
Legacy	-	-
Lady Kingsdown Donation	10	10
John Swire Charitable Trust	-	50
	<u>32</u>	<u>77</u>
Total	<u>48</u>	<u>189</u>

3 CHARITABLE ACTIVITIES		Unrestricted funds £000s	Restricted funds £000s	Total 2025 £000s	Total 2024 £000s
Local Authority Contract	Residential care	5,152	-	5,152	5,005
Local Authority Contract	School	4,180	-	4,180	3,862
Local Authority Contract	Fostering	1,256	-	1,256	1,298
Statutory Funding		-	822	822	746
		<u>10,588</u>	<u>822</u>	<u>11,410</u>	<u>10,911</u>

4 OTHER INCOME	2025 £000s	2024 £000s
Other income	12	17
	<u>12</u>	<u>17</u>

5 EXPENDITURE	Staff Costs £000s	Direct costs £000s	Support costs £000s	Total 2025 £000s	Total 2024 £000s
Costs of raising funds					
Fundraising	-	9	-	9	2
	<u>-</u>	<u>9</u>	<u>-</u>	<u>9</u>	<u>2</u>
Charitable activities					
Residential care	3,082	1,590	1,171	5,843	5,773
School	2,345	1,485	502	4,332	4,005
Fostering	291	634	102	1,027	1,076
Taxation	-	-	-	-	-
Total charitable activities	<u>5,718</u>	<u>3,709</u>	<u>1,775</u>	<u>11,202</u>	<u>10,854</u>
Total expenditure	<u>5,718</u>	<u>3,718</u>	<u>1,775</u>	<u>11,211</u>	<u>10,856</u>

Included in direct costs and support costs are staff costs of £633k (2024: £602k) which are allocated above.

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2025**

6 SUPPORT COSTS	Residential care £000s	School £000s	Fostering £000s	Total 2025 £000s	Total 2024 £000s
Management	918	394	48	1,360	1,308
Finance	123	53	7	183	166
IT	54	23	33	110	94
Human resources and training	75	32	14	121	107
	<u>1,170</u>	<u>502</u>	<u>102</u>	<u>1,774</u>	<u>1,675</u>

7 GOVERNANCE COSTS	2025 £000s	2024 £000s
Staff costs	87	83
Travel and subsistence	-	-
Independent reports and trustee recruitment	4	2
Auditors' remuneration	26	25
Auditors' remuneration - prior year under provision	-	1
Auditors' remuneration - non-audit services	3	1
Auditors' remuneration - subsidiary	10	10
Legal fees	28	28
	<u>158</u>	<u>150</u>

Governance costs are included within support costs detailed above and have been allocated on the basis of time spent in respect of staff costs and direct apportionment basis for other costs.

8 NET MOVEMENT IN FUNDS	2025 £000s	2024 £000s
This is stated after charging		
Depreciation of tangible fixed assets	614	548
Amortisation	-	30
Auditors' remuneration (including subsidiary)	36	36
	<u>36</u>	<u>36</u>

9 TRUSTEES' REMUNERATION AND REIMBURSED EXPENSES

None (2024: none) of the trustees (or any persons connected with them) received remuneration during the year. One trustee was reimbursed expenses in the year amounting to £341 relating to travel expenses (2024: £nil).

10 EMPLOYEES

Number of employees

The number of employees, by headcount, during the year was:

	2025 Number	2024 Number
Senior management team	6	6
School	60	60
Residential care	67	69
Fostering	6	9
Administration	7	11
Support services	9	9
	<u>155</u>	<u>164</u>

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2025**

10 EMPLOYEES

Employment costs

	2025	2024
	£000s	£000s
Wages and salary costs	5,301	5,080
Social Security costs	532	502
Apprenticeship levy	8	9
Pension costs - defined benefit	342	263
Pension costs - defined contribution	168	161
	6,351	6,015

The number of employees whose annual emoluments were £60,000 or more were:

	2025	2024
£60,001 - £70,000	2	3
£70,001 - £80,000	2	2
£80,001 - £90,000	1	-
£90,001 - £100,000	-	-
£100,001 - £110,000	1	1

Of the employees whose emoluments exceed £60,000, 1 (2024: 1) has retirement benefits accruing under defined benefit pension schemes and 5 (2024: 5) have retirement benefits accruing under defined contribution schemes.

The senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Foundation on a day to day basis and are detailed on page 1. The aggregate remuneration paid to the key management personnel totalled £599k (2024: £620k).

The CEO, N Barnett, was granted a loan in 2020 which was repayable over 5 years. During the year the final instalment of £2k was repaid to the charity, resulting in £nil amounts outstanding at 31 March 2025.

11 INTANGIBLE ASSETS

Group

	Goodwill	Total
	£000s	£000s
Cost / deemed cost		
As at 1 April 2024 and at 31 March 2025	152	152
Amortisation		
As at 1 April 2024	151	151
Charge for period	-	-
At 31 March 2025	151	151
Net book values		
At 31 March 2025	1	1
At 31 March 2024	1	1

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2025

12 TANGIBLE ASSETS

	Land and buildings	Improvements to buildings	Fixtures, fittings and equipment	Motor Vehicles	Total
Group and Charity	£000s	£000s	£000s	£000s	£000s
Cost / deemed cost					
As at 1 April 2024	7,653	713	2,412	186	10,964
Additions	-	-	480	43	523
Disposals	-	-	(92)	(26)	(118)
At 31 March 2025	7,653	713	2,800	203	11,369
Depreciation					
As at 1 April 2024	2,973	442	1,365	137	4,917
Charge for period	152	50	393	19	614
On disposals	-	-	(92)	(26)	(118)
At 31 March 2025	3,125	492	1,666	130	5,413
Net book values					
At 31 March 2025	4,528	221	1,134	74	5,956
At 31 March 2024	4,680	271	1,047	49	6,047

Certain freehold properties were revalued in July 2004 and this valuation was incorporated into the financial statements for the year ended 31 March 2005. As part of the transitional provisions as part of the introduction of FRS102 these valuations were taken to be deemed cost.

If revalued assets were stated on an historical cost basis rather than a fair value basis, the total amounts included would have been as follows:

	2025 £000s	2024 £000s
Cost	1,579	1,579
Accumulated depreciation	(688)	(656)
At 31 March 2025	891	923

All other tangible fixed assets are stated at historical cost.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025

13 FIXED ASSET INVESTMENTS

	Listed investments £000s	Shares in subsidiary undertaking £000s	Total £000s
Group			
Market value at 1 April 2024 and at 31 March 2025	3	-	3
Historical cost:			
At 31 March 2025	1	-	1
At 31 March 2024	1	-	1
Charity	£000s	£000s	£000s
Market value at 1 April 2024 and at 31 March 2025	3	401	404
Historical cost:			
At 31 March 2025	1	401	402
At 31 March 2024	1	401	402

The fair value of the listed investments is determined by reference to the mid-market value of shares at the Balance Sheet date and represents the shareholding in Santander plc.

Shares in subsidiary undertaking

Caldecott Fostering Limited is now a wholly owned subsidiary.

Holdings of more than 20%

The charity holds more than 20% of the share capital of the following company:

Subsidiary undertaking	Country of registration or incorporation	Proportion of voting rights and ordinary share capital held	Principal activity
Caldecott Fostering Limited	England and Wales	100%	Fostering

The principal activity of Caldecott Fostering Limited is the provision of the foster care for children on behalf of local authorities. The investment is measured at cost less impairment on the basis that they represent shares in entities that are not publicly traded and the fair value cannot otherwise be measured reliably.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025

13 FIXED ASSET INVESTMENTS

The trading results of Caldecott Fostering Limited for the year ended 31 March 2025 are as follows:

	2025	2024
	£000s	£000s
Turnover	1,256	1,302
Cost of sales	(634)	(673)
Administration costs	(449)	(465)
Operating surplus for the year	173	164
Corporation tax	-	-
Distributions to parent charity under gift aid	(165)	(39)
Retained surplus for the year	8	125

The assets and liabilities of the subsidiary at 31 March 2025 were:

Current assets	369	329
Current liabilities	(149)	(117)
Aggregate share capital and reserves	220	212
Share capital	2	2
Profit and loss reserve	218	210
	220	212

14 DEBTORS

	Group		Charity	
	2025	2024	2025	2024
	£000s	£000s	£000s	£000s
Trade debtors	467	351	364	267
Other debtors	24	47	-	6
Amounts due from subsidiary undertaking	-	-	6	5
Prepayments	128	129	128	129
	619	527	498	407

15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2025	2024	2025	2024
	£000s	£000s	£000s	£000s
Trade creditors	293	327	188	273
Taxes and social security costs	278	131	272	125
Other creditors	229	213	197	161
Accruals and deferred income	122	46	122	46
	923	717	780	605

Barclays Bank PLC had a legal charge over the freehold property known as Caldecott House in respect of all monies due or to become due.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025

16 DEFERRED INCOME

	Group		Charity	
	2025	2024	2025	2024
	£000s	£000s	£000s	£000s
Deferred income is included within:				
Creditors due within one year	77	-	77	-
Deferred income at 1 April 2024	-	-	-	-
Released from previous years	-	-	-	-
Resources deferred in the year	77	-	77	-
Deferred income at 31 March 2025	77	-	77	-

Deferred income consists of fees invoiced in advance.

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The Foundation's employees belong to the following pension schemes,: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Kent County Council. Both are multi-employer defined benefit schemes. In addition, the Foundation operate a defined contribution stakeholder scheme and contribute into personal pension schemes.

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest actuarial valuation of the TPS related to the period ended 31 March 2020 and of the LGPS to the period ended 31 March 2022.

Teachers' Pension Scheme

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for teachers in academies. All teachers have the option to opt-out of the TPS following enrolment.

The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to ensure scheme costs are recognised and managed appropriately and the review specifies the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2020. The valuation report was published by the Department for Education on 27 October 2023, with the SCAPE rate, set by HMT, applying a notional investment return based on 1.7% above the rate of CPI. The key elements of the valuation outcome are:

- employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy). This is an increase of 5% in employer contributions and the cost control result is such that no change in member benefits is needed.
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2025

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The result of this valuation will be implemented from 1 April 2024. The next valuation result is due to be implemented from 1 April 2028.

The employer's pension costs paid to TPS in the period amounted to £295k (2024: £209k).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The Foundation is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the Foundation has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Foundation has set out above, the information available on the scheme.

Pension contributions amounting to £34k (2024: £26k) were unpaid to the Teachers' Pension Scheme at 31 March 2025.

Kent County Council Pension Fund

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2025 was £64k (2024: £73k), of which employer's contributions totalled £47k (2024: £54k) and employees' contributions totalled £16k (2024: £19k). The minimum contribution rates for future years are 19.0% (from 1 April 2023) then increasing to 20% (from 1 April 2024) and 21% (from 1 April 2025) for employers and 5.5% to 12.5% for employees. In addition voluntary contributions totalling £180k (2024: £180k) were made by the employer to pay down the pension scheme deficit.

Pension contributions amounting to £5k (2024: £6k) were unpaid to the Kent County Council Pension Fund at 31 March 2025.

Principal actuarial assumptions	2025 %	2024 %
Rate of increase in salaries	3.90	3.95
Rate of increase in pension payment	2.90	2.95
Discount rate	5.80	4.90
Inflation assumption - CPI	2.90	2.95

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

	2025	2024
<i>Retiring today</i>		
Males	20.7	20.8
Females	23.3	23.3
<i>Retiring in 20 years</i>		
Males	22.0	22.0
Females	24.7	24.7

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2025

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

(Continued)

Sensitivity analysis

Scheme liabilities would have been affected by changes in assumptions as follows:

	2025	2024
Discount rate +0.5% (2024: +0.5%)	-1089	-1357
Discount rate -0.5% (2024: -0.5%)	+1227	+1541
Mortality assumption + 1 year	+504	+644
Mortality assumption - 1 year	-487	-620
Long term salary +0.5% (2024: +0.5%)	+47	+59
Long term salary -0.5% (2024: -0.5%)	-45	-56
Adjustment to pension increases +0.5% (2024: +0.5%)	+1210	+1505
Adjustment to pension increases -0.5% (2024: -0.5%)	-1078	-1332

The Foundation's share of the assets in the scheme were:

	2025	2024
	£000s	£000s
Equities	12,502	12,586
Bonds	3,264	3,115
Property	1,798	1,941
Gilts	1,301	1,585
Cash	868	344
Infrastructure	1,100	970
Absolute return fund	1,121	1,093
Total market value of assets	<u>21,954</u>	<u>21,634</u>

For accounting years beginning on or after 1 January 2015, the expected return and the interest cost has been replaced with a single net interest cost, which will effectively set the expected return equal to the discount rate.

Amount recognised in the Statement of Financial Activities

	2025	2024
	£000s	£000s
Current service cost	44	56
Net interest cost	(203)	(178)
Administration expenses	20	19
Total operating charge	<u>(139)</u>	<u>(103)</u>

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

(Continued)

Changes in the present value of defined benefit obligations were as follows:	2025	2024
	£000s	£000s
At 1 April 2024	17,607	17,589
Current service cost	44	56
Interest cost	848	831
Change in financial assumptions	(2,495)	(154)
Change in demographic assumptions	(43)	(234)
Experience loss on defined benefit obligation	(52)	58
Estimated benefits paid	(615)	(559)
Contributions by Scheme participants	16	20
At 31 March 2025	15,310	17,607
Changes in the fair value of charity's share of scheme assets:	2025	2024
	£000s	£000s
At 1 April 2024	21,634	21,167
Interest on assets	1,051	1,009
Return on assets less interest	(339)	(220)
Other actuarial gains	-	-
Administration expenses	(20)	(19)
Employer contributions	227	236
Contributions by Scheme participants	16	20
Estimated benefits paid	(615)	(559)
At 31 March 2025	21,954	21,634
Restriction on scheme assets	(6,644)	(4,027)
Net assets recognised	15,310	17,607

At 31 March 2025, the proportion of the LGPS scheme attributed to the charity showed an asset. However, under FRS102 an asset on the pension scheme can only be recognised in certain circumstances and these criteria were not met at 31 March 2025. Therefore the asset has not been recognised on the balance sheet.

Other defined contribution schemes

The company operates a stakeholder scheme into which it contributes a percentage of employees salary. In addition the company also contributes into certain employees own personal pension schemes.

	2025	2024
	£000s	£000s
Contributions payable by the company for the year	162	155

Pension contributions amounting to £23k (2024: £24) were unpaid to the stakeholder schemes at 31 March 2025.

18 COMPANY STATUS

The Foundation is a company limited by guarantee. In the event of a winding-up the liability of each member will not exceed £1.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025

19 RESTRICTED FUNDS

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

CURRENT YEAR	Balance at 1 April 2024	Income	Expenditure	Transfers between funds	Balance at 31 March 2025
	£000s	£000s	£000s	£000s	£000s
Holidays / Camps / Trips	(3)	16	(17)	-	(4)
Sponsor a book	-	-	-	-	-
ESFA	-	777	(765)	-	12
Other fundraised funds	12	-	(3)	-	9
Pupil premium	53	45	(38)	-	60
Care leavers hardship fund	7	-	-	-	7
Fledborough Therapy Centre	3	-	-	-	3
Forest School	13	-	-	-	13
Swiss RE	10	-	(10)	-	-
Secondary Food Tech	18	-	-	-	18
SEC Sensory room	-	-	-	-	-
Social Worker Training	10	-	-	-	10
New Therapy Home	10	-	-	-	10
Primary kitchen, canteen & school hall	50	1	-	(51)	-
Treehouse Build	10	10	-	-	20
Rocking horse fund	4	1	(3)	-	2
Summer house sensory room	-	4	(3)	-	1
Other	5	-	(1)	-	4
	202	854	(840)	(51)	165

COMPARATIVE YEAR	Balance at 1 April 2023	Income	Expenditure	Transfers between funds	Balance at 31 March 2024
	£000s	£000s	£000s	£000s	£000s
Holidays / Camps / Trips	(5)	5	(3)	-	(3)
Sponsor a book	-	-	-	-	-
ESFA	26	691	(717)	-	-
Other fundraised funds	12	2	(2)	-	12
Pupil premium	22	55	(24)	-	53
Care leavers hardship fund	7	-	-	-	7
Fledborough Therapy Centre	3	-	-	-	3
Forest School	22	-	(9)	-	13
Swiss RE	9	4	(3)	-	10
Secondary Food Tech	18	-	-	-	18
SEC Sensory room	-	-	-	-	-
Social Worker Training	10	-	-	-	10
New Therapy Home	10	-	-	-	10
Primary kitchen, canteen & school hall	-	50	-	-	50
Treehouse Build	-	10	-	-	10
Rocking horse fund	-	4	-	-	4
Other	4	2	(1)	-	5
	138	823	(759)	-	202

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025

19 RESTRICTED FUNDS - CONTINUED

Holidays / Camps /Trips out	For annual holidays, camps and trips out to theatres etc
Sponsor a book	For sponsorship of children's special interest books and other reading
Forest School	Funds of £120,000 were received from The Band Trust and £12,229 from Morrisons Foundation, in 2019/20, to set up a forest school and provide outdoor sport and activity equipment.
Other fundraised funds	To fund a range of specific small items including leavers packs, art, play & music equipment, hardship grants, sport & challenge activities and vocational education
ESFA	To improve standards in the school and for capital expenditure in the school
Pupil premium	Funds received from Local Authorities and the ESFA which are provided for the education needs of individual school pupils
Care leavers hardship fund	A fund for care leavers to request support from.
Smeeth School Resources	Funding towards resources for the Smeeth school.
Fledborough Therapy Centre	Funding towards a new therapy centre at Fledborough.
Swiss RE	Funding to provide enhancements to the physical environment
Other restricted funds	Funds received from Local Authorities and statutory bodies which are provided for individual children and care leavers
Secondary Food Tech	Fund to refurbish the Secondary food tech classroom
SEC Sensory room	Fund to refurbish the Secondary sensory rooms
Social Worker Training	Fund to provide training towards a social worker qualification
New Therapy Home	Fund to refurbish part of Caldecott House to provide a new area for children's therapy
Primary kitchen, canteen & school hall	Fund to extend the dining area using existing space within the school and to upgrade the kitchen to commercial standard.
Treehouse Build	Fund to build a treehouse within the grounds.
Rocking horse fund	Fund to repair the Stephenson Brothers rocking horse.
Summer House sensory room	Fund to develop a sensory room.
Transfer between funds	Represents the transfer of unspent funds to other restricted funds and correction of the opening balance.

20 DESIGNATED FUNDS

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

GROUP - CURRENT YEAR	Balance at 1 April 2024 £000s	New designations £000s	Designations released £000s	Transfers/ Gains £000s	Balance at 31 March 2025 £000s
Fixed asset reserve	6,051	-	-	(91)	5,960
Pension reserve	-	-	-	-	-
Extras' fund	238	16	(19)	-	235
	6,289	16	(19)	(91)	6,195

GROUP - COMPARATIVE YEAR	Balance at 1 April 2023 £000s	New designations £000s	Designations released £000s	Transfers/ Gains £000s	Balance at 31 March 2024 £000s
Fixed asset reserve	5,917	-	-	134	6,051
Pension reserve	-	-	-	-	-
Extras' fund	143	112	(17)	-	238
	6,060	112	(17)	134	6,289

The fixed asset reserve - represents the net book value of fixed assets held net of any associated borrowings.

The pension reserve - represents the pension scheme position at the year end.

The Extras fund - to be used for additional activities over and above those funded by core funding.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2025

20 DESIGNATED FUNDS

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

	Balance at 1 April 2024	New designations	Designations released	Transfers/ Gains	Balance at 31 March 2025
	£000s	£000s	£000s	£000s	£000s
CHARITY - CURRENT YEAR					
Fixed asset reserve	6,449	-	-	(91)	6,358
Pension reserve	-	-	-	-	-
Extras' fund	238	16	(19)	-	235
	6,687	16	(19)	(91)	6,593

	Balance at 1 April 2023	New designations	Designations released	Transfers/ Gains	Balance at 31 March 2024
	£000s	£000s	£000s	£000s	£000s
CHARITY - COMPARATIVE YEAR					
Fixed asset reserve	6,285	-	-	164	6,449
Pension reserve	-	-	-	-	-
Extras' fund	143	112	(17)	-	238
	6,428	112	(17)	164	6,687

21 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Designated funds	Restricted funds	Total
	£000s	£000s	£000s	£000s
CURRENT YEAR				
Fund balances at 31 March 2025 are represented by:				
Intangible fixed assets	-	1	-	1
Tangible fixed assets	-	5,956	-	5,956
Investments	-	3	-	3
Current assets	1,389	1,235	165	2,789
Creditors: amount falling due within one year	(923)	-	-	(923)
	466	7,195	165	7,826

	Unrestricted funds	Designated funds	Restricted funds	Total
	£000s	£000s	£000s	£000s
COMPARATIVE YEAR				
Fund balances at 31 March 2024 are represented by:				
Intangible fixed assets	-	1	-	1
Tangible fixed assets	-	6,047	-	6,047
Investments	-	2	-	2
Current assets	1,754	239	202	2,195
Creditors: amount falling due within one year	(717)	-	-	(717)
	1,037	6,289	202	7,528

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2025**

22 RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASHFLOW FROM OPERATING ACTIVITIES

	2025	2024
	£000s	£000s
Net income for year	298	297
Interest and investment income receivable	(39)	(36)
Depreciation of tangible fixed assets	614	548
Amortisation of goodwill	-	30
(Increase) in debtors	(92)	119
Increase/(decrease) in creditors	206	153
Net cash flow from operating activities	<u>987</u>	<u>1,111</u>

23 ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2024	Cash flow	Non-cash changes	At 31 March 2025
	£000s	£000s	£000s	£000s
Cash at bank and in hand	1,668	502	-	2,170
Bank overdrafts	-	-	-	-
	<u>1,668</u>	<u>502</u>	<u>-</u>	<u>2,170</u>

24 FUTURE COMMITMENTS

Operating leases

Total future minimum lease payments under non-cancellable operating leases are as follows:

Group	Land and buildings		Other	
	2025	2024	2025	2024
	£000s	£000s	£000s	£000s
Within one year	49	49	-	5
Between two and five years	196	196	-	-
In over five years	327	391	-	-
	<u>572</u>	<u>636</u>	<u>-</u>	<u>5</u>

Charity

	Land and buildings		Other	
	2025	2024	2025	2024
	£000s	£000s	£000s	£000s
Within one year	49	49	-	5
Between two and five years	196	196	-	-
In over five years	327	391	-	-
	<u>572</u>	<u>636</u>	<u>-</u>	<u>5</u>

Pension commitments

The Trustees agreed to pay additional pension contributions in respect of the Kent County Council Local Government Pension Scheme with effect from 1 April 2021. The monthly additional contribution is a minimum payment of £15k, or £180k annually until the deficit is cleared.

25 RELATED PARTIES

There were no related party transactions other than those disclosed in note 10 Employees.

26 CAPITAL COMMITMENTS

The charity had capital commitments at the year end as follows:

2025	2024
£000s	£000s
-	19

CALDECOTT FOUNDATION LIMITED

England & Wales - Charity number 307889

Accounts

THE CALDECOTT FOUNDATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS AND ANNUAL REPORT

FOR THE YEAR ENDED 31 MARCH 2024

Registered Charity No: 307889
Registered Company No: 00419256 (England and Wales)

THE CALDECOTT FOUNDATION LIMITED

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THE CALDECOTT FOUNDATION LIMITED

LEGAL AND ADMINISTRATIVE DETAILS

Trustees	Charles Lister (Chair) Susan Appleby Jerome Flechais Richard Ford (appointed 19 October 2023) Andrew Ireland (appointed 2 May 2024) Folasade Phillips (Treasurer) Maree Thorn Simon Wakeman Caroline Whillans
Secretary	Steve Anderson
Key Management Personnel	Nicholas Barnett Stacey McShane Steve Anderson Damion Napier Tim Allison Kevin Gore
Charity Number	307889
Company Number	00419256
Registered office	Caldecott House Hythe Road Smeeth Ashford Kent TN25 6SP
Independent Auditors	Azets Audit Services First Floor, River House 1 Maidstone Road Sidcup DA14 5RH
Bankers	Barclays Bank Plc 66 High Street Ashford Kent TN24 8TL National Westminster Bank Plc PO Box No. 4NU London W1A 4NU
Solicitors	Kingsfords 2 Elwick Road Ashford Kent. TN23 1PD

THE CALDECOTT FOUNDATION LIMITED

CHAIR OF TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2024

Message from the Chair of Trustees'

The end of the previous financial year (2022/23) coincided with the end of our 5 year strategy which had achieved so much since 2018. This included a substantial increase in the number of young people supported by our services and bringing Caldecott Fostering back under our full control. The plan was backed by annual investment into our services and facilities with two existing properties fully refurbished into a dedicated Primary School and a home for weekday boarders. We also provided training opportunities for our staff to develop into new roles and careers such as qualified teachers, social workers and therapists.

The combination of all of this work was that outcomes for our children and young people have been exceptional. This is not just our opinion but also the opinion expressed time and again by Ofsted who judged Caldecott to be an 'Outstanding' provider on 28 occasions between 2017 and 2023. Below is a quote from one such report:

"The registered manager is ambitious and has high aspirations for children. The leadership team is deeply committed to improving children's life chances by ensuring that excellent standards of care are maintained... One child said, 'I would not change a thing.' Another said, 'It is amazing,' and a third said, 'We are all friends. I didn't have friends before.'"

Ofsted Inspection Report, September 2023

All of these achievements were made despite the many external global events which were so disruptive including Brexit, petrol and food shortages, the COVID-19 pandemic, war in Europe and rampant inflation.

On behalf of the Board of Trustees I would like to express our thanks to everyone who works at Caldecott across our Residential Care, Fostering, Education and Support teams. Ultimately our success is rooted in the exceptional people who work at Caldecott whose dedication to our collective vision to help children build a future continues to be a source of inspiration. A particular thank you goes to our Chief Executive, Nick Barnett, who leads the organisation with such dedication always holding our children and young people at the centre of everything we do.

Finally, we are so grateful to everyone who donated, raised money for us and volunteered during the year. Every pound that is donated goes directly to support our children and young people and it really does make a huge difference. A huge thank you on behalf of all staff and young people at Caldecott.



THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2024

The Trustees present herewith their report and the financial statements for the year ended 31 March 2024. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and 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.

Objectives and activities

"The principal objects for which the Foundation was established as a Company Limited by Guarantee and not having a share capital are:-

- To provide residential care, therapy, education and fostering placements for children and young people who have faced deprivation, cruelty or neglect, and/or who may have emotional, behavioural or educational difficulties.
- To place children and young people at the centre of everything that we do.
- To provide a 'best value', quality service which meets and exceeds the requirements of our purchasers and OFSTED.
- To maximise the quality of our staff through personal development and training.
- To evaluate the potential of providing other services to our client group.
- To operate in surplus, enabling us to re-invest in services and facilities."

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Foundation should undertake.

Public benefit statement

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Foundation's aims and objectives and in planning future activities.

Strategic Report (incorporating Achievements and Performance During the Year; Plans for the Future; and Financial Review)

Achievements and Performance During the Year

During the year 114 children and young people benefited from the exceptional care and education provided by our dedicated teams. We are incredible proud of those young people who have moved onto the next stage of their journey including our Year 11s who have gone onto a further education or work placement and two young people who moved into semi-independent living. They will always be a part of our community and we look forward to hearing about their future success.

For those young people who remain with us and for those who will join us in the future, we have continued to invest in our facilities and services to ensure that they receive the best possible care, education and support. This year we have focused on improving our outdoor play areas in both our schools and homes with new patios, climbing frames and play equipment, sensory play zones and an impressive 'Grand-Prix' track which wraps around our Primary School building. We also took an opportunity to extend the garden of one of our homes giving the young people more space to play and supporting the construction of a new 'garden room' which will be finished in 2024.

We have continued to prioritise the health and safety of our young people and staff with pro-active replacement of fire doors across the organisation and new modern fire alarm systems in several of our residential homes.

Another substantial investment was made into fitting Solar Panels to another three of our properties. These new arrays, added to the three which were installed the year before, have substantially reduced the amount the electricity that we take from the national grid, reducing our carbon footprint and our utility costs at the same time.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

This project has been enthusiastically driven forward by Caldecott School's Eco group made up of students who have a passion for making a positive change to our environment. We are proud of them and, as a regular reminder of the impact of their ideas, intend to report on the equivalent number of trees which have been saved through this project once they have been in place for a full year.

We have also been working hard to build and strengthen links with our community. To this end we held our first Christmas Craft Fayre at Caldecott House in November 2023. This event saw a steady flow of old and new friends finding unique handmade and homemade Christmas gifts amongst a fantastic range of stall holders who filled our two large meeting rooms. We look forward to welcoming even more guests to our next event in November 2024 where we will have even more stalls available.

Shortly after the craft fayre, Caldecott House was once again transformed into a Winter Wonderland with a four-meter-high Christmas tree and Santa's Grotto ready for our official Christmas Party. All of our young people from residential care and foster families came for the food, music and fun and left with a special gift delivered by Father Christmas himself who stopped in to visit us on his way home. Even better, he kindly agreed to come back the following weekend when it was our pleasure to host a group of amazing children who had fled persecution in their home countries and were seeking asylum in the UK. It was a privilege to be able to give them a positive experience for their first Christmas in the UK and we intend to give even more children the same opportunity in 2024.

Amongst all of the Christmas events we also held our staff award evening with colleagues from across the organisation coming together and celebrating the fantastic work underway across all of our services. The keynote speech was delivered by Steven MacCormack, a Caldecott alumni who lived with us in the 1960s. Steven gave a profoundly moving speech which left very few dry eyes in the house describing his childhood and how, after being placed at Caldecott and supported by the staff, he had gone on to have a loving family life and build a successful business.

We continue to be extremely grateful to our alumni and those from the Caldecott Association who continue to visit us each year. They represent the living history of The Caldecott Foundation and remind us that the work we do really does change lives.

In addition to the events we have hosted, we have also developed a fantastic link with BNI (Business Networking International) Ashford whose weekly meeting is now held at Caldecott House and whose members have been so generous in their support.

Moving back to the achievements of children we couldn't hope to finish our report on a happier note than our annual Summer Camp which is the highlight of the year for our young people and staff alike. This year was Caldecott's 65th annual camp and after 4 days of fantastic outdoor activities, delicious food and campfire stories (which this year included an actual fire breathing dragon) our children and staff returned exhausted but full of memories which they will treasure forever.

Plans for the Future

With these fantastic achievements behind us we have no plans to rest on our laurels but instead have finalised a new 5 year strategic plan to drive forward more improvements for the benefit of our children and young people. Based on our three Strategic Pillars of Community, Inclusion and Sustainability, our new strategic plan seeks to embed long term organisational success whilst reaching more children and families.

Pillar 1 – Community

Community is something that has always been, and continues to be, extremely important to Caldecott. Over this coming year we will be:

- continuing to build stronger relationships with the Caldecott Association, a group of former staff and young people who used to live with us, and our alumni more generally.
- pursuing opportunities to forge stronger links with local clubs, societies and businesses.
- reaching out to support those children and young people who have experienced trauma wherever they are living.
- engaging in our new International Programme where we have partnered up with a school in Ghana to share experience, knowledge and resources. We anticipate this being the first of many such partnerships.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Pillar 2 – Inclusion

Ensuring that every member of our community feels valued as an individual is something that we are passionate about. This year our focus will be:

- further embedding the voice of our young people and those with care experience into our decision making.
- improving inclusion through the refurbishment of our satellite classrooms in Ashford which will be our new 'Stepping Stones' stream.
- consulting with our stakeholders to identify and eliminate barriers to inclusion.

Pillar 3 – Sustainability

As a charity supporting children, we should rightly place a high significance on how the choices that we make today will impact on their future as well as our local, national and international community. Our sustainability projects for the year are:

- developing plans to improve the vital facilities at Caldecott School in order to support the growing demand for the service. The main focus will be on our catering facilities at Primary School for which funding has been secured.
- finalising accreditation for our 'Therapeutic Workshop' course which aims to upskill staff working in children's residential care.
- increasing support for our staff teams through further investment in training, including our experiential 'Therapeutic Workshop' course, and wellbeing programmes.
- seeking to implement further technologies which will reduce our impact on the environment through increasing the efficiency of our energy usage.
- seeking to engage more with our supporters through events and community engagement in order to fundraise for further improvement to our facilities and more life changing opportunities for our children and young people.

Financial Review

Position at the end of the year

Group income for the year was £11,153,259 (2023: £10,280,758). Group expenditure amounted to £10,856,502 (2023: £10,326,425). The resulting surplus before adjustments to the Pension Scheme was £296,757 compared to a deficit of £45,487 in 2023. The improvement in performance was primarily due to higher numbers of children in both our residential care and fostering services.

The Group Balance Sheet shows a positive position of £7,527,537 (2023: £7,230,780), and the Balance Sheet for The Caldecott Foundation has improved from £7,514,057 to £7,715,967.

The Trustees welcome the great progress made to the financial health of the Foundation over the past several years. We remain conscious of the need to maintain continuous improvement to combat the ever more severe financial constraints which all those engaged in the Care sector face. The excellent standing of our care facilities reflected in our Ofsted ratings is testament to our determination to be ranked with the very best in our field. In this lies our confidence that we will continue to offer outstanding care to the children in our care, whilst also sustaining continued improvement in our financial strength alongside further expansion in our activities.

Investment policy

Any cash deemed to be surplus by the Trustees, other than for the day-to-day running of the charity, is held in assets which are available to the Foundation at short to medium term notice. The trustees regularly review the requirements of the Foundation through cash flow forecasting to ensure that sufficient funds are readily available at short notice to meet day-to-day needs, and that returns are maximised on the remaining funds through longer term investment. To minimise the risk to the charity and its funds, surplus cash is held with UK financial institutions with a good credit rating.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Reserves policy

The Foundation has been generating positive cash flow from its activities for the past several years. These funds have been used in part to enable expansion and improvement of the services we offer across a broad range of what we do. These improvement projects have been designed to raise our efficiencies and positive environmental impact, to invest in training and working conditions for those who work for us, and to improve the offering to the children who depend upon us. Remaining cash has been used for two other primary purposes:

1. To build our free cash reserves towards the Foundation's target which is to achieve and maintain unrestricted, undesignated reserves to cover a minimum of 3 months committed running costs. This equates to approximately £2.5 million based on budgeted running costs for the next 12 months. At the year end the Foundation had unrestricted reserves of £826,949 (2023: £946,458).
2. To pay down our historic deficit within our KCC Local Authority Group Pension Scheme (LGPS). It is noted that the Pension Scheme deficit has remained at £Nil (2023: decreased by £5.624m to £Nil), based on the latest actuarial valuation. However, there remains a substantial long-term deficit (also known as the cessation deficit), which we have many years to resolve, and continue to make additional voluntary contributions of £180,000 per annum starting 1st April 2021 in line with our Actuary's advice. This remains a major issue for the Foundation to manage, so the Board and Finance Committee continue to take professional advice and keep the issue under constant appraisal.

The total reserves of The Foundation was £7.715 million, much of which is tied up in property which cannot be easily realised. On 31 March 2024 designated funds amounted to £6,687,133 (2023: £6,427,928) and further details can be found in note 20 to the financial statements. The main elements of the designated funds are the fixed asset reserve, amounting to £6,449,433 (2023: £6,285,040) and unrestricted fundraising amounting to £237,700 (2023: £142,888), which is allocated as the "Extras Fund" to provide for spending outside our core requirements.

On 31 March 2024, restricted funds amounted to £201,885 (2023: £139,671) and further details can be found in note 19 to the financial statements.

Going Concern

The Foundation continues to be supported by the company's bankers and meets its day to day working capital requirements through its cash reserves. On this basis, the Trustees consider it appropriate to prepare the accounts on the going concern basis.

Principal risks and uncertainties

The Trustees have identified and evaluated the major strategic, financial and operational risks which the charity faces. Processes are in place to implement and monitor control measures designed to eliminate or reduce the likelihood and/or impact of those risks. Below is a table of our highest risks and a description of the key controls in place to eliminate or reduce the risks posed.

Highest Risks	Key Controls
Staff Recruitment and Retention.	• Regular review of pay and benefits informed by market intelligence and consultation with staff. • Focus on Health and Wellbeing. Provision of health cash scheme, employee assistance programme, health checks, wellbeing programmes, occupational health and in house mental health support. • Investment in training and recognition of length of service through support to pursue a number of career paths.
Crystallisation of our KCC Pension resulting in the repayment of an unaffordable Cessation Deficit.	• Number of active participants monitored monthly by Finance Director and quarterly by the Board.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

	• Expert independent advice obtained to inform Board discussion and decision making. This includes affordable repayment options which are evaluated periodically or in response to change. • Additional voluntary contributions paid monthly to reduce the deficit over time. • Although the scheme has been closed to new entrants, we retain the ability to nominate new employees to the scheme should this be required.
A high proportion of revenue relating to a small number of Local Authorities customers.	• Provision of a range of services creates diversity in revenue sources – residential care, fostering, education and therapy. • Accepting young people into our children's homes from all over the UK results in a diverse customer base. • Expansion of our fundraising activity through our fundraising strategy. • Provision of a weekday boarding service supports students attending Caldecott School from a greater number of Local Authorities areas. • Communication with Local Authorities to improve understanding of the high-quality services which we deliver, and the exceptional outcomes achieved.

We believe that one of our greatest strengths as an organisation is the level and quality of resources that we make available to support our young people. Ensuring that we continue to improve is essential to best meet the needs of our children and young people and maintaining our exceptional reputation with Local Authorities and Ofsted. The key controls we have in place are:

- An experienced and dedicated team of Managers led by our CEO Nick Barnett
- A strong quality improvement team including highly qualified and experienced staff supported by specialist external consultants
- A Model of Care that embeds our core values and ethos into everything we do
- Clear internal policies and procedures, a thorough induction for new staff and a training programme that offers continual learning opportunities and career development for all staff
- A robust governance structure including sub-committees providing oversight of Care & Therapy, Education, Finance and Audit & Risk.

Fundraising Practices

The Foundation does not employ any professional fundraisers to fundraise on its behalf, but all staff members and any volunteers involved in fundraising activities are trained in accordance with recognised standards so as to ensure that the public, including vulnerable people, are protected from unreasonable or intrusive approaches. The Foundation has not received any complaints about its fundraising activities.

Structure, Governance and Management

The Foundation is a company limited by guarantee and is governed by its Memorandum and Articles of Association. The Council shall consist of the officers of the company, namely the Chair, Deputy Chair and Treasurer; not less than 6 and not more than 25 (including the officers of the company) members of the company. At every Annual General Meeting, one third of the members, excluding the Chair, Deputy Chair and Treasurer, shall retire by rotation. Any retiring member is eligible for immediate re-election. With respect to the Chair, Deputy Chair and Treasurer, at every third Annual General meeting they shall retire from office. They may stand for re-election. However if the Chair and Deputy Chair have completed more than five years in office and the Treasurer has completed more than eight years in office they may not stand for re-election.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Charles Lister (Chair)
Susan Appleby
Jerome Flechais
John Fletcher (Treasurer, resigned 27 July 2023)
Richard Ford (appointed 19 October 2023)
Colin Green (Vice Chair, resigned 2 May 2024)
Andrew Ireland (appointed 2 May 2024)
Folasade Phillips (Treasurer)
Maree Thorn
Simon Wakeman
Caroline Whillans

Appointment and recruitment of Trustees

A recruitment and appointment procedure for Trustees has been adopted. When a Trustee vacancy occurs the Nominations Committee conducts a skills audit and seeks out, by a variety of means including open advertisement, prospective Trustees with the requisite skills and experience. Candidates are invited to meet with the Managing Director and senior managers prior to being interviewed by members of the Nominations Committee. A recommendation is then made to the Board for approval.

None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

Committee structure, induction and training

The Trustees' responsibilities in respect of accounting records, safeguarding of assets and the prevention and detection of fraud and other irregularities are set out in the Statement of Trustees' Responsibilities. Trustee induction and training have been developed. As part of the process of satisfying these obligations, the Foundation has reviewed its present system of internal control to ensure that the controls are appropriate to the Foundation's activities. The Internal Control Manual has been further developed.

During the year the Board of Trustees meets at least 4 times and a number of committees also meet. These include as a minimum:-

- Audit and Risk Committee (3 times a year)
- School Governors (3 times a year)
- Finance Committee (3 times a year)
- Nominations committee (ad hoc basis)
- Care and Therapy Committee (3 times a year)
- Remunerations committee (annually)

Each committee has defined Terms of Reference which have been agreed by the Board of Trustees. Occasionally a task focused group will be convened and disbanded once the task has been achieved.

Day to day management

The day-to-day management of the charity is delegated to the Senior Management Team consisting of:

Chief Executive Officer	Nicholas Barnett
Head of Education	Stacey McShane
Head of Finance	Steve Anderson
Referrals and Commissioning Manager	Damion Napier
Business Manager	Tim Allison
Operations Manager	Kevin Gore

Annually, in September, all Trustees and officers of the organisation will declare any relevant pecuniary information which may affect their independence or ability to discharge their duties.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Pay policy for key management personnel

The Trustees consider the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Foundation on a day-to-day basis. All Trustees give of their time freely and no trustee received remuneration in the year. The pay of the senior staff is reviewed annually and normally increased in accordance with market rates.

Trustees' responsibilities

The Trustees (who are also directors of The Caldecott Foundation for the purpose of Company Law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, 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 charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume the charitable company will continue in business.

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

Disclosure of information to auditors

Each of the Trustees have confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

A resolution proposing that Azets Audit Services be reappointed as auditor of the charitable company will be put to the members.

By Order of the Board of Trustees

Date: 24/10/2024



Mr Charles Lister, Chair

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

Opinion

We have audited the financial statements of The Caldecott Foundation Limited (the parent charitable company) and its subsidiaries (the group) for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charitable Company Balance Sheet, the Consolidated Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis of opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees Annual Report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you, 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement set out on page 8, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

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

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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

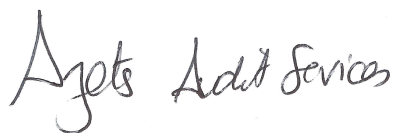
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Catherine Cooper FCCA
(Senior Statutory Auditor)
for and on behalf of Azets Audit Services
Statutory Auditor
Date: 10 December 2024

First Floor, River House
1 Maidstone Road
Sidcup
Kent
DA14 5RH

THE CALDECOTT FOUNDATION LIMITED

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2024**

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	2024 Total £	2023 Total £
Income from:						
Donations and legacies	2	-	111,600	76,896	188,496	71,945
Charitable activities	3	10,165,305	-	746,152	10,911,457	10,196,367
<i>Investment income</i>						
Income from investments		102	-	-	102	78
Interest receivable		36,092	-	-	36,092	11,467
Other	4	17,112	-	-	17,112	901
Total Income		10,218,611	111,600	823,048	11,153,259	10,280,758
Expenditure on:						
Raising funds	5	-	1,764	-	1,764	968
Charitable activities	5	10,078,880	15,024	760,834	10,854,738	10,325,277
Corporation tax - trading		-	-	-	-	-
Total expenditure	5	10,078,880	16,788	760,834	10,856,502	10,326,245
Net income/(expenditure) and net		139,731	94,812	62,214	296,757	(45,487)
Remeasurement gain on current	14	-	-	-	-	-
Net income/(expenditure) before transfers		139,731	94,812	62,214	296,757	(45,487)
Transfers between funds	20	(134,193)	134,193		-	-
Net income/(expenditure) after transfers		5,538	229,005	62,214	296,757	(45,487)
Other recognised gains / (losses):						
Revaluation gains/(losses) on fixed asset investment	13	-	-	-	-	-
Remeasurement gain on defined benefit pension scheme	17	-	-	-	-	5,624,000
Net movement in funds		5,538	229,004	62,214	296,757	5,578,513
Reconciliation of funds:						
Fund balances at 1 April 2023		1,031,518	6,059,591	139,671	7,230,780	1,652,267
Fund balances at 31 March 2024		1,037,056	6,288,596	201,885	7,527,537	7,230,780

All transactions are derived from continuing activities.

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

THE CALDECOTT FOUNDATION LIMITED

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022**

Comparative information only

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	2023 Total £
Income from:					
Donations and legacies	2	-	10,767	61,178	71,945
Charitable activities	3	9,541,878	-	654,489	10,196,367
<i>Investment income</i>					
Income from investments		78	-	-	78
Interest receivable		11,467	-	-	11,467
Other	4	901	-	-	901
Total Income		9,554,324	10,767	715,667	10,280,758
Expenditure on:					
Raising funds	5	-	968	-	968
Charitable activities	5	9,622,014	15,872	687,391	10,325,277
Corporation tax - trading		-	-	-	-
Total expenditure	5	9,622,014	16,840	687,391	10,326,245
Net income/(expenditure) before transfers		(67,690)	(6,073)	28,276	(45,487)
Transfers between funds	20	(41,320)	39,994	1,326	-
Net income/(expenditure) after transfers		(109,010)	33,921	29,602	(45,487)
Other recognised gains / (losses):					
Revaluation gains/(losses) on fixed asset investment	13	-	-	-	-
Remeasurement gain on defined benefit pension scheme	17	-	5,624,000	-	5,624,000
Net movement in funds		(109,010)	5,657,921	29,602	5,578,513
Reconciliation of funds:					
Fund balances at 1 April 2022		1,140,528	401,670	110,069	1,652,267
Fund balances at 31 March 2023		1,031,518	6,059,591	139,671	7,230,780

All transactions are derived from continuing activities.

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

THE CALDECOTT FOUNDATION LIMITED

**CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2024**

	Note	2024		2023	
		£	£	£	£
Fixed assets					
Intangible assets	11		463		30,663
Tangible assets	12		6,046,974		5,961,328
Investments	13		2,459		2,459
			<u>6,049,896</u>		<u>5,994,450</u>
Current assets					
Debtors	14	527,488		646,342	
Cash at bank and in hand		<u>1,667,597</u>		<u>1,231,866</u>	
		<u>2,195,086</u>		<u>1,878,208</u>	
Creditors: amounts falling due within one year	15	<u>(717,445)</u>		<u>(641,877)</u>	
Net current assets			<u>1,477,641</u>		<u>1,236,331</u>
Total assets less current liabilities			<u>7,527,537</u>		<u>7,230,780</u>
Creditors: amounts falling due after more than one year	16		<u>-</u>		<u>-</u>
			<u>7,527,537</u>		<u>7,230,780</u>
Defined benefit pension liability	17		-		-
Net funds			<u><u>7,527,537</u></u>		<u><u>7,230,780</u></u>
Funds					
Restricted funds	19		201,885		139,671
Unrestricted funds:					
Designated funds:	20				
Fixed asset reserve		6,050,896		5,916,703	
Pension Liability		-		-	
Extras' fund		<u>237,700</u>		<u>142,888</u>	
			6,288,596		6,059,591
Other charitable funds			826,949		946,458
Non-charitable funds	13		210,107		85,060
	21		<u><u>7,527,537</u></u>		<u><u>7,230,780</u></u>

The accounts were approved by the Board on 24/10/2024



Mr Charles Lister (Chair)
Trustee

Company Number: 00419256

THE CALDECOTT FOUNDATION LIMITED

CHARITY BALANCE SHEET
AS AT 31 MARCH 2024

	Note	2024		2023	
		£	£	£	£
Fixed assets					
Tangible assets	12		6,046,974		5,961,328
Investments	13		403,459		403,459
			<u>6,450,433</u>		<u>6,364,787</u>
Current assets					
Debtors	14	406,723		553,833	
Cash at bank and in hand		<u>1,463,826</u>		<u>1,140,139</u>	
		1,870,550		1,693,971	
Creditors: amounts falling due within one year	15	<u>(605,016)</u>		<u>(544,701)</u>	
Net current assets			<u>1,265,534</u>		<u>1,149,270</u>
Total assets less current liabilities			7,715,967		7,514,057
Creditors: amounts falling due after more than one year	16		<u>-</u>		<u>-</u>
			7,715,967		7,514,057
Defined benefit pension liability	17		-		-
Net funds			<u><u>7,715,967</u></u>		<u><u>7,514,057</u></u>
Funds					
Restricted funds	19		201,885		139,671
Unrestricted funds:					
Designated funds:	20				
Fixed asset reserve		6,449,433		6,285,040	
Pension Liability		-		-	
Extras' fund		<u>237,700</u>		<u>142,888</u>	
			6,687,133		6,427,928
Other charitable funds			<u>826,949</u>		<u>946,458</u>
	21		<u><u>7,715,967</u></u>		<u><u>7,514,057</u></u>

The accounts were approved by the Board on ...24/10/2024...



Mr Charles Lister (Chair)
Trustee

Company Number: 00419256

THE CALDECOTT FOUNDATION LIMITED

**CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024**

	Note	2024 £	2023 £
Net cash flow from operating activities	22	<u>1,111,721</u>	<u>295,325</u>
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(633,438)	(488,341)
Proceeds on disposal of tangible fixed assets		-	-
Interest and investment income received		36,194	11,545
Net cash flow from investing activities		<u>(597,244)</u>	<u>(476,796)</u>
Cash flow from financing activities			
Repayments of borrowing		<u>(78,747)</u>	<u>(82,278)</u>
		<u>(78,747)</u>	<u>(82,278)</u>
Net increase in cash and cash equivalents		435,731	(263,749)
Cash and cash equivalents at 1 April 2023		1,231,866	1,495,615
Cash and cash equivalents at 31 March 2024		<u>1,667,597</u>	<u>1,231,866</u>
Cash and cash equivalents consists of:			
Cash at bank and in hand		1,667,597	1,231,866
Cash and cash equivalents at 31 March 2024		<u>1,667,597</u>	<u>1,231,866</u>

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(a) Basis of accounting

The Caldecott Foundation Limited is a registered charitable company in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities is to provide residential care, therapy and education for children and young people who have faced deprivation, cruelty or neglect, and who may have emotional, behavioural or educational difficulties.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006* and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Consolidation

In the opinion of the member of the committee, the charitable company and its subsidiary undertakings comprise a small group.

The consolidated financial statements incorporate the results of the charity and its trading subsidiary, Caldecott Fostering Limited, for the year ended 31 March 2024. As a consolidated Statement of Financial Activities is published, a separate Statement of Financial Activities for the parent company is omitted from the group statements by virtue of Section 408 of the Companies Act 2006.

(c) Fund accounting

Unrestricted general funds are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Restricted funds are funds that can only be used for particular restricted purposes within the objects of the charitable company. Restriction arises when specified by the donor or when funds are raised for particular restricted purposes.

Designated funds represent funds invested in fixed assets. The designated fund balance has been represented to ensure that the fund balance accurately reflects the designation policy adopted by the trustees.

(d) Income recognition

All income is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Foundation has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies (continued)

(d) Income recognition

Voluntary income, including donations, gifts and grants that provide core funding or are of a general nature, is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Care services and fees are included in the Statement of Financial Activities when receivable;

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

(e) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes all expenditure incurred by the Foundation to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.; and
- Expenditure on charitable activities comprises those costs incurred by the Foundation in the delivery of its activities and services for beneficiaries. It includes both costs allocated directly to such activities and those costs of an indirect nature necessary to support them.

(f) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources. Other costs have been allocated on the basis of staff time spent.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 6.

(g) Intangible fixed assets

Goodwill on consolidation is amortised over a period of 5 years following year of acquisition.

(h) Tangible fixed assets and depreciation

With the exception of freehold property, tangible fixed assets are stated at cost less accumulated depreciation and any recognised impairment losses. Freehold property is stated in the balance sheet at deemed cost being the fair value on the date of transition to FRS102 less any subsequent depreciation and impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended. Assets costing £1,000 or more are capitalised as tangible fixed assets at the discretion of the Head of Finance and are carried at cost, net of depreciation and any provision for impairment.

Depreciation is provided on all tangible assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life, as follows:

Freehold land	Not depreciated
Freehold buildings & improvements	2% or 5% straight line
Fixtures, fittings & equipment	10%, 20% or 33% straight line
Motor Vehicles	20% straight line

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies (continued)

(i) Fixed asset investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the SoFA if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Investments in joint ventures are measured at cost less impairment.

(j) Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(k) Loans and borrowings

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

(l) Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

Retirement benefits to employees of the Foundation are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes. The charity also operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Foundation in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary's Department on the basis of quadrennial valuations using a projected unit credit method. As stated in note 18, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded scheme and the assets are held separately from those of the Foundation in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial losses are recognised immediately in other recognised gains and losses. Actuarial gains are recognised up to a maximum of the previously recognised losses in other recognised gains and losses.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies (continued)

(m) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(n) Judgements and key sources of estimation uncertainty

Accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Foundation makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 13 for the carrying amount of the property plant and equipment, and note 1(h) for the useful economic lives for each class of assets.

LGPS

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 19, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2023 has been used by the actuary in valuing the pensions liability at 31 March 2024. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Bad debt provision

The value of trade debtors is sensitive to the recoverability in full of any invoices issued to each customer. Once the debt becomes overdue it is chased and periodically reviewed to ensure it is recoverable in full. If a provision is deemed necessary this is included on an annual basis. No provision for bad and doubtful debts is currently included in the accounts.

(o) Going concern

The Foundation continues to be supported by the company's bankers and meets its day to day working capital requirements through its cash reserves. The nature of the Foundation's activities are such that there can be considerable unpredictable variation in the timing of cash inflows. The trustees have prepared projected cash flow information for the period ending 31 March 2024 and beyond. On the basis of this cash flow information, the trustees consider that the Foundation will continue to meet its obligations from its cash reserves. On this basis, the trustees consider it appropriate to prepare the accounts on the going concern basis.

(p) 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.

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024**

2 DONATIONS AND LEGACIES	2024	2023
	£	£
Designated funds	111,600	10,767
	<u>111,600</u>	<u>10,767</u>
Restricted funds:		
Other restricted donations and gifts	12,896	28,178
Swiss RE Foundation	4,000	13,000
Legacy	-	10,000
Lady Kingsdown Donation	10,000	-
John Swire Charitable Trust	50,000	-
Kent Community Foundation	-	10,000
	<u>76,896</u>	<u>61,178</u>
Total	<u>188,496</u>	<u>71,945</u>

3 CHARITABLE ACTIVITIES		Unrestricted funds	Restricted funds	Total 2024	Total 2023
		£	£	£	£
Local Authority Contract	Residential care	5,005,133	-	5,005,133	4,567,694
Local Authority Contract	School	3,861,690	-	3,861,690	3,866,453
Local Authority Contract	Fostering	1,298,484	-	1,298,484	1,107,733
Statutory Funding		-	746,152	746,152	654,489
		<u>10,165,307</u>	<u>746,152</u>	<u>10,911,459</u>	<u>10,196,369</u>

4 OTHER INCOME	2024	2023
	£	£
Other income	17,112	901
	<u>17,112</u>	<u>901</u>

5 EXPENDITURE	Staff Costs	Direct costs	Support costs	Total 2024	Total 2023
	£	£	£	£	£
Costs of raising funds					
Fundraising	-	1,764	-	1,764	968
	<u>-</u>	<u>1,764</u>	<u>-</u>	<u>1,764</u>	<u>968</u>
Charitable activities					
Residential care	2,987,475	1,662,323	1,123,485	5,773,283	5,469,124
School	2,139,621	1,383,864	481,894	4,005,379	3,780,075
Fostering	285,785	720,477	69,814	1,076,076	1,076,078
Taxation	-	-	-	-	-
Total charitable activities	<u>5,412,881</u>	<u>3,766,664</u>	<u>1,675,193</u>	<u>10,854,738</u>	<u>10,325,277</u>
Total expenditure	<u>5,412,881</u>	<u>3,768,428</u>	<u>1,675,193</u>	<u>10,856,502</u>	<u>10,326,245</u>

Included in direct costs and support costs are staff costs of £602,338 (2023: £532,630) which are allocated above.

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024**

6 SUPPORT COSTS	Residential care	School	Fostering	Total 2024	Total 2023
	£	£	£	£	£
Management	892,643	382,962	32,722	1,308,327	1,176,285
Finance	113,060	48,454	4,765	166,279	164,338
IT	49,873	21,374	22,679	93,926	96,605
Human resources and training	67,909	29,104	9,648	106,661	74,587
	1,123,485	481,894	69,814	1,675,193	1,511,815

7 GOVERNANCE COSTS	2024	2023
	£	£
Staff costs	82,988	81,131
Travel and subsistence	-	337
Independent reports and trustee recruitment	2,074	8,200
Auditors' remuneration	25,020	25,020
Auditors' remuneration - prior year under provision	690	1,020
Auditors' remuneration - non-audit services	1,020	-
Auditors' remuneration - subsidiary	9,840	10,050
Legal fees	28,270	10,771
	149,902	136,529

Governance costs are included within support costs detailed above and have been allocated on the basis of time spent in respect of staff costs and direct apportionment basis for other costs.

8 NET MOVEMENT IN FUNDS	2024	2023
	£	£
This is stated after charging		
Depreciation of tangible fixed assets	547,793	492,566
Amortisation	30,200	30,200
Auditors' remuneration (including subsidiary)	35,550	36,090

9 TRUSTEES' REMUNERATION AND REIMBURSED EXPENSES

None (2023: one) of the trustees (or any persons connected with them) received remuneration during the year, or were reimbursed expenses in the year (2023: £337).

10 EMPLOYEES

Number of employees

The number of employees, by headcount, during the year was:

	2024	2023
	Number	Number
Senior management team	6	6
School	60	51
Residential care	69	70
Fostering	9	9
Administration	11	12
Support services	9	6
	164	154

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024**

10 EMPLOYEES

Employment costs	2024	2023
	£	£
Wages and salary costs	5,080,066	4,676,196
Social Security costs	501,842	480,902
Apprenticeship levy	8,905	6,696
Pension costs - defined benefit	262,968	241,963
Pension costs - defined contribution	161,438	147,018
	6,015,219	5,552,775

The number of employees whose annual emoluments were £60,000 or more were:

	2024	2023
£60,001 - £70,000	3	5
£70,001 - £80,000	2	1
£100,001 - £110,000	1	1

Of the employees whose emoluments exceed £60,000, 1 (2023: 1) has retirement benefits accruing under defined benefit pension schemes and 5 (2023: 6) have retirement benefits accruing under defined contribution schemes.

The senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Foundation on a day to day basis and are detailed on page 1. The aggregate remuneration paid to the key management personnel totalled £619,659 (2023: £617,317).

11 INTANGIBLE ASSETS

Group	Goodwill	Total
	£	£
Cost / deemed cost		
As at 1 April 2023 and at 31 March 2024	151,463	151,463
Amortisation		
As at 1 April 2023	120,800	120,800
Charge for period	30,200	30,200
At 31 March 2024	151,000	151,000
Net book values		
At 31 March 2024	463	463
At 31 March 2023	30,663	30,663

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024

12 TANGIBLE ASSETS	Land and buildings	Improvements to buildings	Fixtures, fittings and equipment	Motor Vehicles	Total
Group and Charity	£	£	£	£	£
Cost / deemed cost					
As at 1 April 2023	7,652,623	713,434	1,873,134	184,876	10,424,068
Additions	-	-	604,738	28,700	633,438
Disposals	-	-	(65,483)	(27,220)	(92,703)
At 31 March 2024	7,652,623	713,434	2,412,389	186,357	10,964,803
Depreciation					
As at 1 April 2023	2,821,173	381,458	1,117,187	142,922	4,462,740
Charge for period	152,078	60,883	313,713	21,119	547,793
On disposals	-	-	(65,483)	(27,220)	(92,703)
At 31 March 2024	2,973,250	442,341	1,365,416	136,821	4,917,829
Net book values					
At 31 March 2024	4,679,372	271,093	1,046,973	49,536	6,046,974
At 31 March 2023	4,831,451	331,976	755,947	41,954	5,961,328

Certain freehold properties were revalued in July 2004 and this valuation was incorporated into the financial statements for the year ended 31 March 2005.

The trustees have not commissioned a full external valuation as after having consulted with an independent property valuer they have been advised that any increase or decrease in the value of freehold land and buildings would not be material in the charity's financial statements. This valuation amount was brought into the accounts as part of the transition to FRS102.

If revalued assets were stated on an historical cost basis rather than a fair value basis, the total amounts included would have been as follows:

	2024	2023
	£	£
Cost	1,578,982	1,578,982
Accumulated depreciation	(656,444)	(624,865)
At 31 March 2024	922,538	954,117

All other tangible fixed assets are stated at historical cost.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024

13 FIXED ASSET INVESTMENTS

Group	Listed investments £	Shares in subsidiary undertaking £	Total £
Market value at 1 April 2023 and at 31 March 2024	2,459	-	2,459
Historical cost:			
At 31 March 2024	1,008	-	1,008
At 31 March 2023	1,008	-	1,008
Charity	£	£	£
Market value at 1 April 2022 and at 31 March 2024	2,459	401,000	403,459
Historical cost:			
At 31 March 2024	1,008	401,000	402,008
At 31 March 2023	1,008	401,000	402,008

The fair value of the listed investments is determined by reference to the mid-market value of shares at the Balance Sheet date and represents the shareholding in Santander plc.

Shares in subsidiary undertaking

Caldecott Fostering Limited is now a wholly owned subsidiary.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2024

13 FIXED ASSET INVESTMENTS

Holdings of more than 20%

The charity holds more than 20% of the share capital of the following company:

Subsidiary undertaking	Country of registration or incorporation	Proportion of voting rights and ordinary share capital held	Principal activity
Caldecott Fostering Limited	England and Wales	100%	Fostering agency

The principal activity of Caldecott Fostering Limited is the provision of the foster care for children on behalf of local authorities. The investment is measured at cost less impairment on the basis that they represent shares in entities that are not publicly traded and the fair value cannot otherwise be measured reliably.

The trading results of Caldecott Fostering Limited for the year ended 31 March 2024 are as follows:

	2024 £	2023 £
Turnover	1,302,072	1,176,825
Cost of sales	(720,477)	(606,501)
Administration costs	(417,187)	(530,963)
Operating surplus for the period	164,408	39,361
Corporation tax	-	-
Distributions to parent charity under gift aid	(39,361)	(131,688)
Retained (deficit)/surplus for the period	125,047	(92,327)

The assets and liabilities of the subsidiary at 31 March 2024 were:

Current assets	329,299	184,390
Current liabilities	(117,192)	(97,330)
Aggregate share capital and reserves	212,107	87,060
Share capital	2,000	2,000
Profit and loss reserve	210,107	85,060
	212,107	87,060

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024

14 DEBTORS

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade debtors	350,920	478,225	267,031	416,064
Other debtors	46,878	41,743	5,240	11,242
Amounts due from subsidiary undertaking	-	-	4,762	153
Prepayments and accrued income	129,690	126,373	129,690	126,373
	527,488	646,342	406,723	553,833

Amounts falling due after more than one year and included in the debtors above are:

	2024	2023	2024	2023
	£	£	£	£
Other debtors	-	4,500	-	4,500

15 CREDITORS: AMOUNTS FALLING DUE
WITHIN ONE YEAR

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Bank loans	-	78,747	-	78,747
Trade creditors	327,010	226,161	272,252	193,840
Taxes and social security costs	131,203	113,963	124,939	105,378
Other creditors	212,711	177,986	161,303	121,715
Accruals	46,519	45,019	46,520	45,020
	717,445	641,876	605,016	544,700

The bank loan and overdraft are secured over Caldecott House.

16 CREDITORS: AMOUNTS FALLING DUE AFTER
MORE THAN ONE YEAR

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Bank loans	-	-	-	-
Analysis of loans				
Wholly repayable within five years	-	78,747	-	78,747
Included in current liabilities	-	(78,747)	-	(78,747)
	-	-	-	-

The bank loan is secured over Caldecott House.

The loan financing is in the form of a secured loan with a fixed interest rate of 3.9% and is due for repayment in February 2024. The loan has financial covenants which may require the loan to be repaid in full. During the year these covenants were met.

Loan maturity analysis

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Debt due in one year or less	-	78,747	-	78,747
In more than one year but not more than two years	-	-	-	-
	-	78,747	-	78,747

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2024

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The Foundation's employees belong to the following pension schemes,: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Kent County Council. Both are multi-employer defined benefit schemes. In addition, the Foundation operate a defined contribution stakeholder scheme and contribute into personal pension schemes.

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest actuarial valuation of the TPS related to the period ended 31 March 2016, and that of the LGPS related to the period ended 31 March 2019.

Teachers' Pension Scheme

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for teachers in academies. All teachers have the option to opt-out of the TPS following enrolment.

The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary's Department, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to ensure scheme costs are recognised and managed appropriately and the review specifies the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2020. The valuation report was published by the Department for Education on 27 October 2023, with the SCAPE rate, set by HMT, applying a notional investment return based on 1.7% above the rate of CPI. The key elements of the valuation outcome are:

- employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy). This is an increase of 5% in employer contributions and the cost control result is such that no change in member benefits is needed
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million

The result of this valuation will be implemented from 1 April 2024. The next valuation result is due to be implemented from 1 April 2028.

The employer's pension costs paid to TPS in the period amounted to £209,262 (2023: £176,786).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The Foundation is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the Foundation has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the

Pension contributions amounting to £25,548 (2023: £18,188) were unpaid to the Teachers' Pension Scheme at 31 March 2024.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

(Continued)

Kent County Council Pension Fund

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2024 was £73,048 (2023: £89,285), of which employer's contributions totalled £53,706 (2023: £65,177) and employees' contributions totalled £19,342 (2023: £24,108). The minimum contribution rates for future years are 19.0% (from 1 April 2023) then increasing to 20% (from 1 April 2024) and 21% (from 1 April 2025) for employers and 5.5% to 12.5% for employees. In addition voluntary contributions totalling £180,000 (2023: £180,000) were made by the employer to pay down the pension scheme deficit.

Pension contributions amounting to £53,706 (2023: £65,177) were unpaid to the Kent County Council Pension Fund at 31 March 2024.

Principal actuarial assumptions	2024 %	2023 %
Rate of increase in salaries	3.95	3.90
Rate of increase in pension payment	2.95	2.90
Discount rate	4.90	4.80
Inflation assumption - CPI	2.95	2.90

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

	2024	2023
<i>Retiring today</i>		
Males	20.8	21.1
Females	23.3	23.5
<i>Retiring in 20 years</i>		
Males	22.0	22.3
Females	24.7	25.0

Sensitivity analysis

Scheme liabilities would have been affected by changes in assumptions as follows:

	2024	2023
Discount rate +0.5% (2023: +0.5%)	-1357	-1365
Discount rate -0.5% (2023: -0.5%)	+1541	+1547
Mortality assumption + 1 year	+644	+622
Mortality assumption - 1 year	-620	-598
Long term salary +0.5% (2023: +0.5%)	+59	+62
Long term salary -0.5% (2023: -0.5%)	-56	-59
Adjustment to pension increases +0.5% (2023: +0.5%)	+1505	+1588
Adjustment to pension increases -0.5% (2023: -0.5%)	-1332	-1334

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

(Continued)

The Foundation's share of the assets in the scheme were:

	2024	2023
	£	£
Equities	12,586,000	13,506,000
Bonds	3,115,000	2,780,000
Property	1,941,000	2,113,000
Gilts	1,585,000	116,000
Other assets	344,000	380,000
Infrastructure	970,000	721,000
Absolute return fund	1,093,000	1,551,000
Total market value of assets	21,634,000	21,167,000

For accounting years beginning on or after 1 January 2015, the expected return and the interest cost has been replaced with a single net interest cost, which will effectively set the expected return equal to the discount rate.

Amount recognised in the Statement of Financial Activities

	2024	2023
	£	£
Current service cost	56,000	152,000
Net interest cost	(178,000)	144,000
Administration expenses	19,000	13,000
Total operating charge	(103,000)	309,000

Changes in the present value of defined benefit obligations were as follows:

	2024	2023
	£	£
At 1 April 2023	17,589,000	26,737,000
Current service cost	56,000	152,000
Interest cost	831,000	689,000
Change in financial assumptions	(154,000)	(10,695,000)
Change in demographic assumptions	(234,000)	(574,000)
Experience loss on defined benefit obligation	58,000	1,794,000
Estimated benefits paid	(559,000)	(539,000)
Contributions by Scheme participants	20,000	25,000
At 31 March 2024	17,607,000	17,589,000

Changes in the fair value of charity's share of scheme assets:

	2023	2022
	£	£
At 1 April 2022	21,167,000	21,113,000
Interest on assets	1,009,000	545,000
Return on assets less interest	(220,000)	(273,000)
Other actuarial gains	-	62,000
Administration expenses	(19,000)	(13,000)
Employer contributions	236,000	247,000
Contributions by Scheme participants	20,000	25,000
Estimated benefits paid	(559,000)	(539,000)
Asset not recognised	(4,027,000)	(3,578,000)
At 31 March 2023	17,607,000	17,589,000

At 31 March 2024, the proportion of the LGPS scheme attributed to the charity showed an asset. However, under FRS102 an asset on the pension scheme can only be recognised in certain circumstances and these criteria were not met at 31 March 2024. Therefore the asset has not been recognised on the balance sheet.

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024**

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

(Continued)

Other defined contribution schemes

The company operates a stakeholder scheme into which it contributes a percentage of employees salary. In addition the company also contributes into certain employees own personal pension schemes.

	2024	2023
	£	£
Contributions payable by the company for the year	155,354	136,453

Pension contributions amounting to £23,796 (2023: £21,290) were unpaid to the stakeholder schemes at 31 March 2024.

18 COMPANY STATUS

The Foundation is a company limited by guarantee. In the event of a winding-up the liability of each member will not exceed £1.

19 RESTRICTED FUNDS

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1			Transfers	Balance at 31
CURRENT YEAR	April 2023	Income	Expenditure	between	March 2024
	£	£	£	funds	£
Holidays / Camps / Trips	(4,893)	5,677	(3,493)	-	(2,709)
Sponsor a book	473	-	-	-	473
ESFA	26,048	691,238	(717,661)	-	(375)
Other fundraised funds	11,575	1,774	(2,210)	-	11,139
Pupil premium	22,117	54,914	(24,388)	-	52,643
Care leavers hardship fund	7,135	-	-	-	7,135
Fledborough Therapy Centre	3,280	-	-	-	3,280
Forest School	22,429	-	(9,369)	-	13,060
Swiss RE	8,951	4,000	(2,524)	-	10,427
Secondary Food Tech	18,395	-	-	-	18,395
SEC Sensory room	(159)	-	-	-	(159)
Social Worker Training	10,000	-	-	-	10,000
New Therapy Home	10,000	-	-	-	10,000
Primary kitchen, canteen & school hall	-	50,000	-	-	50,000
Treehouse Build	-	10,000	-	-	10,000
Rocking horse fund	-	3,748	-	-	3,748
Other	4,320	1,697	(1,189)	-	4,828
	139,671	823,048	(760,834)	-	201,885

	Balance at 1			Transfers	Balance at 31
COMPARATIVE YEAR	April 2022	Income	Expenditure	between	March 2023
	£	£	£	funds	£
Holidays / Camps / Trips	2,663	500	(8,056)	-	(4,893)
Independent Living fund	11,921	-	-	(11,921)	-
Sponsor a book	773	-	(300)	-	473
ESFA	26,752	616,224	(616,928)	-	26,048
Other fundraised funds	9,499	5,165	(2,363)	(726)	11,575
Pupil premium	18,056	38,265	(34,204)	-	22,117
Care leavers hardship fund	7,135	-	-	-	7,135
Fledborough Therapy Centre	3,280	-	-	-	3,280
Forest School	22,429	-	-	-	22,429
Swiss RE	129	13,000	(4,178)	-	8,951
Secondary Food Tech	-	5,578	-	12,817	18,395
SEC Sensory room	4,268	16,935	(21,362)	-	(159)
Social Worker Training	-	10,000	-	-	10,000
New Therapy Home	-	10,000	-	-	10,000
Other	3,164	-	-	1,156	4,320
	110,069	715,667	(687,391)	1,326	139,671

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

19 RESTRICTED FUNDS - CONTINUED

Holidays / Camps /Trips out	For annual holidays, camps and trips out to theatres etc
Sponsor a book	For sponsorship of children's special interest books and other reading
Forest School	Funds of £120,000 were received from The Band Trust and £12,229 from Morrisons Foundation to set up a forest school and provide outdoor sport and activity equipment.
Other fundraised funds	To fund a range of specific small items including leavers packs, art, play & music equipment, hardship grants, sport & challenge activities and vocational education
ESFA	To improve standards in the school and for capital expenditure in the school
Pupil premium	Funds received from Local Authorities and the ESFA which are provided for the education needs of individual school pupils
Care leavers hardship fund	A fund for care leavers to request support from.
Smeeth School Resources	Funding towards resources for the Smeeth school.
Fledborough Therapy Centre	Funding towards a new therapy centre at Fledborough.
Swiss RE	Funding to provide enhancements to the physical environment
Other restricted funds	Funds received from Local Authorities and statutory bodies which are provided for individual children and care leavers
Secondary Food Tech	Fund to refurbish the Secondary food tech classroom
SEC Sensory room	Fund to refurbish the Secondary sensory rooms
Social Worker Training	Fund to provide training towards a social worker qualification
New Therapy Home	Fund to refurbish part of Caldecott House to provide a new area for children's therapy
Primary kitchen, canteen & school hall	Fund to extend the dining area using existing space within the school and to upgrade the kitchen to commercial standard.
Treehouse Build	Fund to build a treehouse within the grounds.
Rocking horse fund	Fund to repair the Stephenson Brothers rocking horse.
Transfer between funds	Represents the transfer of unspent funds to other restricted funds and correction of the opening balance.

20 DESIGNATED FUNDS

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

GROUP - CURRENT YEAR	Balance at 1 April 2023 £	New designations £	Designations released £	Transfers/ Gains £	Balance at 31 March 2024 £
Fixed asset reserve	5,916,703	-	-	134,193	6,050,896
Pension reserve	-	-	-	-	-
Extras' fund	142,888	111,600	(16,788)	-	237,700
	6,059,591	111,600	(16,788)	134,193	6,288,596

GROUP - COMPARATIVE YEAR	Balance at 1 April 2022 £	New designations £	Designations released £	Transfers/ Gains £	Balance at 31 March 2023 £
Fixed asset reserve	5,868,848	-	-	47,855	5,916,703
Pension reserve	(5,624,000)	-	-	5,624,000	-
Extras' fund	156,822	10,767	(16,840)	(7,860)	142,888
	401,670	10,767	(16,840)	5,663,995	6,059,591

The fixed asset reserve - represents the net book value of fixed assets held net of any associated borrowings.

The pension reserve - represents the pension scheme liability at the year end.

The Extras fund - to be used for additional activities over and above those funded by core funding.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

20 DESIGNATED FUNDS

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

	Balance at 1 April 2023 £	New designations £	Designations released £	Transfers/ Gains £	Balance at 31 March 2024 £
CHARITY - CURRENT YEAR					
Fixed asset reserve	6,285,040	-	-	164,393	6,449,433
Pension reserve	-	-	-	-	-
Extras' fund	142,888	111,600	(16,788)	-	237,700
	<u>6,427,928</u>	<u>111,600</u>	<u>(16,788)</u>	<u>164,393</u>	<u>6,687,133</u>
	Balance at 1 April 2022 £	New designations £	Designations released £	Transfers/ Gains £	Balance at 31 March 2022 £
CHARITY - COMPARATIVE YEAR					
Fixed asset reserve	6,206,985	-	-	78,055	6,285,040
Pension reserve	(5,624,000)	-	-	5,624,000	-
Extras' fund	156,822	10,767	(16,840)	(7,860)	142,888
	<u>739,807</u>	<u>10,767</u>	<u>(16,840)</u>	<u>5,694,195</u>	<u>6,427,928</u>

The fixed asset reserve - represents the net book value of fixed assets held net of any associated borrowings.

The pension reserve - represents the pension scheme liability at the year end.

The Extras fund - to be used for additional activities over and above those funded by core funding.

21 ANALYSIS OF NET ASSETS BETWEEN FUNDS	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
CURRENT YEAR				
Fund balances at 31 March 2024 are represented by:				
Intangible fixed assets	-	463	-	463
Tangible fixed assets	-	6,046,974	-	6,046,974
Investments	-	2,459	-	2,459
Current assets	1,754,500	238,700	201,885	2,195,086
Creditors: amount falling due within one year	(717,445)	-	-	(717,445)
Creditors: amount falling due after more than one year	-	-	-	-
Defined benefit pension	-	-	-	-
	<u>1,037,055</u>	<u>6,288,597</u>	<u>201,885</u>	<u>7,527,537</u>
COMPARATIVE YEAR	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2023 are represented by:				
Intangible fixed assets	-	30,663	-	30,663
Tangible fixed assets	-	5,961,328	-	5,961,328
Investments	-	2,459	-	2,459
Current assets	1,594,648	143,888	139,671	1,878,207
Creditors: amount falling due within one year	(563,131)	(78,747)	-	(641,877)
Creditors: amount falling due after more than one year	-	-	-	-
Defined benefit pension	-	-	-	-
	<u>1,031,517</u>	<u>6,059,591</u>	<u>139,671</u>	<u>7,230,780</u>

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024

22 RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASHFLOW FROM OPERATING ACTIVITIES

	2024	2023
	£	£
Net (expenditure)/income for year	296,757	(45,487)
Interest and investment income receivable	(36,194)	(11,545)
Depreciation of tangible fixed assets	547,793	492,566
Amortisation of goodwill	30,200	30,200
(Increase) in debtors	118,854	(149,866)
Increase/(decrease) in creditors	154,311	(20,542)
Net cash flow from operating activities	1,111,721	295,325

23 ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2023	Cash flow	Non-cash changes	At 31 March 2024
	£	£	£	£
Cash at bank and in hand	1,231,866	435,731	-	1,667,597
Bank overdrafts	-	-	-	-
	1,231,866	435,731	-	1,667,597
Debt due within one year	(78,747)	78,747	-	-
Debt due after one year	-	-	-	-
	(78,747)	78,747	-	-
	1,153,119	514,478	-	1,667,597

24 FUTURE COMMITMENTS

Operating leases

Total future minimum lease payments under non-cancellable operating leases are as follows:

Group	Land and buildings		Other	
	2024	2023	2024	2023
	£	£	£	£
Within one year	49,000	49,000	5,034	5,034
Between two and five years	196,000	196,000	-	5,062
In over five years	424,666	474,561	-	-
	669,666	719,561	5,034	10,096

Charity

	Land and buildings		Other	
	2024	2023	2024	2023
	£	£	£	£
Within one year	49,000	49,000	5,034	5,034
Between two and five years	196,000	196,000	-	5,062
In over five years	424,666	474,561	-	-
	669,666	719,561	5,034	10,096

Pension commitments

The Trustees agreed to pay additional pension contributions in respect of the Kent County Council Local Government Pension Scheme with effect from 1 April 2021. The monthly additional contribution is a minimum payment of £15,000, or £180,000 annually until the deficit is cleared.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

25 RELATED PARTIES

Mr N Barnett

Mr N Barnett is the Chief Executive Officer of Caldecott Foundation and a member of the key management team. During the year ended 31 March 2020 he received a loan of £12,000 which is repayable over 5 years. At 31 March 2024, he owed Caldecott Foundation £1,800 (2023: £4,200).

26 CAPITAL COMMITMENTS

The charity had capital commitments at the year end as follows:

2024	2023
£	£
19,290	-

CALDECOTT FOUNDATION LIMITED

England & Wales - Charity number 307889

Accounts

THE CALDECOTT FOUNDATION LIMITED
CONSOLIDATED FINANCIAL STATEMENTS AND ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Registered Charity No: 307889
Registered Company No: 00419256 (England and Wales)

THE CALDECOTT FOUNDATION LIMITED

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THE CALDECOTT FOUNDATION LIMITED

LEGAL AND ADMINISTRATIVE DETAILS

Trustees	Charles Lister (Chairman) Susan Appleby Jerome Flechais Folasade Phillips (Treasurer) Colin Green (Vice Chair) Maree Thorn Simon Wakeman Caroline Whillans
Secretary	Steve Anderson
Key Management Personnel	Nicholas Barnett Stacey McShane Steve Anderson Damion Napier Tim Allison Kevin Gore Helen Lee
Charity Number	307889
Company Number	00419256
Registered office	Caldecott House Hythe Road Smeeth Ashford Kent TN25 6SP
Independent Auditors	Azets Audit Services First Floor, River House 1 Maidstone Road Sidcup DA14 5RH
Bankers	Barclays Bank Plc 66 High Street Ashford Kent TN24 8TL National Westminster Bank Plc PO Box No. 4NU London W1A 4NU
Solicitors	Kingsfords 2 Elwick Road Ashford Kent. TN23 1PD

THE CALDECOTT FOUNDATION LIMITED

CHAIR OF TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2023

The end of the financial year 2022/23 has coincided with the end of our 5 year strategic planning cycle. This has offered me the opportunity to spend time with Nick Barnett, CEO, fellow Trustees and members of the executive team reflecting on the significant achievements of the organisation over this period. This resulted in an extremely long list, but I wanted to give a little detail on those achievements of which we are most proud.

Each year has seen an increase in the number of children and young people who have been supported by our services - residential care, fostering, education and therapy. During the financial year 2022/23 this reached 120 which is the highest number since 2014/15.

This growth in our services has been supported through an annual programme of investment which has both added capacity and improved the quality of the environment and facilities available for all our children and young people. This investment has covered a vast range of projects from the refurbishment of two existing properties into a dedicated primary school and boarding provision, to new kitchens, bathrooms and bedroom makeovers. The decision taken in 2018 to bring Caldecott Fostering back under our full control and move their offices to Caldecott House has also proved to be hugely successful with our team of staff, foster carers and young people all seeing the benefits.

We have also invested in new training opportunities for our staff supporting them to develop into new roles and careers such as qualified teachers, social workers and therapists. Support for the mental health of our staff has also been bolstered through the introduction of an employee assistance programme, health cash back scheme as well as enhanced support following distressing incidents which of course do occasionally occur.

Following the identification of dry rot in an area of flooring at Caldecott House we took the decision to completely refurbish our two large multipurpose rooms where many of our meetings and internal training take place. After treating the dry rot and replacing the flooring the rooms were redecorated giving them a new lease of life. They were officially reopened in September 2022 by Simon Rodway, Chairman of the Caldecott Association, and renamed the Rendel Rooms in recognition and celebration of The Caldecott Foundation's founder Leila Rendel who died in 1969.

It felt very appropriate that the first event held in the Rendel rooms was a reunion meeting of the Caldecott Association, a group of Caldecott Alumni, many of whom knew Leila Rendel as well as holding fond memories of Caldecott House.

A few months later the Rendel Rooms were the venue for an evening celebrating the fantastic achievements of our young people and the dedication of our staff teams. This event was made particularly special by a very moving presentation from a former resident of Caldecott from the 1980s who described his experience of Caldecott and how his life had been shaped by the love and support that he received whilst in our care. This was a fantastic reminder to everyone working at Caldecott of the lifelong impact of what we do.

At the end of 2023 the Rendel Rooms, and indeed the whole of Caldecott House, took on a new role as Santa's Grotto. Everyone from across our community was invited to join our Christmas celebrations and of course Father Christmas paid a special visit to hand out presents to all of our children and young people.

You will be able to read more about the positive outcomes our young people are achieving in the 'Review of the Year' section but, suffice to say, we are extremely proud of our young people who are all making huge strides. This is not just our opinion but also the opinion expressed time and again by Ofsted who have judged Caldecott to be an 'Outstanding' provider on 28 occasions since 2017. This year was no different and, at the time of writing, all of our registered services were rated 'Good' or 'Outstanding' by Ofsted. I would like to share with you just a few of the many positive comments from the inspectors but perhaps most importantly, comments made to inspectors from our young people, their parents and social workers:

"Children make exceptional progress. They experience skilled care and stable, positive relationships with staff, which they value. Some children have lived in this home for several years, and they consider it to be their home. Children benefit from consistent, structured boundaries and established routines. One child said: 'Everything is fair, things are explained to us, we have our say and staff listen. It is my home.'"

Ofsted Inspection Report, October 2022

THE CALDECOTT FOUNDATION LIMITED

CHAIR OF TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2023

Children with a range of complex histories and needs make and sustain exceptional progress as a result of the stable and secure care they receive in this home. One social worker reported: 'The child has made excellent progress since coming to live in the home. Staff have supported him through lots of significant changes in his life. I have more confidence for his plans for the future.'"

Ofsted Inspection Report, January 2023

"The children benefit from receiving high standards of care in a nurturing environment. They form trusting relationships with the staff, who understand their individual needs and their complex behaviours... There is a strong commitment to hearing the children's views of the residential provision... When reflecting on the unsafe situations her child might have placed himself in, before becoming a residential pupil, one parent commented, 'He is a changed boy. It's amazing how the staff have contained him so well.'"

Ofsted Inspection Report, February 2023

This incredible record of development, growth and achievement is even more impressive when considered in the context of the unprecedented geo-political and economic changes faced over this period. From the Brexit referendum to Brexit itself, the Covid-19 pandemic, political instability and most recently the war in Ukraine which has had such far-reaching economic impact all, contributing to the current high inflation and cost of living crisis.

We are now working hard to finalise our new strategy which will build on the success of the last five years and ensure that Caldecott will continue as the leader in therapeutic care and education. Our efforts are significantly strengthened by a close and effective working relationship between myself as Chair and Nick Barnett, CEO. Nick has done an incredible job in his role not least in building a highly skilled and experienced team of Executives, Registered Managers (across both residential care and fostering) and School Leaders. On behalf of the Board of Trustees, I would like to take this opportunity to thank Nick and all of the exceptional people who work at Caldecott whose steadfast dedication to helping our children and young people build a future is as impressive as it is inspiring.

.....
Mr Charles Lister, Chairman
19 October 2023

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present herewith their report and the financial statements for the year ended 31 March 2023. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and 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.

Objectives and activities

The principal objects for which the Foundation was established as a Company Limited by Guarantee and not having a share capital are:-

- To provide residential care, therapy, education and fostering placements for children and young people who have faced deprivation, cruelty or neglect, and/or who may have emotional, behavioural or educational difficulties.
- To place children and young people at the centre of everything that we do.
- To provide a 'best value', quality service which meets and exceeds the requirements of our purchasers and OFSTED.
- To maximise the quality of our staff through personal development and training.
- To evaluate the potential of providing other services to our client group.
- To operate in surplus, enabling us to re-invest in services and facilities.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Foundation should undertake.

Public benefit statement

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Foundation's aims and objectives and in planning future activities.

Strategic Report (incorporating Review of the year; Financial review and outlook; and Plans for the future)

Review of the year

Our vision is to help children build a future and this year we have certainly seen more young people accessing our services and achieving incredible life changing outcomes than for many decades.

Out of all of our services, Caldecott School has seen the biggest increase in the number of students with school roll approaching our registered capacity of 64 at the end of the academic year. Due to the increasing demand for both our primary and secondary education we are pleased that the Department for Education has approved our application to increase our registered capacity to 85. This will enable us to reach more students directly with our specialist trauma informed support.

In support of this growth, we are continuing to invest in our facilities with two new classrooms being built and equipped this year at our Primary school. We also made a number of changes in our Secondary school including our reception area, office space and staff room. This has enabled us to create a new spacious classroom for our growing Key Stage 3 cohort as well as improving the environment for students, visitors and staff alike.

We are also very grateful to the team at Swiss Re (Folkestone based Insurance Company) who once again chose to support Caldecott through for their annual volunteer day. They completed a number of projects which have enhanced the environment for our students with a new outdoor seating area, a series of large wooden planters and swing seats providing another place for our younger students to enjoy some downtime during the school day.

We are so proud of all our students who completed their BTEC and GCSE courses this year which was the culmination of years of hard work and a monumental achievement. It was with a mixture of emotions that we said goodbye to six students who all moved onto their post 16 education placement at a new school, college or supported internship.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Review of the year

Our children's homes have provided loving homes for 33 children and young people during the year. We saw 5 young people leave to start a new phase of their life and welcomed 7 children and young people into our community. The highlight of the year for staff and young people alike was our annual Summer Camp holiday where everyone had the opportunity for lots of outdoor adventures including climbing, kayaking and abseiling as well as enjoying each other's company and delicious home cooked food around the campfire in the evening. This was the organisation's 66th Annual Camp, which has run continuously since 1956 with only one year being cancelled due to Covid.

A major development this year was our move to a cloud-based administration system for our children's homes. In the process of moving, we completed a full review of our paperwork with a particular focus on child centred language taking on board the views from the care experienced community. As part of this work we rolled out additional training for staff and although there is still some work to do in order to complete the project the benefits are already being seen.

We have also continued to invest in improving the environment across our children's homes with new bathrooms, kitchens and a garden extension to name just some of the changes made. We have also completed a number of bedroom makeovers with our team creating dream bedrooms that have given our young people an incredibly special place to call their own.

It has also been a busy year at Caldecott Fostering with a number of special events held during the year which have brought everyone together to have fun and socialise. There were 24 children and young people supported during the year by our amazing foster carers with 7 moving onto the next stage of their lives including 3 young people who are now living with members of their family network.

We also commissioned a new bespoke package of therapeutic training for all of our foster carers and staff which has augmented existing training providing our foster carers with exceptional levels of support.

Training has been a key area of development across the organisation with the creation and accreditation of our own 'Teaching Therapeutically' course. This was initially delivered internally, however, as part of our commitment to sharing our experience and expertise we have also offered started to offer this course to local and national schools. We believe that all young people who have experienced trauma deserve the best care and education regardless of which school they attend.

This year saw the completion of the first phase investment into Solar Panels with the aim of reducing our impact on the environment as well as reducing the cost of our electricity bills. This is something which has of course become even more important as a result of the huge increase in the cost of electricity and inflation.

The Board of Trustees has continued to be proactive in identifying and tackling the key risks faced by the organisation and there is more detail on this with the 'Principle Risks and Uncertainties' section. However, it is important to note that professional advice has been sought in regards to the long term risk associated with our KCC pension scheme deficit. The Board's position on this matter is regularly reviewed and we continue to make affordable additional voluntary contributions which will bring down the deficit over the long term.

Finally, we would like to take this opportunity to say a huge thank you to all our wonderful volunteers, donors and supporters whose continued support really does have such a positive impact on the lives of our children and young people.

Financial review

Group income for the year was £10,280,760 (2022: £9,452,058). Group expenditure amounted to £10,326,425 (2022: £9,339,479). The resulting deficit before adjustments to the Pension Scheme was £45,845 compared to a surplus of £112,579 in 2022.

The Group Balance Sheet shows a positive position of £7,230,782 (2022: £1,652,267), and the Balance Sheet for The Caldecott Foundation has improved from £1,813,017 to £7,514,059.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Cash Flow

The Foundation has been generating significant positive cash flow from its activities for the past several years. These funds have been used in part to enable expansion and improvement of the services we offer across a broad range of what we do. These improvement projects have been designed to raise our efficiencies and positive environmental impact, to invest in training and working conditions for those who work for us, and to improve the offering to the children who depend upon us. Remaining cash has been used to build our free cash reserves towards our target of 3 months of operating costs and to pay down part of our pension scheme deficit in line with professional advice. We expect to see continued progress on all these fronts.

Pension Scheme

The Pension Scheme deficit has decreased in the year by £5.624m to £Nil (2022: decreased by £1.482m to £5.624m), based on the latest actuarial valuation. However, the Foundation does have a historic deficit on the KCC LGPS. This remains a major issue for the Foundation to manage. The Board and Finance Committee have taken professional advice and keep the issue under constant appraisal. We have appropriate plans in place. It is a particularly difficult time for Pension Schemes. Actuarial factors, Interest rates, and Bond Yields have, for some time, behaved in ways which are unusual in the long term. The Caldecott Scheme deficit is a long term deficit which allows us many years to resolve it. Contributions continue to be paid in line with the Actuary's advice.

We have taken specific professional advice on our actions to start paying down our pension scheme deficit with additional voluntary contributions of £180,000 per annum starting 1st April 2021. The advice received is that this is a timely action of a sensible amount, which taken in conjunction with other measures, is appropriate to the size of the challenge over the next several years.

Outlook

The Trustees welcome the great progress made to the financial health of the Foundation over the past several years. We remain conscious of the need to maintain continuous improvement to combat the ever more severe financial constraints which all those engaged in the Care sector face. The excellent standing of our care facilities reflected in our Ofsted ratings is testament to our determination to be ranked with the very best in our field. In this lies our confidence that we will continue to offer outstanding care to the children in our care, whilst also sustaining continued improvement in our financial strength alongside further expansion in our activities.

Investment policy

Any cash deemed to be surplus by the Trustees, other than for the day-to-day running of the charity, is held in assets which are available to the Foundation at short to medium term notice. The trustees regularly review the requirements of the Foundation through cash flow forecasting to ensure that sufficient funds are readily available at short notice to meet day-to-day needs, and that returns are maximised on the remaining funds through longer term investment. To minimise the risk to the charity and its funds, surplus cash is held with a number of UK financial institutions with a good credit rating.

Reserves policy

The Foundation's target is to achieve and maintain unrestricted, undesignated reserves to cover a minimum of 3 months' committed running costs. This equates to approximately £2.4 million based on budgeted running costs for the next 12 months. At the year end, the Foundation had total reserves of £7.514 million before the pension fund provision, much of which is tied up in property which cannot be easily realised. At the year end the Foundation had unrestricted reserves of £946,040 (2022: £963,141). It remains our intention to build free reserves towards the target.

Funds position

At 31 March 2023, restricted funds amounted to £139,671 (2022: £110,069) and further details can be found in note 19 to the financial statements.

At 31 March 2023 designated funds amounted to £6,427,928 (2022: £739,807) and further details can be found in note 20 to the financial statements. The main elements of the designated funds are the fixed asset reserve, amounting to £6,285,040 (2022: £6,206,985) and the LGPS deficit amounting to £Nil (2022: £5,624,000).

As detailed above, the unrestricted fund has a positive balance of £946,460 at 31 March 2023 (2022: £963,141). The Foundation has taken a series of steps to reduce costs and improve financial performance. This progress is expected to continue through the coming year.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Going Concern

The Foundation continues to be supported by the company's bankers and meets its day to day working capital requirements through its cash reserves. On this basis, the Trustees consider it appropriate to prepare the accounts on the going concern basis.

Principal risks and uncertainties

The Trustees have identified and evaluated the major strategic, financial and operational risks which the charity faces. Processes are in place to implement and monitor control measures designed to eliminate or reduce the likelihood and/or impact of those risks. Below is a table of our highest risks and a description of the key controls in place to eliminate or reduce the risks posed.

Highest risks	Key controls
Staff recruitment and retention	Regular review of pay and benefits informed by market intelligence and consultation with staff. Focus on Health and Wellbeing. Provision of health cash scheme, employee assistance programme, health checks, wellbeing programmes, occupational health and in house mental health support. Investment in training and recognition of length of service through support to pursue a number of career paths.
Crystallisation of our KCC Pension resulting in the repayment of an unaffordable Cessation Deficit.	Number of active participants monitored monthly by Finance Director and quarterly by the Board. Expert independent advice obtained to inform Board discussion and decision making. This includes affordable repayment options which are evaluated periodically or in response to change. Additional voluntary contributions paid monthly to reduce the deficit over time. Although the scheme has been closed to new entrants, we retain the ability to nominate new employees to the scheme should this be required.
High rate of inflation increasing costs.	Clear communication with Local Authority consortium frameworks in regards to cost increases. Investment into technologies to reduce our electricity and energy costs. Identification of efficiency savings without compromising on the quality of our services.
A high proportion of revenue relating to a small number of Local Authorities customers.	Provision of a range of services creates diversity in revenue sources – residential care, fostering, education and therapy. Accepting young people into our children's homes from all over the UK results in a diverse customer base. Expansion of our fundraising activity through our new fundraising strategy - commencing April 2023. Provision of a weekday boarding service supports students attending Caldecott School from a greater number of Local Authorities areas. Communication with Local Authorities to improve understanding of the high quality services which we deliver and the exceptional outcomes achieved.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Principal risks and uncertainties (continued)

We believe that one of our greatest strengths as an organisation is the level and quality of resources that we make available to support our young people to make progress. Ensuring that we continue to improve is essential to best meeting the needs of our children and young people and maintaining our exceptional reputation with Local Authorities and Ofsted. The key controls we have in place are:

- An experienced and dedicated team of Managers led by our CEO Nick Barnett
- A strong quality improvement team including highly qualified and experienced staff supported by specialist external consultants
- A Model of Care that embeds our core values and ethos into everything we do
- Clear internal policies and procedures, a thorough induction for new staff and a training programme that offers continual learning opportunities and career development for all staff
- A robust governance structure including sub-committees providing oversight of Care & Therapy, Education, Finance and Audit & Risk

Fundraising

The Foundation does not employ any professional fundraisers to fundraise on its behalf but all staff members and any volunteers involved in fundraising activities are trained in accordance with recognised standards so as to ensure that the public, including vulnerable people, are protected from unreasonable or intrusive approaches. The Foundation has not received any complaints about its fund raising activities.

Plans for the future

We will be continuing to build stronger relationships with the Caldecott Association, a group of former staff and young people who used to live with us, and our alumni more generally. We are also looking to further embed the voice of our young people and those with care experience into our decision making. To this end we are very pleased to be recruiting Trustees with relevant experience to fill skills gaps.

Due to the continued high demand for places at Caldecott School we are developing plans to improve the vital facilities which will be needed to support future growth in student numbers. The main focus will be on our catering facilities in both Primary and Secondary School, but we will also be creating a Forest School area on our Smeeth site to improve inclusion for this really important part of our school's alternative curriculum.

In order to fund this important investment, we have created a new fundraising strategy which will be implemented in 2023/24 with a target of raising £200,000 in the first year from charitable trusts & foundations, individual donors and events.

Investment will also continue at Caldecott House with our third large meeting and training room being renovated. This room will be named the 'King' room in recognition of the immense contribution to Caldecott made by James and Tessa King and indeed their whole family. James King was Director of Caldecott between 1967 and 1993 and sadly passed away in 2017. Throughout this time Tessa provided pastoral care, support and love to the children and young people at Caldecott.

We will be offering our 'Teaching Therapeutically' course to even more schools over the next year as well as seeking accreditation for our 'Therapeutic Workshop' course which aims to upskill staff working in children's residential care.

Following the successful first phase of solar panel installation we will be investing in arrays on a further three of our properties. Although the business case for investing in air / ground source heat pumps does not currently produce a reasonable return on investment, we will be investigating other ways that we can reduce the amount of energy required to provide heating and hot water in our properties.

Structure, governance and management

The Foundation is a company limited by guarantee and is governed by its Memorandum and Articles of Association. The Council shall consist of the officers of the company, namely the Chair, Deputy Chair and Treasurer; not less than 6 and not more than 25 (including the officers of the company) members of the company. At every Annual General Meeting, one third of the members, excluding the Chair, Deputy Chair and Treasurer, shall retire by rotation. Any retiring member is eligible for immediate re-election. With respect to the Chair, Deputy Chair and Treasurer, at every third Annual General meeting they shall retire from office. They may stand for re-election. However if the Chair and Deputy Chair have completed more than five years in office and the Treasurer has completed more than eight years in office they may not stand for re-election.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Structure, governance and management (continued)

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Charles Lister (Chairman)	Folasade Phillips (appointed 20 October 2022) (Treasurer)
Susan Appleby	Maria Sullivan (resigned 10 October 2022)
Jerome Flechais	Maree Thorn
John Fletcher (Treasurer) (resigned 27 July 2023)	Simon Wakeman
Colin Green (Vice Chair)	Caroline Whillans (appointed 20 October 2022)

Appointment and recruitment of Trustees

A recruitment and appointment procedure for Trustees has been adopted. When a Trustee vacancy occurs the Nominations Committee conducts a skills audit and seeks out, by a variety of means including open advertisement, prospective Trustees with the requisite skills and experience. Candidates are invited to meet with the Managing Director and senior managers prior to being interviewed by members of the Nominations Committee. A recommendation is then made to the Board for approval.

Committee structure, induction and training

The Trustees' responsibilities in respect of accounting records, safeguarding of assets and the prevention and detection of fraud and other irregularities are set out in the Statement of Trustees' Responsibilities. Trustee induction and training have been developed. As part of the process of satisfying these obligations, the Foundation has reviewed its present system of internal control to ensure that the controls are appropriate to the Foundation's activities. The Internal Control Manual has been further developed.

During the year the Board of Trustees meets at least 4 times and a number of committees also meet. These include as a minimum:-

- Audit and Risk Committee (3 times a year)
- School Governors (3 times a year)
- Finance Committee (3 times a year)
- Nominations committee (ad hoc basis)
- Care and Therapy Committee (3 times a year)
- Remunerations committee (annually)

Each committee has defined Terms of Reference which have been agreed by the Board of Trustees. Occasionally a task focused group will be convened and disbanded once the task has been achieved.

Day to day management

The day to day management of the charity is delegated to the Senior Management Team consisting of:

Chief Executive Officer	Nicholas Barnett
Head of Education	Karen Norman (resigned 31 August 2022)
	Stacey McShane (from 1 September 2022)
Head of Finance	Steve Anderson
Referrals and Commissioning Manager	Damion Napier
Business Manager	Tim Allison
Operations Manager	Kevin Gore
Quality Improvement Manager	Helen Lee

Annually, in September, all Trustees and officers of the organisation will declare any relevant pecuniary information which may affect their independence or ability to discharge their duties.

Pay policy for key management personnel

The Trustees consider the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Foundation on a day to day basis. All Trustees give of their time freely and no trustee received remuneration in the year. The pay of the senior staff is reviewed annually and normally increased in accordance with market rates.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Trustees responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume the charitable company will continue in business.

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

Disclosure of information to auditors

Each of the Trustees have confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

A resolution proposing that Azets Audit Services be reappointed as auditor of the charitable company will be put to the members.

By Order of the Board of Trustees
Date: 19 October 2023

Mr Charles Lister, Chairman

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

Opinion

We have audited the financial statements of The Caldecott Foundation Limited (the parent charitable company) and its subsidiaries (the group) for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charitable Company Balance Sheet, the Consolidated Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group and parent charitable company's affairs as at 31 March 2023, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis of opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees Annual Report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you, 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement set out on page 8, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

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

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Michelle Wilkes FCA
(Senior Statutory Auditor)
for and on behalf of Azets Audit Services
Statutory Auditor
Date: 16 November 2023

First Floor, River House
1 Maidstone Road
Sidcup
Kent
DA14 5RH

THE CALDECOTT FOUNDATION LIMITED

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023**

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	2023 Total £	2022 Total £
Income from:						
Donations and legacies	2	-	10,767	61,178	71,945	20,451
Charitable activities	3	9,541,878	-	654,489	10,196,367	9,428,587
<i>Investment income</i>						
Income from investments		78	-	-	78	59
Interest receivable		11,467	-	-	11,467	102
Other	4	901	-	-	901	2,859
Total Income		9,554,324	10,767	715,667	10,280,758	9,452,058
Expenditure on:						
Raising funds	5	-	968	-	968	771
Charitable activities	5	9,622,014	15,872	687,391	10,325,277	9,338,708
Corporation tax - trading		-	-	-	-	-
Total expenditure	5	9,622,014	16,840	687,391	10,326,245	9,339,479
Net income/(expenditure) before transfers		(67,690)	(6,073)	28,276	(45,487)	112,579
Transfers between funds	20	(41,320)	39,994	1,326	-	-
Net income/(expenditure) after transfers		(109,010)	33,921	29,602	(45,487)	112,579
Other recognised gains / (losses):						
Revaluation gains/(losses) on fixed asset investment	13	-	-	-	-	-
Remeasurement gain on defined benefit pension scheme	17	-	5,624,000	-	5,624,000	1,482,000
Net movement in funds		(109,010)	5,657,920	29,602	5,578,513	1,594,579
Reconciliation of funds:						
Fund balances at 1 April 2022		1,140,528	401,670	110,069	1,652,267	57,688
Fund balances at 31 March 2023		1,031,518	6,059,591	139,671	7,230,780	1,652,267

All transactions are derived from continuing activities.

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

THE CALDECOTT FOUNDATION LIMITED

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022**

Comparative information only

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	2022 Total £	2021 Total £
Income from:						
Donations and legacies	2	-	6,182	14,269	20,451	77,361
Charitable activities	3	8,852,043	-	576,544	9,428,587	8,573,331
<i>Investment income</i>						
Income from investments		59	-	-	59	2
Interest receivable		102	-	-	102	45
Other	4	2,859	-	-	2,859	70,083
Total Income		8,855,063	6,182	590,813	9,452,058	8,720,822
Expenditure on:						
Raising funds	5	-	771	-	771	482
Charitable activities	5	8,736,374	-	602,334	9,338,708	8,108,830
Corporation tax - trading		-	-	-	-	3,146
Total expenditure	5	8,736,374	771	602,334	9,339,479	8,112,458
Net income/(expenditure) before transfers		118,689	5,411	(11,521)	112,579	608,364
Transfers between funds	20	(136,567)	136,567	-	-	-
Net income/(expenditure) after transfers		(17,878)	141,978	(11,521)	112,579	608,364
Other recognised gains / (losses):						
Revaluation gains/(losses) on fixed asset investment	13	-	-	-	-	(383)
Remeasurement gain on defined benefit pension scheme	17	-	1,482,000	-	1,482,000	(1,313,000)
Net movement in funds		(17,878)	1,623,977	(11,521)	1,594,578	(705,018)
Reconciliation of funds:						
Fund balances at 1 April 2021		1,158,406	(1,222,308)	121,590	57,688	762,707
Fund balances at 31 March 2022		1,140,528	401,670	110,069	1,652,267	57,688

All transactions are derived from continuing activities.

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

THE CALDECOTT FOUNDATION LIMITED

**CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2023**

	Note	2023		2022	
		£	£	£	£
Fixed assets					
Intangible assets	11		30,663		60,863
Tangible assets	12		5,961,328		5,965,551
Investments	13		2,459		2,459
			<u>5,994,450</u>		<u>6,028,873</u>
Current assets					
Debtors	14	646,342		496,473	
Cash at bank and in hand		<u>1,231,866</u>		<u>1,495,615</u>	
		1,878,208		1,992,089	
Creditors: amounts falling due within one year	15	<u>(641,877)</u>		<u>(664,778)</u>	
Net current assets			<u>1,236,331</u>		<u>1,327,311</u>
Total assets less current liabilities			7,230,780		7,356,184
Creditors: amounts falling due after more than one year	16		<u>-</u>		<u>(79,917)</u>
			7,230,780		7,276,267
Defined benefit pension liability	17		-		(5,624,000)
Net funds			<u><u>7,230,780</u></u>		<u><u>1,652,267</u></u>
Funds					
Restricted funds	19		139,671		110,069
Unrestricted funds:					
Designated funds:	20				
Fixed asset reserve		5,916,703		5,868,848	
Pension Liability		-		(5,624,000)	
Extras' fund		<u>142,888</u>		<u>156,822</u>	
			6,059,591		401,670
Other charitable funds			946,458		963,141
Non-charitable funds	13		85,060		177,387
	21		<u><u>7,230,780</u></u>		<u><u>1,652,267</u></u>

The accounts were approved by the Board on 19 October 2023

Mr Charles Lister (Chair)
Trustee

Company Number: 00419256

THE CALDECOTT FOUNDATION LIMITED

**CHARITY BALANCE SHEET
AS AT 31 MARCH 2023**

	Note	2023		2022	
		£	£	£	£
Fixed assets					
Tangible assets	12		5,961,328		5,965,551
Investments	13		403,459		403,459
			<u>6,364,787</u>		<u>6,369,010</u>
Current assets					
Debtors	14	553,833		432,183	
Cash at bank and in hand		<u>1,140,139</u>		<u>1,275,931</u>	
		1,693,971		1,708,115	
Creditors: amounts falling due within one year	15	<u>(544,701)</u>		<u>(560,190)</u>	
Net current assets			<u>1,149,270</u>		<u>1,147,925</u>
Total assets less current liabilities			7,514,057		7,516,935
Creditors: amounts falling due after more than one year	16		<u>-</u>		<u>(79,917)</u>
			7,514,057		7,437,017
Defined benefit pension liability	17		-		(5,624,000)
Net funds			<u>7,514,057</u>		<u>1,813,017</u>
Funds					
Restricted funds	19		139,671		110,069
Unrestricted funds:					
Designated funds:	20	6,285,040		6,206,985	
Pension Liability		-		(5,624,000)	
Extras' fund		<u>142,888</u>		<u>156,822</u>	
			6,427,928		739,807
Other charitable funds			<u>946,458</u>		<u>963,141</u>
	21		<u>7,514,057</u>		<u>1,813,017</u>

The accounts were approved by the Board on **19 October 2023**

Mr Charles Lister (Chair)
Trustee

Company Number: 00419256

THE CALDECOTT FOUNDATION LIMITED

**CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023**

	Note	2023 £	2022 £
Net cash flow from operating activities	22	<u>295,325</u>	<u>574,153</u>
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(488,341)	(491,069)
Proceeds on disposal of tangible fixed assets		-	-
Interest and investment income received		11,545	161
Net cash flow from investing activities		<u>(476,796)</u>	<u>(490,908)</u>
Cash flow from financing activities			
Repayments of borrowing		(82,278)	(80,404)
		<u>(82,278)</u>	<u>(80,404)</u>
Net increase in cash and cash equivalents		(263,749)	2,841
Cash and cash equivalents at 1 April 2022		1,495,615	1,492,774
Cash and cash equivalents at 31 March 2023		<u>1,231,866</u>	<u>1,495,615</u>
Cash and cash equivalents consists of:			
Cash at bank and in hand		1,231,866	1,495,615
Cash and cash equivalents at 31 March 2023		<u>1,231,866</u>	<u>1,495,615</u>

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

(a) Basis of accounting

The Caldecott Foundation Limited is a registered charitable company in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities is to provide residential care, therapy and education for children and young people who have faced deprivation, cruelty or neglect, and who may have emotional, behavioural or educational difficulties.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006* and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Consolidation

In the opinion of the member of the committee, the charitable company and its subsidiary undertakings comprise a small group.

The consolidated financial statements incorporate the results of the charity and its trading subsidiary, Caldecott Fostering Limited, for the year ended 31 March 2022. As a consolidated Statement of Financial Activities is published, a separate Statement of Financial Activities for the parent company is omitted from the group statements by virtue of Section 408 of the Companies Act 2006.

(c) Fund accounting

Unrestricted general funds are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Restricted funds are funds that can only be used for particular restricted purposes within the objects of the charitable company. Restriction arises when specified by the donor or when funds are raised for particular restricted purposes.

Designated funds represent funds invested in fixed assets. The designated fund balance has been represented to ensure that the fund balance accurately reflects the designation policy adopted by the trustees.

(d) Income recognition

All income is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Foundation has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies (continued)

(d) Income recognition

Voluntary income, including donations, gifts and grants that provide core funding or are of a general nature, is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Care services and fees are included in the Statement of Financial Activities when receivable;

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

(e) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes all expenditure incurred by the Foundation to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.; and
- Expenditure on charitable activities comprises those costs incurred by the Foundation in the delivery of its activities and services for beneficiaries. It includes both costs allocated directly to such activities and those costs of an indirect nature necessary to support them.

(f) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources. Other costs have been allocated on the basis of staff time spent.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 6.

(g) Intangible fixed assets

Goodwill on consolidation is amortised over a period of 5 years following year of acquisition.

(h) Tangible fixed assets and depreciation

With the exception of freehold property, tangible fixed assets are stated at cost less accumulated depreciation and any recognised impairment losses. Freehold property is stated in the balance sheet at deemed cost being the fair value on the date of transition to FRS102 less any subsequent depreciation and impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended. Assets costing £1,000 or more are capitalised as tangible fixed assets at the discretion of the Head of Finance and are carried at cost, net of depreciation and any provision for impairment.

Depreciation is provided on all tangible assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life, as follows:

Freehold land	Not depreciated
Freehold buildings & improvements	2% or 5% straight line
Fixtures, fittings & equipment	10%, 20% or 33% straight line
Motor Vehicles	20% straight line

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies (continued)

(i) Fixed asset investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the SoFA if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Investments in joint ventures are measured at cost less impairment.

(j) Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(k) Loans and borrowings

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

(l) Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

Retirement benefits to employees of the Foundation are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes. The charity also operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Foundation in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary's Department on the basis of quadrennial valuations using a projected unit credit method. As stated in note 18, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded scheme and the assets are held separately from those of the Foundation in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial losses are recognised immediately in other recognised gains and losses. Actuarial gains are recognised up to a maximum of the previously recognised losses in other recognised gains and losses.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies (continued)

(m) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(n) Judgements and key sources of estimation uncertainty

Accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Foundation makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 13 for the carrying amount of the property plant and equipment, and note 1(h) for the useful economic lives for each class of assets.

LGPS

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 19, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 has been used by the actuary in valuing the pensions liability at 31 March 2023. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Bad debt provision

The value of trade debtors is sensitive to the recoverability in full of any invoices issued to each customer. Once the debt becomes overdue it is chased and periodically reviewed to ensure it is recoverable in full. If a provision is deemed necessary this is included on an annual basis. No provision for bad and doubtful debts is currently included in the accounts.

(o) Going concern

The Foundation continues to be supported by the company's bankers and meets its day to day working capital requirements through its cash reserves. The nature of the Foundation's activities are such that there can be considerable unpredictable variation in the timing of cash inflows. The trustees have prepared projected cash flow information for the period ending 31 March 2023 and beyond. On the basis of this cash flow information, the trustees consider that the Foundation will continue to meet its obligations from its cash reserves. On this basis, the trustees consider it appropriate to prepare the accounts on the going concern basis.

(p) 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.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2023

2 DONATIONS AND LEGACIES	2023	2022
	£	£
Designated funds	10,767	6,182
	<u>10,767</u>	<u>6,182</u>
Restricted funds:		
Other restricted donations and gifts	28,178	7,269
Swiss RE Foundation	13,000	7,000
Legacy	10,000	-
Kent Community Foundation	10,000	-
	<u>61,178</u>	<u>14,269</u>
Total	<u>71,945</u>	<u>20,451</u>

3 CHARITABLE ACTIVITIES		Unrestricted funds	Restricted funds	Total 2023	Total 2022
		£	£	£	£
Local Authority Contract	Residential care	4,567,694	-	4,567,694	4,440,421
Local Authority Contract	School	3,866,453	-	3,866,453	3,162,514
Local Authority Contract	Fostering	1,107,733	-	1,107,733	1,249,108
Statutory Funding		-	654,489	654,489	576,544
		<u>9,541,880</u>	<u>654,489</u>	<u>10,196,369</u>	<u>9,428,587</u>

4 OTHER INCOME	2023	2022
	£	£
Other income	901	2,859
	<u>901</u>	<u>2,859</u>

5 EXPENDITURE	Staff Costs	Direct costs	Support costs	Total 2023	Total 2022
	£	£	£	£	£
Costs of raising funds					
Fundraising	-	968	-	968	771
	<u>-</u>	<u>968</u>	<u>-</u>	<u>968</u>	<u>771</u>
Charitable activities					
Residential care	2,920,156	1,552,759	996,209	5,469,124	5,009,477
School	1,719,071	1,634,057	426,947	3,780,075	3,165,107
Fostering	380,918	606,501	88,659	1,076,078	1,164,124
Taxation	-	-	-	-	-
Total charitable activities	<u>5,020,145</u>	<u>3,793,317</u>	<u>1,511,815</u>	<u>10,325,277</u>	<u>9,338,708</u>
Total expenditure	<u>5,020,145</u>	<u>3,794,285</u>	<u>1,511,815</u>	<u>10,326,245</u>	<u>9,339,479</u>

Included in direct costs and support costs are staff costs of £532,630 (2022: £472,015) which are allocated above.

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023**

6 SUPPORT COSTS	Residential care £	School £	Fostering £	Total 2022 £	Total 2022 £
Management	794,311	340,420	41,554	1,176,285	1,009,845
Finance	110,801	47,486	6,051	164,338	153,179
IT	47,463	20,341	28,801	96,605	89,753
Human resources and training	43,634	18,700	12,253	74,587	65,224
	<u>996,209</u>	<u>426,947</u>	<u>88,659</u>	<u>1,511,815</u>	<u>1,318,001</u>

7 GOVERNANCE COSTS	2023 £	2022 £
Staff costs	81,131	71,900
Travel and subsistence	337	-
Independent reports and trustee recruitment	8,200	3,110
Auditors' remuneration	25,020	19,800
Auditors' remuneration - prior year under provision	1,020	2,840
Auditors' remuneration - subsidiary	10,050	7,140
Legal fees	10,771	2,297
	<u>136,529</u>	<u>107,087</u>

Governance costs are included within support costs detailed above and have been allocated on the basis of time spent in respect of staff costs and direct apportionment basis for other costs.

8 NET MOVEMENT IN FUNDS	2023 £	2022 £
This is stated after charging		
Depreciation of tangible fixed assets	492,566	404,708
Amortisation	30,200	30,200
Auditors' remuneration (including subsidiary)	36,090	29,780

9 TRUSTEES' REMUNERATION AND REIMBURSED EXPENSES

One of the trustees (or any persons connected with them) received remuneration during the year, or were reimbursed expenses for a total of £337 (2022:nil).

10 EMPLOYEES

Number of employees

The number of employees, by headcount, during the year was:

	2023 Number	2022 Number
Senior management team	6	6
School	51	50
Residential care	70	75
Fostering	9	8
Administration	12	11
Support services	6	7
	<u>154</u>	<u>157</u>

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023**

10 EMPLOYEES

Employment costs

	2023	2022
	£	£
Wages and salary costs	4,676,196	4,332,887
Social Security costs	480,902	419,591
Apprenticeship levy	6,696	5,951
Pension costs - defined benefit	241,963	244,928
Pension costs - defined contribution	147,018	124,811
	<u>5,552,775</u>	<u>5,128,168</u>

The number of employees whose annual emoluments were £60,000 or more were:

	2023	2022
£60,001 - £70,000	5	2
£70,001 - £80,000	1	1
£80,001 - £90,000	-	1
£100,001 - £110,000	<u>1</u>	<u>1</u>

Of the employees whose emoluments exceed £60,000, 1 (2022: 1) has retirement benefits accruing under defined benefit pension schemes and 6 (2022: 4) have retirement benefits accruing under defined contribution schemes.

The senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Foundation on a day to day basis and are detailed on page 1. The aggregate remuneration paid to the key management personnel totalled £617,317 (2022: £474,741).

11 INTANGIBLE ASSETS

Group

	Goodwill	Total
	£	£
Cost / deemed cost		
As at 1 April 2022 and at 31 March 2023	<u>151,463</u>	<u>151,463</u>
Amortisation		
As at 1 April 2022	90,600	90,600
Charge for period	30,200	30,200
At 31 March 2023	<u>120,800</u>	<u>120,800</u>
Net book values		
At 31 March 2023	<u>30,663</u>	<u>30,663</u>
At 31 March 2022	<u>60,863</u>	<u>60,863</u>

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023

12 TANGIBLE ASSETS	Land and buildings	Improvements to buildings	Fixtures, fittings and equipment	Motor Vehicles	Total
Group and Charity	£	£	£	£	£
Cost / deemed cost					
As at 1 April 2022	7,652,623	600,539	1,751,969	178,340	10,183,471
Additions	-	112,895	368,911	6,535	488,341
Disposals	-	-	(247,746)	-	(247,746)
At 31 March 2023	7,652,623	713,434	1,873,134	184,876	10,424,068
Depreciation					
As at 1 April 2022	2,669,095	316,597	1,109,104	123,124	4,217,921
Charge for period	152,078	64,861	255,829	19,798	492,566
On disposals	-	-	(247,746)	-	(247,746)
At 31 March 2023	2,821,173	381,458	1,117,187	142,922	4,462,740
Net book values					
At 31 March 2023	4,831,450	331,976	755,947	41,955	5,961,328
At 31 March 2022	4,983,528	283,942	642,865	55,216	5,965,551

Certain freehold properties were revalued in July 2004 and this valuation was incorporated into the financial statements for the year ended 31 March 2005.

The trustees have not commissioned a full external valuation as after having consulted with an independent property valuer they have been advised that any increase or decrease in the value of freehold land and buildings would not be material in the charity's financial statements. This valuation amount was brought into the accounts as part of the transition to FRS102.

If revalued assets were stated on an historical cost basis rather than a fair value basis, the total amounts included would have been as follows:

	2023 £	2022 £
Cost	1,578,982	1,578,982
Accumulated depreciation	(624,865)	(593,286)
At 31 March 2023	954,117	985,696

All other tangible fixed assets are stated at historical cost.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023

13 FIXED ASSET INVESTMENTS

	Listed investments £	Shares in subsidiary undertaking £	Total £
Group			
Market value at 1 April 2022 and at 31 March 2023	2,459	-	2,459
Historical cost:			
At 31 March 2023	1,008	-	1,008
At 31 March 2022	1,008	-	1,008
Charity	£	£	£
Market value at 1 April 2022 and at 31 March 2023	2,459	401,000	403,459
Historical cost:			
At 31 March 2023	1,008	401,000	402,008
At 31 March 2022	1,008	401,000	402,008

The fair value of the listed investments is determined by reference to the mid-market value of shares at the Balance Sheet date and represents the shareholding in Santander plc.

Shares in subsidiary undertaking

Caldecott Fostering Limited is now a wholly owned subsidiary.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2023

13 FIXED ASSET INVESTMENTS

Holdings of more than 20%

The charity holds more than 20% of the share capital of the following company:

Subsidiary undertaking	Country of registration or incorporation	Proportion of voting rights and ordinary share capital held		Principal activity
Caldecott Fostering Limited	England and Wales	100%		Fostering agency

The principal activity of Caldecott Fostering Limited is the provision of the foster care for children on behalf of local authorities. The investment is measured at cost less impairment on the basis that they represent shares in entities that are not publicly traded and the fair value cannot otherwise be measured reliably.

The trading results of Caldecott Fostering Limited for the year ended 31 March 2023 are as follows:

	2023	2022
	£	£
Turnover	1,176,825	1,249,108
Cost of sales	(606,501)	(662,772)
Administration costs	(530,963)	(454,648)
Operating surplus for the period	39,361	131,688
Corporation tax	-	-
Distributions to parent charity under gift aid	(131,688)	(51,588)
Retained (deficit)/surplus for the period	(92,327)	80,100

The assets and liabilities of the subsidiary at 31 March 2023 were:

Current assets	184,390	288,597
Current liabilities	(97,330)	(109,210)
Aggregate share capital and reserves	87,060	179,387
Share capital	2,000	2,000
Profit and loss reserve	85,060	177,387
	87,060	179,387

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023**

14 DEBTORS

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	478,225	373,742	416,064	304,833
Other debtors	41,743	17,405	11,242	17,405
Amounts due from subsidiary undertaking	0	-	153	4,619
Prepayments and accrued income	126,373	105,326	126,373	105,326
	646,342	496,473	553,833	432,183

Amounts falling due after more than one year and included in the debtors above are:

	2023	2022	2023	2022
	£	£	£	£
Other debtors	4,500	6,368	4,500	6,368

15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Bank loans	78,747	81,107	78,747	81,107
Trade creditors	226,161	199,737	193,840	160,610
Taxes and social security costs	113,963	115,934	105,378	106,449
Other creditors	177,986	195,445	121,715	139,468
Accruals	45,019	72,555	45,020	72,555
	641,877	664,778	544,701	560,190

The bank loan and overdraft are secured over Caldecott House.

16 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Bank loans	-	79,917	-	79,917
Analysis of loans				
Wholly repayable within five years	78,747	161,025	78,747	161,025
Included in current liabilities	(78,747)	(81,107)	(78,747)	(81,107)
	-	79,917	-	79,917

The bank loan is secured over Caldecott House.

The loan financing is in the form of a secured loan with a fixed interest rate of 3.9% and is due for repayment in February 2024. The loan has financial covenants which may require the loan to be repaid in full. During the year these covenants were met.

Loan maturity analysis

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Debt due in one year or less	78,747	81,107	78,747	81,107
In more than one year but not more than two years	-	79,917	-	79,917
	78,747	161,025	78,747	161,025

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023**

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The Foundation's employees belong to the following pension schemes,: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Kent County Council. Both are multi-employer defined benefit schemes. In addition, the Foundation operate a defined contribution stakeholder scheme and contribute into personal pension schemes.

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest actuarial valuation of the TPS related to the period ended 31 March 2016, and that of the LGPS related to the period ended 31 March 2019.

Teachers' Pension Scheme

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for teachers in academies. All teachers have the option to opt-out of the TPS following enrolment.

The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary's Department, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2024.

The employer's pension costs paid to TPS in the period amounted to £176,786 (2022: £178,895).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The Foundation has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Foundation has set out above the information available on the scheme.

Pension contributions amounting to £18,188 (2022: £21,504) were unpaid to the Teachers' Pension Scheme at 31 March 2023.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

(Continued)

Kent County Council Pension Fund

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2023 was £89,285 (2022: £89,421), of which employer's contributions totalled £65,177 (2022: £66,034) and employees' contributions totalled £24,108 (2022: £23,387). The minimum contribution rates for future years are 19.0% (from 1 April 2023) then increasing to 20% (from 1 April 2024) and 21% (from 1 April 2025) for employers and 5.5% to 12.5% for employees. In addition voluntary contributions totalling £180,000 (2022: £180,000) were made by the employer to pay down the pension scheme deficit.

Pension contributions amounting to £7,736 (2022: £7,031) were unpaid to the Kent County Council Pension Fund at 31 March 2022.

Principal actuarial assumptions	2023 %	2022 %
Rate of increase in salaries	3.90	4.20
Rate of increase in pension payment	2.90	3.20
Discount rate	4.80	2.60
Inflation assumption - CPI	2.90	3.20

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

	2023	2022
<i>Retiring today</i>		
Males	21.1	21.6
Females	23.5	23.7
<i>Retiring in 20 years</i>		
Males	22.3	23.0
Females	25.0	25.1

Sensitivity analysis

Scheme liabilities would have been affected by changes in assumptions as follows:

	2023	2022
Discount rate +0.5% (2022: +0.1%)	-1365	-562
Discount rate -0.5% (2022: -0.1%)	+1547	+575
Mortality assumption + 1 year	+622	+1106
Mortality assumption - 1 year	-598	-1061
Long term salary +0.5% (2022: +0.1%)	+62	+27
Long term salary -0.5% (2022: -0.1%)	-59	-27
Adjustment to pension increases +0.5% (2022: +0.1%)	+1588	+543
Adjustment to pension increases -0.5% (2022: -0.1%)	-1334	-532

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

(Continued)

The Foundation's share of the assets in the scheme were:

	2023	2022
	£	£
Equities	13,506,000	13,591,000
Bonds	2,780,000	2,915,000
Property	2,113,000	2,480,000
Gilts	116,000	129,000
Other assets	380,000	436,000
Infrastructure	721,000	-
Absolute return fund	1,551,000	1,562,000
Total market value of assets	21,167,000	21,113,000

For accounting years beginning on or after 1 January 2015, the expected return and the interest cost has been replaced with a single net interest cost, which will effectively set the expected return equal to the discount rate.

Amount recognised in the Statement of Financial Activities

	2023	2022
	£	£
Current service cost	152,000	173,000
Net interest cost	144,000	140,000
Administration expenses	13,000	12,000
Total operating charge	309,000	325,000

Changes in the present value of defined benefit obligations were as follows:

	2023	2022
	£	£
At 1 April 2022	26,737,000	27,963,000
Current service cost	152,000	173,000
Interest cost	689,000	555,000
Change in financial assumptions	(10,695,000)	(1,589,000)
Change in demographic assumptions	(574,000)	-
Experience loss on defined benefit obligation	1,794,000	63,000
Estimated benefits paid	(539,000)	(452,000)
Contributions by Scheme participants	25,000	24,000
At 31 March 2023	17,589,000	26,737,000

Changes in the fair value of charity's share of scheme assets:

	2022	2021
	£	£
At 1 April 2022	21,113,000	20,857,000
Interest on assets	545,000	415,000
Return on assets less interest	(273,000)	19,000
Other actuarial gains	62,000	-
Administration expenses	(13,000)	(12,000)
Employer contributions	247,000	262,000
Contributions by Scheme participants	25,000	24,000
Estimated benefits paid	(539,000)	(452,000)
Asset not recognised	(3,578,000)	-
At 31 March 2023	17,589,000	21,113,000

At 31 March 2023, the proportion of the LGPS scheme attributed to the charity showed an asset. However, under FRS102 an asset on the pension scheme can only be recognised in certain circumstances and these criteria were not met at 31 March 2023. Therefore the asset has not been recognised on the balance sheet.

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023**

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

(Continued)

Other defined contribution schemes

The company operates a stakeholder scheme into which it contributes a percentage of employees salary. In addition the company also contributes into certain employees own personal pension schemes.

	2023	2022
	£	£
Contributions payable by the company for the year	136,453	118,634

Pension contributions amounting to £21,290 (2022: £18,485) were unpaid to the stakeholder schemes at 31 March 2023.

18 COMPANY STATUS

The Foundation is a company limited by guarantee. In the event of a winding-up the liability of each member will not exceed £1.

19 RESTRICTED FUNDS

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

CURRENT YEAR	Balance at 1 April 2022	Income	Expenditure	Transfers between funds	Balance at 31 March 2023
	£	£	£	£	£
Holidays / Camps / Trips	2,663	500	(8,056)	-	(4,893)
Independent Living fund	11,921	-	-	(11,921)	-
Sponsor a book	773	-	(300)	-	473
ESFA	26,752	616,224	(616,928)	-	26,048
Other fundraised funds	9,499	5,165	(2,363)	(726)	11,575
Pupil premium	18,056	38,265	(34,204)	-	22,117
Care leavers hardship fund	7,135	-	-	-	7,135
Fledborough Therapy Centre	3,280	-	-	-	3,280
Forest School	22,429	-	-	-	22,429
Swiss RE	129	13,000	(4,178)	-	8,951
Secondary Food Tech	-	5,578	-	12,817	18,395
SEC Sensory room	4,268	16,935	(21,362)	-	(159)
Social Worker Training	-	10,000	-	-	10,000
New Therapy Home	-	10,000	-	-	10,000
Other	3,164	-	-	1,156	4,320
	110,069	715,667	(687,391)	1,326	139,671

COMPARATIVE YEAR	Balance at 1 April 2021	Income	Expenditure	Transfers between funds	Balance at 31 March 2022
	£	£	£	£	£
Holidays / Camps / Trips	6,377	3,000	(6,714)	-	2,663
Independent Living fund	11,921	-	-	-	11,921
Sponsor a book	773	-	-	-	773
ESFA	23,288	538,948	(535,484)	-	26,752
Other fundraised funds	10,704	-	(1,205)	-	9,499
Pupil premium	31,459	37,596	(50,999)	-	18,056
Care leavers hardship fund	7,135	-	-	-	7,135
Smeeth School Resources	721	4,269	(722)	-	4,268
Fledborough Therapy Centre	3,280	-	-	-	3,280
Forest School	22,429	-	-	-	22,429
Swiss RE	339	7,000	(7,210)	-	129
Other	3,164	-	-	-	3,164
	121,590	590,813	(602,334)	-	110,069

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023

19 RESTRICTED FUNDS - CONTINUED

Homes (Improvement fund)	For improvements to the physical environment within the house
Holidays / Camps /Trips out	For annual holidays, camps and trips out to theatres etc
Independent Living fund	To support former care leavers to achieve full independence
Sponsor a book	For sponsorship of children's special interest books and other reading
Forest School	Funds of £120,000 were received from The Band Trust and £12,229 from Morrisons Foundation to set up a forest school and provide outdoor sport and activity equipment.
Other fundraised funds	To fund a range of specific small items including leavers packs, art, play & music equipment, hardship grants, sport & challenge activities and vocational education
ESFA	To improve standards in the school and for capital expenditure in the school
Pupil premium	Funds received from Local Authorities which are provided for the education needs of individual school pupils
Care leavers hardship fund	A fund for care leavers to request support from.
Smeeth School Resources	Funding towards resources for the Smeeth school.
Fledborough Therapy Centre	Funding towards a new therapy centre at Fledborough.
Swiss RE	Funding to provide enhancements to the physical environment
Other restricted funds	Funds received from Local Authorities and statutory bodies which are provided for individual children and care leavers
Secondary Food Tech	Fund to refurbish the Secondary food tech classroom
SEC Sensory room	Fund to refurbish the Secondary sensory rooms
Social Worker Training	Fund to provide training towards a social worker qualification
New Therapy Home	Fund to refurbish part of Caldecott House to provide a new area for children's therapy
Transfer between funds	Represents the transfer of unspent funds to other restricted funds and correction of the opening balance.

20 DESIGNATED FUNDS

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

GROUP - CURRENT YEAR	Balance at 1 April 2022 £	New designations £	Designations released £	Transfers/ Gains £	Balance at 31 March 2023 £
Fixed asset reserve	5,868,848		-	47,855	5,916,703
Pension reserve	(5,624,000)	-	-	5,624,000	-
Extras' fund	156,822	10,767	(16,840)	(7,860)	142,888
	401,670	10,767	(16,840)	5,663,995	6,059,591

GROUP - COMPARATIVE YEAR	Balance at 1 April 2021 £	New designations £	Designations released £	Transfers/ Gains £	Balance at 31 March 2022 £
Fixed asset reserve	5,732,281		-	136,567	5,868,848
Pension reserve	(7,106,000)	-	-	1,482,000	(5,624,000)
Extras' fund	151,411	6,182	(771)	-	156,822
	(1,222,308)	6,182	(771)	1,618,567	401,670

The fixed asset reserve - represents the net book value of fixed assets held net of any associated borrowings.

The pension reserve - represents the pension scheme liability at the year end.

The Extras fund - to be used for additional activities over and above those funded by core funding.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2023

20 DESIGNATED FUNDS

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

CHARITY - CURRENT YEAR	Balance at 1 April 2022 £	New designations £	Designations released £	Transfers/ Gains £	Balance at 31 March 2023 £
Fixed asset reserve	6,206,985	-	-	78,055	6,285,040
Pension reserve	(5,624,000)	-	-	5,624,000	-
Extras' fund	156,822	10,767	(16,840)	(7,860)	142,888
	<u>739,807</u>	<u>10,767</u>	<u>(16,840)</u>	<u>5,694,195</u>	<u>6,427,928</u>

CHARITY - COMPARATIVE YEAR	Balance at 1 April 2021 £	New designations £	Designations released £	Transfers/ Gains £	Balance at 31 March 2022 £
Fixed asset reserve	6,040,216	-	-	166,769	6,206,985
Pension reserve	(7,106,000)	-	-	1,482,000	(5,624,000)
Extras' fund	151,411	6,182	(771)	-	156,822
	<u>(914,373)</u>	<u>6,182</u>	<u>(771)</u>	<u>1,648,769</u>	<u>739,807</u>

The fixed asset reserve - represents the net book value of fixed assets held net of any associated borrowings.

The pension reserve - represents the pension scheme liability at the year end.

The Extras fund - to be used for additional activities over and above those funded by core funding.

21 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
CURRENT YEAR				
Fund balances at 31 March 2023 are represented by:				
Intangible fixed assets	-	30,663	-	30,663
Tangible fixed assets	-	5,961,328	-	5,961,328
Investments	-	2,459	-	2,459
Current assets	1,594,648	143,888	139,671	1,878,208
Creditors: amount falling due within one year	(563,131)	(78,747)	-	(641,877)
Creditors: amount falling due after more than one year	-	-	-	-
Defined benefit pension	-	-	-	-
	<u>1,031,518</u>	<u>6,059,592</u>	<u>139,671</u>	<u>7,230,780</u>
COMPARATIVE YEAR				
Fund balances at 31 March 2022 are represented by:				
Intangible fixed assets	-	60,863	-	60,863
Tangible fixed assets	-	5,965,551	-	5,965,551
Investments	-	2,459	-	2,459
Current assets	1,724,198	157,822	110,069	1,992,089
Creditors: amount falling due within one year	(583,671)	(81,107)	-	(664,778)
Creditors: amount falling due after more than one year	-	(79,917)	-	(79,917)
Defined benefit pension	-	(5,624,000)	-	(5,624,000)
	<u>1,140,528</u>	<u>401,670</u>	<u>110,069</u>	<u>1,652,267</u>

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023**

22 RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASHFLOW FROM OPERATING ACTIVITIES

	2023	2022
	£	£
Net (expenditure)/income for year	(45,487)	112,579
Interest and investment income receivable	(11,545)	(161)
Depreciation of tangible fixed assets	492,566	404,708
Amortisation of goodwill	30,200	30,200
(Profit) on disposal of fixed assets	-	-
(Increase) in debtors	(149,866)	(64,130)
Increase/(decrease) in creditors	(20,542)	90,957
Net cash flow from operating activities	<u>295,325</u>	<u>574,153</u>

23 ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2022	Cash flow	Non-cash changes	At 31 March 2023
	£	£	£	£
Cash at bank and in hand	1,495,615	(263,749)	-	1,231,866
Bank overdrafts	-	-	-	-
	<u>1,495,615</u>	<u>(263,749)</u>	<u>-</u>	<u>1,231,866</u>
Debt due within one year	(81,108)	82,278	(79,917)	(78,747)
Debt due after one year	(79,917)	-	79,917	-
	<u>(161,025)</u>	<u>82,278</u>	<u>-</u>	<u>(78,747)</u>
	<u>1,334,590</u>	<u>(181,471)</u>	<u>-</u>	<u>1,153,119</u>

24 FUTURE COMMITMENTS

Operating leases

Total future minimum lease payments under non-cancellable operating leases are as follows:

Group	Land and buildings		Other	
	2023	2022	2023	2022
	£	£	£	£
Within one year	49,000	49,000	5,034	4,770
Between two and five years	196,000	196,000	5,062	3,845
In over five years	474,561	526,750	-	-
	<u>719,561</u>	<u>771,750</u>	<u>10,096</u>	<u>8,615</u>

Charity

	Land and buildings		Other	
	2023	2022	2023	2022
	£	£	£	£
Within one year	49,000	49,000	5,034	4,195
Between two and five years	196,000	196,000	5,062	3,845
In over five years	474,561	526,750	-	-
	<u>719,561</u>	<u>771,750</u>	<u>10,096</u>	<u>8,040</u>

Pension commitments

In the prior year, the Trustees agreed to pay additional pension contributions in respect of the Kent County Council Local Government Pension Scheme with effect from 1 April 2021. The monthly additional contribution is a minimum payment of £15,000, or £180,000 annually until the deficit is cleared.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023

25 RELATED PARTIES

Mr N Barnett

Mr N Barnett is the Chief Executive Officer of Caldecott Foundation and a member of the key management team. During the year ended 31 March 2020 he received a loan of £12,000 which is repayable over 5 years. At 31 March 2023, he owed Caldecott Foundation £4,200 (2022: £6,600).

26 CAPITAL COMMITMENTS

The charity had capital commitments at the year end as follows:

2023	2022
£	£
-	51,835

CALDECOTT FOUNDATION LIMITED

England & Wales - Charity number 307889

Accounts

THE CALDECOTT FOUNDATION LIMITED
CONSOLIDATED FINANCIAL STATEMENTS AND ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Registered Charity No: 307889
Registered Company No: 00419256 (England and Wales)

THE CALDECOTT FOUNDATION LIMITED

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THE CALDECOTT FOUNDATION LIMITED

LEGAL AND ADMINISTRATIVE DETAILS

Trustees	Mr Charles Lister (Chair) Mrs Susan Appleby Mr Jerome Flechais Mr John Fletcher (Treasurer) Mr Colin Green (Vice Chair) Mrs Maria Sullivan Mrs Maree Thorn Mr Simon Wakeman	
Secretary	Mr Steve Anderson	
Key Management Personnel	Nicholas Barnett Karen Norman Steve Anderson Damion Napier Tim Allison Kevin Gore	
Charity Number	307889	
Company Number	00419256	
Registered office	Caldecott House Hythe Road Smeeth Ashford Kent TN25 6SP	
Independent Auditors	Azets Audit Services Greytown House 221-227 High Street Orpington Kent BR6 0NZ	
Bankers	Barclays Bank Plc 66 High Street Ashford Kent TN24 8TL	National Westminster Bank Plc PO Box No. 4NU London W1A 4NU
	Santander UK Plc Bridle Road Bootle Merseyside L30 4GB	
Solicitors	Kingsfords 2 Elwick Road Ashford Kent. TN23 1PD	

THE CALDECOTT FOUNDATION LIMITED

CHAIR OF TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2022

As an organisation providing care and education services to children, our work is first and foremost about people. Over the last year, an unprecedented number of external events have increased the pressure on our staff, our children and young people, and their families. These have included the Covid-19 pandemic, food and fuel shortages, increased waiting times for treatment through the NHS, a war in Europe and now a cost-of-living crisis which appears likely to get worse as we head towards the Winter of 2022.

Yet despite all this, our children and young people have continued to make progress and achieve fantastic outcomes. We have also grown our services to reach more young people and improved the financial sustainability of the organisation. This has only been achieved thanks to the professionalism and dedication of our staff teams and the leadership of our Chief Executive, Nick Barnett.

Over the last few years and throughout the Covid-19 pandemic Nick and his team have carefully thought through their decisions and targeted interventions to reduce the negative impact of the various pressures and risks that our people have faced.

We focused significant energy on supporting our children and young people given the additional anxiety and distress that many experienced because of Covid-19. Our in-house therapists supported key workers to provide additional 1 to 1 support. There was close liaison between our care and education teams to ensure that the best education packages were in place. Children and young people in our care were also supported to have family contact where appropriate through video chat. On occasions (if Covid restrictions permitted) in person contact was facilitated in one of our properties (Garden House) that was converted into a temporary contact centre after the two centres in Ashford were closed. There was additional investment in the houses and their gardens to ensure that the children had plenty of play equipment so that they were kept happy and entertained.

Feedback from most children and young people was that the actions we took made them feel safer. As Ofsted returned to their normal inspection regime in 2021, we were extremely pleased that, in many of their inspections of our services, the inspectors recognised this monumental achievement. This is just one of many comments made during the year:

"High standards of care have been maintained, and children who have moved in during the pandemic have settled quickly and are making remarkable progress. This includes significant academic progress despite a very disrupted school programme",

Ofsted Inspection report, May 2021.

One of the things we are most proud of over the last few years is the contribution we made to keeping families together. Although some parents took the difficult decision to keep their children at home during lockdown, Caldecott School remained open every single day to educate the many children and young people who continued to attend school in person. For those who stayed at home, we continued to provide a rich curriculum through virtual learning and regular visits from our school team.

For staff, we bolstered our range of employee benefits by introducing a new health cashback scheme and employee assistance programme in April 2021. We extended company sick pay to those who did not qualify where they tested positive for Covid-19 and needed to self-isolate. We also protected those frontline staff who were at higher medical risk from Covid-19 ensuring that they received full pay even when they were not able to work because of the risk from Covid-19 in undertaking their role.

In writing this report and reflecting on our achievements and the challenges we have faced over the last few years I once again find myself in awe of the dedication of our staff and the resilience of our children and young people.

THE CALDECOTT FOUNDATION LIMITED

CHAIR OF TRUSTEES' REPORT *FOR THE YEAR ENDED 31 MARCH 2022*

I want to acknowledge the leadership, commitment & dedication provided by Nick Barnett (CEO) and the Executive team. The Caldecott Foundation's reputation across the social care workplace is outstanding. The Foundation provides children and young people with fantastic care in a nurturing and loving environment. Thank you to all the carers, teaching staff and support services for your continuing work 'helping children build a future'.

I would like to end my section of this review by highlighting the invaluable contribution of our donors and volunteers. We are so grateful for the support that we have received over the year which has helped us improve and develop of our services and provide our children and young people with life enhancing experiences and opportunities.



Mr Charles Lister, Chairman

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present herewith their report and the financial statements for the year ended 31 March 2022. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and 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 published on 16 July 2014 as amended by Bulletin 1 and Bulletin 2.

Objectives and activities

The principal objects for which the Foundation was established as a Company Limited by Guarantee and not having a share capital are:-

- To provide residential care, therapy, education and fostering placements for children and young people who have faced deprivation, cruelty or neglect, and/or who may have emotional, behavioural or educational difficulties.
- To place children and young people at the centre of everything that we do.
- To provide a 'best value', quality service which meets and exceeds the requirements of our purchasers and OFSTED.
- To maximise the quality of our staff through personal development and training.
- To evaluate the potential of providing other services to our client group.
- To operate in surplus, enabling us to re-invest in services and facilities.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Foundation should undertake.

Public benefit statement

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Foundation's aims and objectives and in planning future activities.

Strategic Report

Review of the year

This year we have continued to see an increase in the number of children and young people who have accessed and benefited from our services. Across our three core services of residential care, education and fostering we supported 118 children and young people compared to 102 in the previous year. Most of this increase was at Caldecott School where the school roll has been steadily growing over the last five years. This was supported by the addition of two new classrooms to our Primary School in September 2021.

Despite the many operational challenges posed by the Covid-19 pandemic we have supported our children and young people to make exceptional progress in both their social and emotional development as well as their educational attainment.

During the year we have seen eight young people leave our residential care with seven making a positive planned transmission to Fostering and one moving to another residential provision closer to their family. Whilst at Caldecott School we seen four Year 11 students leave us at the end of the academic year all having secured employment or a post 16 education or training placement.

Of those young people who left our foster care two reached 18 years old and have remained with their foster carers under the 'shared lives' arrangement, one returned to live with their mother, one moved into semi-independent living, two moved with their foster family to another agency and four moved onto residential care placements which were identified as better placed to meet their needs.

Caldecott Fostering completed their annual survey of foster carers and received an exceptional response. Some of the highlights are listed below:

- 100% of carers said that they would recommend Caldecott Fostering
- 100% of carers said they felt valued by Caldecott Fostering
- 100% of carers felt that the training provided is excellent
- 100% of carers felt recognised and valued as part of the team around the child

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Review of the year

We would also like to thank our foster carers for the exceptional care that they provide to our children. We would like to highlight the wonderful achievement of Carol and Derek Moody who were awarded an MBE in the 2022 New Years' Honour List for their services to foster care.

"We absolutely want to thank our family, friends, and other professionals for many years of valuable support over our 20 years of Fostering. A massive thank you to Caldecott Fostering for their excellent support and for always being there to share our fostering journey. Our boys. What can I say, except they are amazing, they are inspirational and they bring us so much joy. Fostering is a journey, and it is wonderful in how much difference you can make to a child's life",

Carol Moody, Foster Carer, Caldecott Fostering.

This year we saw Ofsted return to their normal inspection cycle with all seven of our registered children's homes and our boarding provision being inspected. All but one of these inspections resulted in the service being rated 'Outstanding' which means that as of 31st March 2022 eight out of ten of our registered services is rated 'Outstanding' with two rated 'Good'.

We are also proud of the investment that we have continued to make into the development of our staff. In addition to our annual training programme and extensive induction training for new staff we have supported staff to take on a wide range of courses to enhance their knowledge and skills. During the year staff have completed courses ranging from Life Story work to social work degrees with two members of our school team completing their teaching qualification.

It is our belief that children and young people are happiest and achieve their goals when they have strong, supportive and caring relationships with key adults in their lives. The development of these relationships is therefore at the heart of our ethos and we have selected two quotes from recent Ofsted inspections which highlight the impact of this ethos on our children.

"Children make huge strides in their development while living at this home. They thrive in a home where their success is celebrated and enjoyed by the adults who care for them. Children feel that they are valued and understood. They enjoy close supportive relationships which have often been developed over years. The huge strides children make are often achieved over several years. For example, children who arrived refusing school, refusing to mix with their peers and displaying unsettled and aggressive behaviour now attend mainstream school, become members of clubs in their communities and have been successfully fostered. They have experienced living in a home where they are loved, valued and respected",

Ofsted Inspection Report, August 2021.

"Children are at the heart of this home. Staff provide the children with a genuine sense of emotional warmth and understanding. Children are involved in all aspects of their care and this helps them make consistently very good progress... Staff place a strong focus on supporting children to have fun, try new things and have a happy life. Staff go to great lengths to create pictures, positive memory books and 'made me smile' notes, to provide children with a collection of happy memories. Children take these very happy memories with them when they move on",

Ofsted inspection report, January 2022.

Our services have continued to go from strength to strength with a high level of investment improving our facilities and young people making huge leaps in progress across their care and education. These fantastic outcomes could not have been achieved without the dedicated group of individuals who work across the Caldecott Foundation – as always, they have our heart felt gratitude.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Financial review

Group income for the year was £9,452,058 (2021: £8,720,822) which included income from Caldecott Fostering Limited of £1,249,108 (2021: £1,111,214), following the acquisition of the remaining 50% of shares in 2018. Group expenditure amounted to £9,339,479 (2021: £8,112,458). The resulting surplus before adjustments to the Pension Scheme was £112,579 compared to a surplus of £608,364 in 2021. This was in line with expectations. Residential numbers have stabilised, and costs have been reduced to a level which enables the Foundation to operate at a surplus.

The Group Balance Sheet shows a positive position of £1,652,267 (2021: £57,688), and the Balance Sheet for The Caldecott Foundation has improved from £268,336 to £1,813,017.

Cash Flow

The Foundation has been generating significant positive cash flow from its activities for the past several years. These funds have been used in part to enable expansion and improvement of the services we offer across a broad range of what we do. These improvement projects have been designed to raise our efficiencies and positive environmental impact, to invest in training and working conditions for those who work for us, and to improve the offering to the children who depend upon us. Remaining cash has been used to build our free cash reserves towards our target of 3 months of operating costs and to pay down part of our pension scheme deficit in line with professional advice. We expect to see continued progress on all these fronts.

Pension Scheme

The Pension Scheme deficit has decreased in the year by £1.482m to £5.624m (2021: increased by £1.313m to £7.106m). This remains a major issue for the Foundation to manage. The Board and Finance Committee have taken professional advice and keep the issue under constant appraisal. We have appropriate plans in place. It is a particularly difficult time for Pension Schemes. Actuarial factors, Interest rates, and Bond Yields have, for some time, behaved in ways which are unusual in the long term. The Caldecott Scheme deficit is a long term deficit which allows us many years to resolve it. Contributions continue to be paid in line with the Actuary's advice.

We have taken specific professional advice this year on our actions to start paying down our pension scheme deficit with additional voluntary contributions of £180,000 per annum starting 1st April 2021. The advice received is that this is a timely action of a sensible amount, which taken in conjunction with other measures, is appropriate to the size of the challenge over the next several years.

Outlook

The Trustees welcome the great progress made to the financial health of the Foundation over the past several years. We remain conscious of the need to maintain continuous improvement to combat the ever more severe financial constraints which all those engaged in the Care sector face. The excellent standing of our care facilities reflected in our Ofsted ratings is testament to our determination to be ranked with the very best in our field. In this lies our confidence that we will continue to offer outstanding care to the children in our care, whilst also sustaining continued improvement in our financial strength alongside further expansion in our activities.

Investment policy

Any cash deemed to be surplus by the Trustees, other than for the day-to-day running of the charity, is held in assets which are available to the Foundation at short to medium term notice. The trustees regularly review the requirements of the Foundation through cash flow forecasting to ensure that sufficient funds are readily available at short notice to meet day-to-day needs, and that returns are maximised on the remaining funds through longer term investment. To minimise the risk to the charity and its funds, surplus cash is held with a number of UK financial institutions with a good credit rating.

Reserves policy

The Foundation's target is to achieve and maintain unrestricted, undesignated reserves to cover a minimum of 3 months' committed running costs. This equates to approximately £2.4 million based on budgeted running costs for the next 12 months. At the year end, the Foundation had total reserves of £7.276 million before the pension fund provision, much of which is tied up in property which cannot be easily realised. At the year end the Foundation had unrestricted reserves of £963,141 (2021: £1,061,119). It remains our intention to build free reserves towards the target.

Funds position

At 31 March 2022, restricted funds amounted to £110,069 (2021: £121,590) and further details can be found in note 19 to the financial statements.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Funds position (continued)

At 31 March 2022 designated funds amounted to £739,807 (2021: negative £914,373) and further details can be found in note 20 to the financial statements. The main elements of the designated funds are the fixed asset reserve, amounting to £6,206,985 (2021: £6,040,216) and the LGPS deficit amounting to £5,624,000 (2021: £7,106,000).

As detailed above, the unrestricted fund has a positive balance of £963,141 at 31 March 2022 (2021: £1,061,119). The Foundation has taken a series of steps to reduce costs and improve financial performance. This progress is expected to continue through the coming year.

Going Concern

The Foundation continues to be supported by the company's bankers and meets its day to day working capital requirements through its cash reserves. On this basis, the Trustees consider it appropriate to prepare the accounts on the going concern basis.

Principal risks and uncertainties

The Trustees have identified and evaluated the major strategic, financial and operational risks which the charity faces. Processes are in place to implement and monitor control measures designed to eliminate or reduce the likelihood and/or impact of those risks.

Along with most businesses and, of course households, we are closely monitoring our costs which have increased significantly since April 2022 and are forecast to rise much further over the next few years in line with inflation. Although prices are increasing across the board one of the main drivers is energy costs which we are addressing through the installation of solar panels. The primary motivation for the project was to reduce our impact on the environment. However, the fact that we are now generating a sizable amount of electricity ourselves is proving to be advantageous.

The cost of living crisis is naturally having a huge impact on our staff. This has increased the risks around retaining and recruiting staff which have been growing over a number of years as a result of falling unemployment levels and changing cultural attitudes to jobs within the caring professions. In response we have:

- Introduced new employee benefits including a health cash back scheme and employee assistance programme
- Reviewed our pay structure resulting in a majority of staff receiving a meaningful increase in pay at the start of the year
- Responded to feedback from our annual engagement survey with improvements to our internal consultation processes and providing even more learning and development opportunities to our staff.
- Streamlining our recruitment process to reduce the time between receiving an application and making an offer of employment.

We believe that one of our greatest strengths as an organisation is the level and quality of resources that we make available to support our children and young people to make progress. Ensuring that we continue to improve is essential to best meeting the needs of our children and young people and maintaining our exceptional reputation with Local Authorities and Ofsted. The key controls we have in place are:

- An experienced and dedicated team of Managers led by our CEO Nick Barnett
- A strong quality improvement team including highly qualified and experienced staff supported by specialist external consultants
- A Model of Care that embeds our core values and ethos into everything we do
- Clear internal policies and procedures, a thorough induction for new staff and a training programme that offers continual learning opportunities and career development for all staff
- A robust governance structure including sub-committees providing oversight of Care & Therapy, Education, Finance and Audit & Risk

Fundraising

The Foundation does not employ any professional fundraisers to fundraise on its behalf but all staff members and any volunteers involved in fundraising activities are trained in accordance with recognised standards so as to ensure that the public, including vulnerable people, are protected from unreasonable or intrusive approaches. The Foundation has not received any complaints about its fund raising activities.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Plans for the future

Due to the increasing demand for places for our education services we will be building on our investment last year with a further two new classrooms being constructed within the grounds of our Primary School. We will also be creating a new classroom at our Secondary School within the existing building.

In addition to the classroom space we will be completing renovation work to improve both our Primary and Secondary School reception areas and landscaping to improve the look and feel of the school environment. Finally our Secondary School will benefit from two new sensory rooms which will provide our students with somewhere to be calm and comfortable when they need a break from their normal lessons and activities.

During the year the installation of solar panels on our properties got underway with two thirds of the work completed to date. This initial phase will be completed shortly and will cut our carbon footprint significantly as well as saving money on our electricity bills. We will be considering further investment into solar panels over the next twelve months.

Structure, governance and management

The Foundation is a company limited by guarantee and is governed by its Memorandum and Articles of Association. The Council shall consist of the officers of the company, namely the Chair, Deputy Chair and Treasurer; not less than 6 and not more than 25 (including the officers of the company) members of the company. At every Annual General Meeting, one third of the members, excluding the Chair, Deputy Chair and Treasurer, shall retire by rotation. Any retiring member is eligible for immediate re-election. With respect to the Chair, Deputy Chair and Treasurer, at every third Annual General meeting they shall retire from office. They may stand for re-election. However if the Chair and Deputy Chair have completed more than five years in office and the Treasurer has completed more than eight years in office they may not stand for re-election.

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Mr Charles Lister (Chairman)	Mr Colin Green (Vice Chair)
Mrs Susan Appleby	Mrs Catherine Smith (resigned 29 July 2021)
Mrs Angela Collins (resigned 3 March 2022)	Mrs Maria Sullivan
Mr Jerome Flechais	Mrs Maree Thorn
Mr John Fletcher (Treasurer)	Mr Simon Wakeman

Appointment and recruitment of Trustees

A recruitment and appointment procedure for Trustees has been adopted. When a Trustee vacancy occurs the Nominations Committee conducts a skills audit and seeks out, by a variety of means including open advertisement, prospective Trustees with the requisite skills and experience. Candidates are invited to meet with the Managing Director and senior managers prior to being interviewed by members of the Nominations Committee. A recommendation is then made to the Board for approval.

Committee structure, induction and training

The Trustees' responsibilities in respect of accounting records, safeguarding of assets and the prevention and detection of fraud and other irregularities are set out in the Statement of Trustees' Responsibilities. Trustee induction and training have been developed. As part of the process of satisfying these obligations, the Foundation has reviewed its present system of internal control to ensure that the controls are appropriate to the Foundation's activities. The Internal Control Manual has been further developed.

During the year the Board of Trustees meets at least 4 times and a number of committees also meet. These include as a minimum:-

- Audit and Risk Committee (2 times a year)
- School Governors (3 times a year)
- Finance Committee (3 times a year)
- Nominations committee (ad hoc basis)
- Care and Therapy Committee (3 times a year)
- Remunerations committee (annually)

Each committee has defined Terms of Reference which have been agreed by the Board of Trustees. Occasionally a task focused group will be convened and disbanded once the task has been achieved.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Day to day management

The day to day management of the charity is delegated to the Senior Management Team consisting of:

Chief Executive Officer	Nicholas Barnett
Head of Education	Karen Norman
Head of Finance	Steve Anderson
Referrals and Commissioning Manager	Damion Napier
Business Manager	Tim Allison
Operations Manager	Kevin Gore

Annually, in September, all Trustees and officers of the organisation will declare any relevant pecuniary information which may affect their independence or ability to discharge their duties.

Pay policy for key management personnel

The Trustees consider the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Foundation on a day to day basis. All Trustees give of their time freely and no trustee received remuneration in the year. The pay of the senior staff is reviewed annually and normally increased in accordance with market rates.

Trustees responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume the charitable company will continue in business.

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

Disclosure of information to auditors

Each of the Trustees have confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

A resolution proposing that Azets Audit Services be reappointed as auditor of the charitable company will be put to the members.

By Order of the Board of Trustees
Date: 20/10/22



Mr Charles Lister, Chairman

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

Opinion

We have audited the financial statements of The Caldecott Foundation Limited (the parent charitable company) and its subsidiaries (the group) for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charitable Company Balance Sheet, the Consolidated Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group and parent charitable company's affairs as at 31 March 2022, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis of opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees Annual Report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you, 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement set out on page 8, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

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

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Michelle Wilkes FCA
(Senior Statutory Auditor)
for and on behalf of Azets Audit Services
Statutory Auditor
Date:

Greytown House
221-227 High Street
Orpington
Kent
BR6 0NZ

THE CALDECOTT FOUNDATION LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	2022 Total £	2021 Total £
Income from:						
Donations and legacies	2	-	6,182	14,269	20,451	77,361
Charitable activities	3	8,852,043	-	576,544	9,428,587	8,573,331
<i>Investment income</i>						
Income from investments		59	-	-	59	2
Interest receivable		102	-	-	102	45
Other	4	2,859	-	-	2,859	70,083
Total Income		8,855,063	6,182	590,813	9,452,058	8,720,822
Expenditure on:						
Raising funds	5	-	771	-	771	482
Charitable activities	5	8,736,374	-	602,334	9,338,708	8,108,830
Corporation tax - trading		-	-	-	-	3,146
Total expenditure	5	8,736,374	771	602,334	9,339,479	8,112,458
Net income/(expenditure) before transfers		118,689	5,411	(11,521)	112,579	608,364
Transfers between funds	20	(136,567)	136,567	-	-	-
Net income/(expenditure) after transfers		(17,878)	141,978	(11,521)	112,579	608,364
Other recognised gains / (losses):						
Revaluation gains/(losses) on fixed asset investment	13	-	-	-	-	(383)
Remeasurement gain on defined benefit pension scheme	17	-	1,482,000	-	1,482,000	(1,313,000)
Net movement in funds		(17,878)	1,623,977	(11,521)	1,594,578	(705,018)
Reconciliation of funds:						
Fund balances at 1 April 2021		1,158,406	(1,222,308)	121,590	57,688	762,707
Fund balances at 31 March 2022		1,140,528	401,670	110,069	1,652,267	57,688

All transactions are derived from continuing activities.

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

THE CALDECOTT FOUNDATION LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022

Comparative information only

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	2021 Total £
Income from:					
Donations	2	-	9,883	67,478	77,361
Charitable activities	3	8,007,756	-	565,575	8,573,331
<i>Investment income</i>					
Income from listed investments	2	-	-	-	2
Interest receivable	45	-	-	-	45
Other	4	70,083	-	-	70,083
Total Income		8,077,886	9,883	633,053	8,720,822
Expenditure on:					
Raising funds	5	-	482	-	482
Charitable activities	5	7,516,198	1,798	590,834	8,108,830
Corporation tax - trading		3,146	-	-	3,146
Total expenditure	5	7,519,344	2,280	590,834	8,112,458
Net income/(expenditure) before transfers		558,542	7,603	42,219	608,364
Transfers between funds	20	90,645	787	(91,432)	-
Net income/(expenditure) after transfers		649,187	8,390	(49,213)	608,364
Other recognised gains / (losses):					
Revaluation gains/(losses) on fixed asset investment	13	-	(383)	-	(383)
Remeasurement gain/(loss) on defined benefit pension scheme	17	-	(1,313,000)	-	(1,313,000)
Net movement in funds		649,187	(1,304,992)	(49,213)	(705,018)
Reconciliation of funds:					
Fund balances at 1 April 2020		509,219	82,685	170,803	762,707
Fund balances at 31 March 2021		1,158,406	(1,222,308)	121,590	57,688

All transactions are derived from continuing activities.

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

THE CALDECOTT FOUNDATION LIMITED

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2022

	Note	2022	2021
		£	£
Fixed assets			
Intangible assets	11	60,863	91,063
Tangible assets	12	5,965,551	5,879,188
Investments	13	2,459	2,459
		<u>6,028,873</u>	<u>5,972,710</u>
Current assets			
Debtors	14	496,473	432,343
Cash at bank and in hand		<u>1,495,615</u>	<u>1,492,774</u>
		<u>1,992,089</u>	<u>1,925,117</u>
Creditors: amounts falling due within one year	15	<u>(664,778)</u>	<u>(572,428)</u>
Net current assets		<u>1,327,311</u>	<u>1,352,689</u>
Total assets less current liabilities		<u>7,356,184</u>	<u>7,325,399</u>
Creditors: amounts falling due after more than one year	16	<u>(79,917)</u>	<u>(161,711)</u>
		<u>7,276,267</u>	<u>7,163,688</u>
Defined benefit pension liability	17	<u>(5,624,000)</u>	<u>(7,106,000)</u>
Net funds		<u>1,652,267</u>	<u>57,688</u>
Funds			
Restricted funds	19	110,069	121,590
Unrestricted funds:			
Designated funds:	20		
Fixed asset reserve		5,868,848	5,732,281
Pension Liability		(5,624,000)	(7,106,000)
Extras' fund		<u>156,822</u>	<u>151,411</u>
		401,670	(1,222,308)
Other charitable funds		963,141	1,061,119
Non-charitable funds	13	<u>177,387</u>	<u>97,287</u>
	21	<u>1,652,267</u>	<u>57,688</u>

The accounts were approved by the Board on 28/07/2022


Mr Charles Lister (Chair)
Trustee

Name
Trustee


JOHN FLETCHER

Company Number: 00419256

THE CALDECOTT FOUNDATION LIMITED

CHARITY BALANCE SHEET
AS AT 31 MARCH 2022

	Note	2022		2021	
		£	£	£	£
Fixed assets					
Tangible assets	12		5,965,551		5,879,188
Investments	13		403,459		403,459
			<u>6,369,010</u>		<u>6,282,647</u>
Current assets					
Debtors	14	432,183		352,556	
Cash at bank and in hand		<u>1,275,931</u>		<u>1,379,001</u>	
		1,708,115		1,731,557	
Creditors: amounts falling due within one year	15	<u>(560,190)</u>		<u>(478,157)</u>	
Net current assets			<u>1,147,925</u>		<u>1,253,400</u>
Total assets less current liabilities			7,516,935		7,536,047
Creditors: amounts falling due after more than one year	16		<u>(79,917)</u>		<u>(161,711)</u>
			7,437,017		7,374,336
Defined benefit pension liability	17		(5,624,000)		(7,106,000)
Net funds			<u>1,813,017</u>		<u>268,336</u>
Funds					
Restricted funds	19		110,069		121,590
Unrestricted funds:					
Designated funds:	20				
Fixed asset reserve		6,206,985		6,040,216	
Pension Liability		(5,624,000)		(7,106,000)	
Extras' fund		<u>156,822</u>		<u>151,411</u>	
			739,807		(914,373)
Other charitable funds	21		<u>963,141</u>		<u>1,061,119</u>
			<u>1,813,017</u>		<u>268,336</u>

The accounts were approved by the Board on 28/07/2022


Mr Charles Lister (Chair)
Trustee

Name
Trustee


JOHN FLETCHER

Company Number: 00419256

THE CALDECOTT FOUNDATION LIMITED

**CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	2022 £	2021 £
Net cash flow from operating activities	22	<u>574,153</u>	<u>822,268</u>
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(491,069)	(301,513)
Proceeds on disposal of tangible fixed assets		-	3,177
Interest and investment income received		161	47
Net cash flow from investing activities		<u>(490,908)</u>	<u>(298,289)</u>
Cash flow from financing activities			
Repayments of borrowing		(80,404)	(76,663)
		<u>(80,404)</u>	<u>(76,663)</u>
Net increase in cash and cash equivalents		2,841	447,316
Cash and cash equivalents at 1 April 2021		1,492,774	1,045,458
Cash and cash equivalents at 31 March 2022		<u>1,495,615</u>	<u>1,492,774</u>
Cash and cash equivalents consists of:			
Cash at bank and in hand		1,495,615	1,492,774
Cash and cash equivalents at 31 March 2022		<u>1,495,615</u>	<u>1,492,774</u>

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(a) Basis of accounting

The Caldecott Foundation Limited is a registered charitable company in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities is to provide residential care, therapy and education for children and young people who have faced deprivation, cruelty or neglect, and who may have emotional, behavioural or educational difficulties.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) issued on 16 July 2014 as amended by Bulletin 1 and Bulletin 2 and the Financial Reporting Standard applicable in the United Kingdom (FRS 102) and the Charities Act 2011.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Consolidation

In the opinion of the member of the committee, the charitable company and its subsidiary undertakings comprise a small group.

The consolidated financial statements incorporate the results of the charity and its trading subsidiary, Caldecott Fostering Limited, for the year ended 31 March 2022. As a consolidated Statement of Financial Activities is published, a separate Statement of Financial Activities for the parent company is omitted from the group statements by virtue of Section 408 of the Companies Act 2006.

(c) Fund accounting

Unrestricted general funds are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Restricted funds are funds that can only be used for particular restricted purposes within the objects of the charitable company. Restriction arises when specified by the donor or when funds are raised for particular restricted purposes.

Designated funds represent funds invested in fixed assets. The designated fund balance has been represented to ensure that the fund balance accurately reflects the designation policy adopted by the trustees.

(d) Income recognition

All income is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Foundation has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies (continued)

(d) Income recognition

Voluntary income, including donations, gifts and grants that provide core funding or are of a general nature, is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Care services and fees are included in the Statement of Financial Activities when receivable;

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

(e) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes all expenditure incurred by the Foundation to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.; and
- Expenditure on charitable activities comprises those costs incurred by the Foundation in the delivery of its activities and services for beneficiaries. It includes both costs allocated directly to such activities and those costs of an indirect nature necessary to support them.

(f) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources. Other costs have been allocated on the basis of staff time spent.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 6.

(g) Intangible fixed assets

Goodwill on consolidation is amortised over a period of 5 years following year of acquisition.

(h) Tangible fixed assets and depreciation

With the exception of freehold property, tangible fixed assets are stated at cost less accumulated depreciation and any recognised impairment losses. Freehold property is stated in the balance sheet at deemed cost being the fair value on the date of transition to FRS102 less any subsequent depreciation and impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended. Fixed assets below £1,000 are not capitalised.

Depreciation is provided on all tangible assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life, as follows:

Freehold land	Not depreciated
Freehold buildings & improvements	2% or 5% straight line
Fixtures, fittings & equipment	10%, 20% or 33% straight line
Motor Vehicles	20% straight line

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies (continued)

(i) Fixed asset investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the SoFA if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Investments in joint ventures are measured at cost less impairment.

(j) Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(k) Loans and borrowings

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

(l) Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

Retirement benefits to employees of the Foundation are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes. The charity also operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Foundation in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 18, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded scheme and the assets are held separately from those of the Foundation in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies (continued)

(m) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(n) Judgements and key sources of estimation uncertainty

Accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Foundation makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 13 for the carrying amount of the property plant and equipment, and note 1(h) for the useful economic lives for each class of assets.

LGPS

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 19, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 March 2021. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Bad debt provision

The value of trade debtors is sensitive to the recoverability in full of any invoices issued to each customer. Once the debt becomes overdue it is chased and periodically reviewed to ensure it is recoverable in full. If a provision is deemed necessary this is included on an annual basis. No provision for bad and doubtful debts is currently included in the accounts.

(o) Going concern

The Foundation continues to be supported by the company's bankers and meets its day to day working capital requirements through its cash reserves. The nature of the Foundation's activities are such that there can be considerable unpredictable variation in the timing of cash inflows. The trustees have prepared projected cash flow information for the period ending 31 March 2023 and beyond. On the basis of this cash flow information, the trustees consider that the Foundation will continue to meet its obligations from its cash reserves. On this basis, the trustees consider it appropriate to prepare the accounts on the going concern basis.

(p) 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.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2022

2 DONATIONS	2022	2021
	£	£
Designated funds	6,182	9,883
	<u>6,182</u>	<u>9,883</u>
Restricted funds:		
Other restricted donations and gifts	7,269	6,478
Swiss RE	7,000	61,000
	<u>14,269</u>	<u>67,478</u>
Total	<u>20,451</u>	<u>77,361</u>

3 CHARITABLE ACTIVITIES		Unrestricted funds	Restricted funds	Total 2022	Total 2021
		£	£	£	£
Local Authority Contract	Residential care	4,440,421	-	4,440,421	4,424,315
Local Authority Contract	School	3,162,514	-	3,162,514	2,472,227
Local Authority Contract	Fostering	1,249,108	-	1,249,108	1,111,214
Statutory Funding		-	576,544	576,544	565,575
		<u>8,852,043</u>	<u>576,544</u>	<u>9,428,587</u>	<u>8,573,331</u>

4 OTHER INCOME	2022	2021
	£	£
Other income	2,859	928
Job retention scheme grants	-	65,978
Profit on sale of fixed asset	-	3,177
	<u>2,859</u>	<u>70,083</u>

5 EXPENDITURE	Staff Costs	Direct costs	Support costs	Total 2022	Total 2021
	£	£	£	£	£
Costs of raising funds					
Fundraising	-	771	-	771	482
	<u>-</u>	<u>771</u>	<u>-</u>	<u>771</u>	<u>482</u>
Charitable activities					
Residential care	2,749,357	1,420,994	839,126	5,009,477	4,737,323
School	1,609,037	1,196,444	359,626	3,165,107	2,493,160
Fostering	297,759	747,116	119,249	1,164,124	878,347
Taxation	-	-	-	-	3,146
Total charitable activities	<u>4,656,153</u>	<u>3,364,554</u>	<u>1,318,001</u>	<u>9,338,708</u>	<u>8,111,976</u>
Total expenditure	<u>4,656,153</u>	<u>3,365,325</u>	<u>1,318,001</u>	<u>9,339,479</u>	<u>8,112,458</u>

Included in direct costs and support costs are staff costs of £472,015 (2021: £450,981) which are allocated above.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2022

6 SUPPORT COSTS	Residential care £	School £	Fostering £	Total 2022 £	Total 2021 £
Management	630,285	307,416	72,144	1,009,845	834,222
Finance	117,702	29,426	6,051	153,179	143,140
IT	48,762	12,190	28,801	89,753	78,472
Human resources and training	42,377	10,594	12,253	65,224	67,403
	839,126	359,626	119,249	1,318,001	1,123,237

7 GOVERNANCE COSTS	2022 £	2021 £
Staff costs	71,900	68,100
Travel and subsistence	3,110	252
Auditors' remuneration	19,800	16,000
Auditors' remuneration - prior year under provision	2,840	2,420
Auditors' remuneration - subsidiary	7,140	6,216
Legal fees	2,297	4,494
	107,087	97,482

Governance costs are included within support costs detailed above and have been allocated on the basis of time spent in respect of staff costs and direct apportionment basis for other costs.

8 NET MOVEMENT IN FUNDS	2022 £	2021 £
This is stated after charging		
Depreciation of tangible fixed assets	404,708	347,189
Amortisation	30,200	30,200
Auditors' remuneration (including subsidiary)	29,780	24,636
Profit on disposal of tangible assets	-	(3,177)

9 TRUSTEES' REMUNERATION AND REIMBURSED EXPENSES

None of the trustees (or any persons connected with them) received any remuneration during the year, or were reimbursed expenses (2021: 1 was reimbursed £252).

10 EMPLOYEES

Number of employees

The number of employees, by headcount, during the year was:

	2022 Number	2021 Number
Senior management team	6	6
School	50	46
Residential care	75	86
Fostering	5	5
Administration	11	11
Support services	7	8
	154	162

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2022**

10 EMPLOYEES

Employment costs	2022	2021
	£	£
Wages and salary costs	4,332,887	4,146,344
Social Security costs	419,591	357,123
Apprenticeship levy	5,951	4,472
Pension costs - defined benefit	244,928	250,418
Pension costs - other	124,811	121,146
	5,128,168	4,879,503

The number of employees whose annual emoluments were £60,000 or more were:

	2022	2021
£60,001 - £70,000	2	2
£70,001 - £80,000	1	-
£80,001 - £90,000	1	-
£90,001 - £100,000	-	-
£100,001 - £110,000	1	1

Of the employees whose emoluments exceed £60,000, 1 (2021: 1) has retirement benefits accruing under defined benefit pension schemes and 4 (2021: 2) have retirement benefits accruing under defined contribution schemes.

The senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Foundation on a day to day basis and are detailed on page 1. The aggregate remuneration paid to the key management personnel totalled £474,741 (2021: £455,848).

11 INTANGIBLE ASSETS

Group	Goodwill	Total
	£	£
Cost / deemed cost		
As at 1 April 2021 and at 31 March 2022	151,463	151,463
Amortisation		
As at 1 April 2021	60,400	60,400
Charge for period	30,200	30,200
At 31 March 2022	90,600	90,600
Net book values		
At 31 March 2022	60,863	60,863
At 31 March 2021	91,063	91,063

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2022

12 TANGIBLE ASSETS	Land and buildings	Improvements to buildings	Fixtures, fittings and equipment	Motor Vehicles	Total
Group and Charity	£	£	£	£	£
Cost / deemed cost					
As at 1 April 2021	7,652,623	466,758	1,421,275	176,472	9,717,128
Additions	-	133,781	330,694	26,594	491,069
Disposals	-	-	-	(24,727)	(24,727)
At 31 March 2022	7,652,623	600,539	1,751,969	178,340	10,183,471
Depreciation					
As at 1 April 2021	2,517,018	269,921	924,175	126,826	3,837,940
Charge for period	152,078	46,676	184,929	21,024	404,708
On disposals	-	-	-	(24,727)	(24,727)
At 31 March 2022	2,669,095	316,597	1,109,104	123,124	4,217,921
Net book values					
At 31 March 2022	4,983,527	283,942	642,865	55,217	5,965,551
At 31 March 2021	5,135,606	196,837	497,100	49,645	5,879,188

Certain freehold properties were revalued in July 2004 and this valuation was incorporated into the financial statements for the year ended 31 March 2005.

The trustees have not commissioned a full external valuation as after having consulted with an independent property valuer they have been advised that any increase or decrease in the value of freehold land and buildings would not be material in the charity's financial statements. This valuation amount was brought into the accounts as part of the transition to FRS102.

If revalued assets were stated on an historical cost basis rather than a fair value basis, the total amounts included would have been as follows:

	2022 £	2021 £
Cost	1,578,982	1,578,982
Accumulated depreciation	(593,286)	(561,707)
At 31 March 2022	985,696	1,017,275

Land and buildings additions includes land valued at its probate value, being £150,000.

All other tangible fixed assets are stated at historical cost.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2022

13 FIXED ASSET INVESTMENTS

	Listed investments	Shares in subsidiary undertaking	Total
	£	£	£
Group			
2022	2,459	-	2,459
Historical cost:			
At 31 March 2022	1,008	-	1,008
At 31 March 2021	1,008	-	1,008
Charity			
Market value at 1 April 2021 and at 31 March 2022	2,459	401,000	403,459
Historical cost:			
At 31 March 2022	1,008	401,000	402,008
At 31 March 2021	1,008	401,000	402,008

The fair value of the listed investments is determined by reference to the mid-market value of shares at the Balance Sheet date and represents the shareholding in Santander plc.

Shares in subsidiary undertaking

Caldecott Fostering Limited is now a wholly owned subsidiary.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2022

13 FIXED ASSET INVESTMENTS

Holdings of more than 20%

The charity holds more than 20% of the share capital of the following company:

Subsidiary undertaking	Country of registration or incorporation	Proportion of voting rights and ordinary share capital held	Principal activity
Caldecott Fostering Limited	England and Wales	100%	Fostering agency

The principal activity of Caldecott Fostering Limited is the provision of the foster care for children on behalf of local authorities. The investment is measured at cost less impairment on the basis that they represent shares in entities that are not publicly traded and the fair value cannot otherwise be measured reliably.

The trading results of Caldecott Fostering Limited for the year ended 31 March 2022 are as follows:

	2022 £	2021 £
Turnover	1,249,108	1,101,214
Other operating income	-	10,000
Cost of sales	(662,772)	(576,421)
Administration costs	(454,648)	(333,205)
Operating surplus for the period	131,688	201,588
Corporation tax	-	(3,146)
Distributions to parent charity under gift aid	(51,588)	(150,000)
Retained surplus for the period	80,100	48,442

The assets and liabilities of the subsidiary at 31 March 2022 were:

Current assets	288,597	197,678
Current liabilities	(109,210)	(98,391)
Aggregate share capital and reserves	179,387	99,287
Share capital	2,000	2,000
Profit and loss reserve	177,387	97,287
	179,387	99,287

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2022**

14 DEBTORS

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade debtors	373,742	345,818	304,833	282,755
Other debtors	17,405	43,103	17,405	23,261
Amounts due from subsidiary undertaking	-	-	4,619	3,118
Prepayments and accrued income	105,326	43,422	105,326	43,422
	496,473	432,343	432,183	352,556

Amounts falling due after more than one year and included in the debtors above are:

	2022	2021	2022	2021
	£	£	£	£
Other debtors	6,368	6,917	6,368	6,917

**15 CREDITORS: AMOUNTS FALLING DUE
WITHIN ONE YEAR**

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Bank loans	81,107	79,718	81,107	79,718
Trade creditors	199,736	125,360	160,609	88,630
Taxes and social security costs	115,934	97,178	106,449	93,118
Other creditors	195,445	187,298	139,468	139,816
Accruals	72,554	82,874	72,555	76,875
	664,778	572,427	560,190	478,156

The bank loan and overdraft are secured over Caldecott House.

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

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Bank loans	79,917	161,711	79,917	161,711
Analysis of loans				
Wholly repayable within five years	161,025	241,429	161,025	241,429
Included in current liabilities	(81,107)	(79,718)	(81,107)	(79,718)
	79,917	161,711	79,917	161,711

The bank loan is secured over Caldecott House.

The loan financing is in the form of a secured loan with a fixed interest rate of 3.9% and is due for repayment in February 2024. The loan has financial covenants which may require the loan to be repaid in full. During the year these covenants were met.

Loan maturity analysis

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Debt due in one year or less	81,107	79,718	81,107	79,718
In more than one year but not more than two years	79,917	82,883	79,917	82,883
In more than two years but not more than five	-	78,828	-	78,828
	161,025	241,429	161,025	241,429

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2022

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The Foundation's employees belong to the following pension schemes,: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Kent County Council. Both are multi-employer defined benefit schemes. In addition, the Foundation operate a defined contribution stakeholder scheme and contribute into personal pension schemes.

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest actuarial valuation of the TPS related to the period ended 31 March 2016, and that of the LGPS related to the period ended 31 March 2019.

Teachers' Pension Scheme

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for teachers in academies. All teachers have the option to opt-out of the TPS following enrolment.

The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department on 5 March 2019.

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2023.

The employer's pension costs paid to TPS in the period amounted to £178,895 (2021: £167,170).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The Foundation has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Foundation has set out above the information available on the scheme.

Pension contributions amounting to £21,504 (2021: £20,833) were unpaid to the Teachers' Pension Scheme at 31 March 2022.

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2022**

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

(Continued)

Kent County Council Pension Fund

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2022 was £89,421 (2021: £101,448), of which employer's contributions totalled £66,034 (2021: £75,034) and employees' contributions totalled £23,387 (2021: £26,414). The minimum contribution rates for future years are 19.0% for employers and 5.5% to 12.5% for employees. In addition voluntary contributions totalling £180,000 (2021: £Nil) were made by the employer to pay down the pension scheme deficit.

Pension contributions amounting to £7,031 (2021: £5,550) were unpaid to the Kent County Council Pension Fund at 31 March 2022.

Principal actuarial assumptions	2022	2021
	%	%
Rate of increase in salaries	4.20	3.85
Rate of increase in pension payment	3.20	2.85
Discount rate	2.60	2.00
Inflation assumption - CPI	3.20	2.85

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

	2022	2021
<i>Retiring today</i>		
Males	21.6	21.6
Females	23.7	23.6
<i>Retiring in 20 years</i>		
Males	23.0	22.9
Females	25.1	25.1

Sensitivity analysis

Scheme liabilities would have been affected by changes in assumptions as follows:

	2022	2021
Discount rate +0.1%	-562	-591
Discount rate -0.1%	+575	+605
Mortality assumption + 1 year	+1106	+1198
Mortality assumption - 1 year	-1061	-1148
Long term salary +0.1%	+27	+29
Long term salary -0.1%	-27	-29
Adjustment to pension increases +0.1%	+543	+570
Adjustment to pension increases -0.1%	-532	-558

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2022**

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

(Continued)

The Foundation's share of the assets in the scheme were:

	2022	2021
	£	£
Equities	13,591,000	13,430,000
Bonds	2,915,000	2,605,000
Property	2,480,000	2,159,000
Gilts	129,000	124,000
Other assets	436,000	1,034,000
Absolute return fund	1,562,000	1,505,000
Total market value of assets	<u>21,113,000</u>	<u>20,857,000</u>

For accounting years beginning on or after 1 January 2015, the expected return and the interest cost has been replaced with a single net interest cost, which will effectively set the expected return equal to the discount rate.

The actual return on scheme assets was £434,000 (2021: £4,871,000).

Amount recognised in the Statement of Financial Activities

	2022	2021
	£	£
Current service cost	173,000	141,000
Net interest cost	140,000	135,000
Administration expenses	12,000	13,000
Total operating charge	<u>325,000</u>	<u>289,000</u>

Changes in the present value of defined benefit obligations were as follows:

	2022	2021
	£	£
At 1 April 2021	27,963,000	22,225,000
Current service cost	173,000	141,000
Interest cost	555,000	516,000
Change in financial assumptions	(1,589,000)	6,180,000
Change in demographic assumptions	-	(245,000)
Experience loss on defined benefit obligation	63,000	(342,000)
Estimated benefits paid	(452,000)	(540,000)
Contributions by Scheme participants	24,000	28,000
At 31 March 2022	<u>26,737,000</u>	<u>27,963,000</u>

Changes in the fair value of charity's share of scheme assets:

	2022	2021
	£	£
At 1 April 2021	20,857,000	16,432,000
Interest on assets	415,000	381,000
Return on assets less interest	19,000	4,490,000
Administration expenses	(12,000)	(13,000)
Employer contributions	262,000	79,000
Contributions by Scheme participants	24,000	28,000
Estimated benefits paid	(452,000)	(540,000)
At 31 March 2022	<u>21,113,000</u>	<u>20,857,000</u>

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2022

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

(Continued)

Other defined contribution schemes

The company operates a stakeholder scheme into which it contributes a percentage of employees salary. In addition the company also contributes into certain employees own personal pension schemes.

	2022	2021
	£	£
Contributions payable by the company for the year	118,634	117,378

Pension contributions amounting to £18,485 (2021: £17,201) were unpaid to the stakeholder schemes at 31 March 2022.

18 COMPANY STATUS

The Foundation is a company limited by guarantee. In the event of a winding-up the liability of each member will not exceed £1.

19 RESTRICTED FUNDS

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

CURRENT YEAR	Balance at 1 April 2021	Income	Expenditure	Transfers between funds	Balance at 31 March 2022
	£	£	£	£	£
Holidays / Camps / Trips	6,377	3,000	(6,714)	-	2,663
Independent Living fund	11,921	-	-	-	11,921
Sponsor a book	773	-	-	-	773
ESFA	23,288	538,948	(535,484)	-	26,752
Other fundraised funds	10,704	-	(1,205)	-	9,499
Pupil premium	31,459	37,596	(50,999)	-	18,056
Care leavers hardship fund	7,135	-	-	-	7,135
Smeeth School Resources	721	4,269	(722)	-	4,268
Fledborough Therapy Centre	3,280	-	-	-	3,280
Forest School	22,429	-	-	-	22,429
Swiss RE	339	7,000	(7,210)	-	129
Other	3,164	-	-	-	3,164
	121,590	590,813	(602,334)	-	110,069

COMPARATIVE YEAR	Balance at 1 April 2020	Income	Expenditure	Transfers between funds	Balance at 31 March 2021
	£	£	£	£	£
Holidays / Camps / Trips	7,265	2,300	(3,188)	-	6,377
Independent Living fund	11,921	-	-	-	11,921
Sponsor a book	2,474	-	(1,701)	-	773
ESFA	31,848	542,458	(507,500)	(43,518)	23,288
Other fundraised funds	12,461	6,178	(7,935)	-	10,704
Pupil premium	15,563	23,117	(3,765)	(3,456)	31,459
Care leavers hardship fund	7,135	-	-	-	7,135
Smeeth School Resources	721	-	-	-	721
Fledborough Therapy Centre	3,280	-	-	-	3,280
Forest School	69,971	-	(3,084)	(44,458)	22,429
Swiss RE	-	59,000	(58,661)	-	339
Other	8,164	-	(5,000)	-	3,164
	170,803	633,053	(590,834)	(91,432)	121,590

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2022

19 RESTRICTED FUNDS - CONTINUED

Homes (Improvement fund)	For improvements to the physical environment within the house
Holidays / Camps /Trips out	For annual holidays, camps and trips out to theatres etc
Independent Living fund	To support former care leavers to achieve full independence
Sponsor a book	For sponsorship of children's special interest books and other reading
Forest School	Funds of £120,000 were received from The Band Trust and £12,229 from Morrisons Foundation to set up a forest school and provide outdoor sport and activity equipment.
Other fundraised funds	To fund a range of specific small items including leavers packs, art, play & music equipment, hardship grants, sport & challenge activities and vocational education
ESFA	To improve standards in the school and for capital expenditure in the school
Pupil premium	Funds received from Local Authorities which are provided for the education needs of individual school pupils
Care leavers hardship fund	A fund for care leavers to request support from.
Smeeth School Resources	Funding towards resources for the Smeeth school.
Fledborough Therapy Centre	Funding towards a new therapy centre at Fledborough.
Swiss RE	Funding to provide enhancements to the physical environment
Other restricted funds	Funds received from Local Authorities and statutory bodies which are provided for individual children and care leavers
Transfer between funds	Represents the purchase of fixed assets from restricted funds

20 DESIGNATED FUNDS

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

GROUP - CURRENT YEAR	Balance at 1 April 2021 £	New designations £	Designations released £	Transfers/ Gains £	Balance at 31 March 2022 £
Fixed asset reserve	5,732,281		-	136,567	5,868,848
Pension reserve	(7,106,000)	-	-	1,482,000	(5,624,000)
Extras' fund	151,411	6,182	(771)	-	156,822
	(1,222,308)	6,182	(771)	1,618,567	401,670

GROUP - COMPARATIVE YEAR	Balance at 1 April 2020 £	New designations £	Designations released £	Transfers/ Gains £	Balance at 31 March 2021 £
Fixed asset reserve	5,731,877		-	404	5,732,281
Pension reserve	(5,793,000)	-	-	(1,313,000)	(7,106,000)
Extras' fund	143,808	9,883	(2,280)	-	151,411
	82,685	9,883	(2,280)	(1,312,596)	(1,222,308)

The fixed asset reserve - represents the net book value of fixed assets held net of any associated borrowings.

The pension reserve - represents the pension scheme liability at the year end.

The Extras fund - to be used for additional activities over and above those funded by core funding.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2022

20 DESIGNATED FUNDS

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

	Balance at 1 April 2021	New designations	Designations released	Transfers/ Gains	Balance at 31 March 2022
CHARITY - CURRENT YEAR	£	£	£	£	£
Fixed asset reserve	6,040,216	-	-	166,769	6,206,985
Pension reserve	(7,106,000)	-	-	1,482,000	(5,624,000)
Extras' fund	151,411	6,182	(771)	-	156,822
	(914,373)	6,182	(771)	1,648,769	739,807

	Balance at 1 April 2020	New designations	Designations released	Transfers/ Gains	Balance at 31 March 2021
CHARITY - COMPARATIVE YEAR	£	£	£	£	£
Fixed asset reserve	6,009,612	-	-	30,604	6,040,216
Pension reserve	(5,793,000)	-	-	(1,313,000)	(7,106,000)
Extras' fund	143,808	9,883	(2,280)	-	151,411
	360,420	9,883	(2,280)	(1,282,396)	(914,373)

The fixed asset reserve - represents the net book value of fixed assets held net of any associated borrowings.

The pension reserve - represents the pension scheme liability at the year end.

The Extras fund - to be used for additional activities over and above those funded by core funding.

21 ANALYSIS OF NET ASSETS BETWEEN FUNDS	Unrestricted funds	Designated funds	Restricted funds	Total
	£	£	£	£
CURRENT YEAR				
Fund balances at 31 March 2022 are represented by:				
Intangible fixed assets	-	60,863	-	60,863
Tangible fixed assets	-	5,965,551	-	5,965,551
Investments	-	2,459	-	2,459
Current assets	1,724,198	157,822	110,069	1,992,089
Creditors: amount falling due within one year	(583,671)	(81,107)	-	(664,778)
Creditors: amount falling due after more than one year	-	(79,917)	-	(79,917)
Defined benefit pension	-	(5,624,000)	-	(5,624,000)
	1,140,528	401,670	110,069	1,652,267
COMPARATIVE YEAR				
	£	£	£	£
Fund balances at 31 March 2021 are represented by:				
Intangible fixed assets	-	91,063	-	91,063
Tangible fixed assets	-	5,879,188	-	5,879,188
Investments	-	2,459	-	2,459
Current assets	1,652,116	151,411	121,590	1,925,117
Creditors: amount falling due within one year	(492,711)	(79,718)	-	(572,428)
Creditors: amount falling due after more than one year	-	(161,711)	-	(161,711)
Defined benefit pension	-	(7,106,000)	-	(7,106,000)
	1,159,406	(1,223,308)	121,590	57,688

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2022**

22 RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASHFLOW FROM OPERATING ACTIVITIES

	2022	2021
	£	£
Net income for year	112,579	608,364
Interest and investment income receivable	(161)	(47)
Depreciation of tangible fixed assets	404,708	347,189
Amortisation of goodwill	30,200	30,200
(Profit) on disposal of fixed assets	-	(3,177)
Decrease in debtors	(64,130)	(89,981)
Increase/(decrease) in creditors	90,957	(70,280)
Net cash flow from operating activities	574,153	822,269

23 ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2021	Cash flow	Non-cash changes	At 31 March 2022
	£	£	£	£
Cash at bank and in hand	1,492,774	2,841	-	1,495,615
Bank overdrafts	-	-	-	-
	1,492,774	2,841	-	1,495,615
Debt due within one year	(79,718)	80,404	(81,794)	(81,108)
Debt due after one year	(161,711)	-	81,794	(79,917)
	(241,429)	80,404	-	(161,025)
	1,251,345	83,246	-	1,334,591

24 FUTURE COMMITMENTS

Operating leases

Total future minimum lease payments under non-cancellable operating leases are as follows:

Group	Land and buildings		Other	
	2022	2021	2022	2021
	£	£	£	£
Within one year	49,000	45,400	4,770	6,882
Between two and five years	196,000	181,600	3,845	8,616
In over five years	526,750	488,049	-	-
	771,750	715,049	8,615	15,498

Charity

	Land and buildings		Other	
	2022	2021	2022	2021
	£	£	£	£
Within one year	49,000	45,400	4,195	6,114
Between two and five years	196,000	181,600	3,845	8,040
In over five years	526,750	488,049	-	-
	771,750	715,049	8,040	14,154

Pension commitments

In the prior year, the Trustees agreed to pay additional pension contributions in respect of the Kent County Council Local Government Pension Scheme with effect from 1 April 2021. The monthly additional contribution is a minimum payment of £15,000, or £180,000 annually until the deficit is cleared.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

25 RELATED PARTIES

Mr N Barnett

Mr N Barnett is the Chief Executive Officer of Caldecott Foundation and a member of the key management team. During the year ended 31 March 2020 he received a loan of £12,000 which is repayable over 5 years. At 31 March 2022, he owed Caldecott Foundation £6,600 (2021: £9,000).

26 CAPITAL COMMITMENTS

The charity had capital commitments at the year end as follows:

2022	2021
£	£
51,835	-

CALDECOTT FOUNDATION LIMITED

England & Wales - Charity number 307889

Accounts

THE CALDECOTT FOUNDATION LIMITED
CONSOLIDATED FINANCIAL STATEMENTS AND ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2021

Registered Charity No: 307889
Registered Company No: 00419256 (England and Wales)

THE CALDECOTT FOUNDATION LIMITED

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THE CALDECOTT FOUNDATION LIMITED

LEGAL AND ADMINISTRATIVE DETAILS

Trustees	Mr Charles Lister (Chair) Mrs Susan Appleby Mrs Angela Collins Mr Jerome Flechais Mr John Fletcher (Treasurer) Mr Colin Green (Vice Chair) Mrs Maria Sullivan Mrs Maree Thorn Mr Simon Wakeman	
Secretary	Mr Steve Anderson	
Key Management Personnel	Nicholas Barnett Karen Norman Steve Anderson Damion Napier Tim Allison Kevin Gore	
Charity Number	307889	
Company Number	00419256	
Registered office	Caldecott House Hythe Road Smeeth Ashford Kent TN25 6SP	
Independent Auditors	Azets Audit Services Greytown House 221-227 High Street Orpington Kent BR6 0NZ	
Bankers	Barclays Bank Plc 66 High Street Ashford Kent TN24 8TL	National Westminster Bank Plc PO Box No. 4NU London W1A 4NU
	Santander UK Plc Bridle Road Bootle Merseyside L30 4GB	
Solicitors	Kingsfords 2 Elwick Road Ashford Kent. TN23 1PD	

THE CALDECOTT FOUNDATION LIMITED

CHAIR OF TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2021

The strength and resilience of an organisation can be seen in the way it responds to a crisis. At the start of the year, no one could foresee the full impact of the Covid-19 pandemic or how long restrictions would last. Thanks to prompt early action by Nick Barnett, Managing Director, the senior management team and the dedication and hard work of all our staff, Caldecott's services continued uninterrupted throughout the year. This was a significant achievement and ensured that our children and young people continued to receive the exceptional quality of care and education they deserve.

That is impressive enough but, as the Trustees Report shows, the services we provide for our children and young people have also grown and improved during this period. I believe that Caldecott has ended the year in a much stronger position and with a real sense of everyone pulling together. All of this demonstrates that we are an organisation to be proud of.

Looking back at our response to the pandemic, as the news around Covid-19 became increasingly concerning, we took the decision on 16th March 2020 to activate our Business Continuity Plan with the following three aims:

- 1 To keep all our young people and staff as safe as possible.
- 2 To continue to operate all our vital services.
- 3 To ensure the ongoing sustainability of the organisation.

Nick Barnett, Managing Director brought together a core group of leaders from across the organisation, who initially met daily, to review government guidance and advice (which changed constantly), and then to communicate actions to stakeholders. The first actions taken were to address the immediate safety of young people and staff. These included securing adequate supplies of hand sanitiser and PPE, implementing 'bubbles' and social distancing, and supporting staff to 'shield' and work from home where possible. We were particularly mindful to protect those who were at higher risk from the virus but continued to work by completing individual risk assessments and putting in place additional safety measures.

Another early action by the Managing Director and Senior Management Team was to secure a reliable supply of food for our children's homes at a time when supermarket shelves were running very low and there were restrictions on the quantity of items available. Thanks to our commercial partners we were able to maintain supplies and we also put in place contingencies to protect our food stocks against the possibility of power outages which was a concern early in the first lockdown.

As face-to-face contact was reduced to a minimum, we utilised technology to maintain regular contact and ensure good communication. As an organisation that places relationships at the centre of everything we do, the creation of 'bubbles' was a particularly difficult, albeit entirely necessary, decision to take.

Although it was critical to protect the physical health of our children and young people from the risks of contracting Covid-19, we also took a range of actions to address the impact of the crisis on their mental health. Our in-house therapists worked with our care workers to identify young people who were showing early signs of anxiety and provide additional tailored support to address their needs. Our care and education teams worked side by side to ensure that the best education package was available regardless of whether students attended Caldecott School or remained at home. Initially, contact visits with family were supported through video conferencing. However we later created a space where families could have contact in a Covid safe manner on our own site.

As a result of the outstanding efforts of our staff teams, most of our children and young people reported feeling safer during lockdown than before. Although Ofsted have not undertaken their usual schedule of inspections, we did receive two visits during the year. It was pleasing that Ofsted acknowledged the hard work of our staff who succeeded in keeping our children safe and continuing their access to education.

"During the COVID-19 pandemic, children continued with their education in the home. Staff worked in partnership with schools to provide fun, hands-on learning", Ofsted Report October 2020.

THE CALDECOTT FOUNDATION LIMITED

CHAIR OF TRUSTEES' REPORT *FOR THE YEAR ENDED 31 MARCH 2021*

As a result of the actions taken I'm proud to say that all our services continued to operate throughout the crisis. Our teams in residential care and our foster carers did an exceptional job in keeping our young people safe. Caldecott School remained open throughout the crisis to support our students and their families and where parents took the difficult decision to keep their children at home, we continued to provide a rich curriculum and deliver lessons remotely via video conferencing. Some of our teachers also visited students at their homes (in line with government restrictions at the time and maintaining social distance) to provide resources and support their engagement.

I would like to take this opportunity to thank all the individuals, companies, community groups and charitable Trusts who have donated their time and money during what was an especially challenging year for everyone. In particular, the Swiss Re Foundation who awarded us two grants specifically to help fund the many additional costs that we had to incur in responding to the crisis.

Finally, on behalf of the Board I would like to acknowledge the outstanding leadership from Nick Barnett, Managing Director, and the Senior Management Team. But, in particular, I would like to give very special thanks to our dedicated staff teams whose commitment to the young people over the last year has been truly inspirational.

.....
Mr Charles Lister, Chairman

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present herewith their report and the financial statements for the year ended 31 March 2021. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and 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 published on 16 July 2014 as amended by Bulletin 1 and Bulletin 2.

Objectives and activities

The principal objects for which the Foundation was established as a Company Limited by Guarantee and not having a share capital are:-

- To provide residential care, therapy, education and fostering placements for children and young people who have faced deprivation, cruelty or neglect, and who may have emotional, behavioural or educational difficulties.
- To place children and young people at the centre of everything that we do.
- To provide a 'best value', quality service which meets and exceeds the requirements of our purchasers and OFSTED.
- To maximise the quality of our staff through personal development and training.
- To evaluate the potential of providing other services to our client group.
- To operate in surplus, enabling us to re-invest in services and facilities.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Foundation should undertake.

Public benefit statement

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Trust's aim's and objectives and in planning future activities.

Strategic Report

Review of the year

During the year we supported 102 children and young people across our three core services of residential care, education and fostering. Despite the many challenges posed by the Covid-19 pandemic we have continued to see them make exceptional progress in both their social and emotional development as well as their educational attainment.

We saw eight young people make positive and planned transitions out of our residential service. Of these, three moved in with a new foster family, three to a provision that was closer to their home and two returned to live with family members.

Our 'Step Across' service, which supports our children who make the transition from residential to foster care, continues to go from strength to strength. Since it started operating eighteen young people have benefited from our integrated approach, with a further four currently in the process with a move planned within the next six months.

We are always looking for opportunities to bring our services closer together to support improved working for the benefit of our young people. That is why we were so pleased to welcome our team at Caldecott Fostering as they moved their main offices from Whitstable back to Caldecott House in Ashford, Kent. Although working remotely for part of the year due to Covid-19, the fostering team have settled into their new offices with socially distanced events held at Caldecott House for both existing and new foster families.

We always strive to ensure that young people placed in our care can access a school that will best meet their educational and social needs. For some children this will mean a placement at our own school, however, we are very proud of the hard work that has gone into supporting 80% to access a mainstream school.

At Caldecott School we saw another cohort of Year 11s complete their exams and move on to the next stage of their education. We are extremely proud of all 4 students who achieved recognised qualifications and secured placements in post 16 college courses.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Review of the year

We also continued with our plans to invest in our facilities and grounds. Most significantly the creation of two new outdoor Multi-Use Games Areas, funded by a generous grant from The Band Trust, for our young people to play a range of sports in all weathers. In order to support the growing number of 5-7 year olds being placed with us, we created a new Key Stage 1 classroom with its own outdoor play area. We have also made improvements to the courtyard at Caldecott School which now has several large wooden seating areas with landscaping work bringing plants and trees into the heart of the school.

Last year we reported that we had completed the development of our Forest School and new thematic approach to the curriculum. Both have continued to be a huge success throughout the current academic year. Building on these developments we were inspected by the National Autistic Society who awarded us 'accredited' status. Autism accreditation is an internationally recognised standard and achieving accreditation underlines our commitment to providing the very best education and boarding services for students with Autism.

As part of our commitment to maintain the highest standards within our children's homes we also made a range of improvements to the environment such as new kitchens, bathrooms, carpets, garden furniture, windows, doors and communal areas.

Our services have continued to go from strength to strength with a high level of investment improving our facilities, and young people making huge leaps in progress across their care and education. These fantastic outcomes could not have been achieved without the dedicated group of individuals who work across the Caldecott Foundation – as always, they have our heart-felt gratitude.

Financial review

Group income for the year was £8,720,822 (2020: £8,823,841) which included income from Caldecott Fostering Limited of £1,111,214 (2020: £953,616), following the acquisition of the remaining 50% of shares on 29 June 2018. Group expenditure amounted to £8,112,458 (2020: £8,454,751). The resulting surplus before adjustments to the Pension Scheme was £608,364 compared to a surplus of £369,090 in 2020. This was substantially in line with expectation following the introduction of a comprehensive reorganisation of the structure of the Caldecott Foundation, its cost base, and its expansion into the East Midlands. This restructuring has continued through 2019. Residential numbers have stabilised, and costs have been reduced to a level which enables the Foundation to operate at a surplus.

The Group Balance Sheet shows a positive position of £57,689 (2020: £762,707), whereas the Balance Sheet for Caldecott Foundation has decreased from £991,597 to £215,337.

Cash Flow:

The Bank overdraft peaked in 2015 at close to £1m. Since then we have moved into credit with the Bank and expect future cash flows to further enhance our liquidity position. This improvement reflects the changes referred to above in the operational structure at Caldecott, together with the planned disposal of assets. The comprehensive improvement in our financial operating results makes the attainment of one of our primary financial goals (a liquid reserve of 3 months of operating costs) a realistic objective in the foreseeable future. There will be demands on our cash reserve periodically as we complete our reorganisation. We do not expect these to impact negatively on our ability to maintain improvements in our liquidity.

Pension Scheme:

The Pension Scheme deficit has increased in the year by £1,313k to £7.106m (2020: increase by £166k to £5.793m). This remains a major issue for the Foundation to manage. The Board and Finance Committee have taken professional advice and keep the issue under constant appraisal. We have appropriate plans in place. It is a particularly difficult time for Pension Schemes. Actuarial factors, Interest rates, and Bond Yields have, for some time, behaved in ways which are unusual in the long term. The Caldecott Scheme deficit is a long term deficit which allows us many years to resolve it. Contributions continue to be paid in line with the Actuary's advice.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Financial review

Outlook:

The Trustees are very conscious of the need to maintain the improvements which have been made in the last 3 years. The reorganisation of Caldecott has, so far, progressed in line with expectation. Some outcomes have outperformed our hopes. However there remains the need to consolidate what has so far been achieved with further improvements and expansion. Plans are in hand to achieve this. We are greatly encouraged by the outstanding improvements in the Ofsted ratings of our Residential Houses and the school. This lays the foundation not only for financial improvement, but also celebrates the wonderful service we provide to the children who come into our care.

Investment policy

Any cash deemed to be surplus by the Trustees, other than for the day-to-day running of the charity, is held in assets which are available to the Foundation at short to medium term notice. The Trustees regularly review the requirements of the Foundation through cash flow forecasting to ensure that sufficient funds are readily available at short notice to meet day-to-day needs, and that returns are maximised on the remaining funds through longer term investment. To minimise the risk to the charity and its funds, surplus cash is held with a number of UK financial institutions with a good credit rating.

Reserves policy

The Foundation's target is to achieve and maintain unrestricted, undesignated reserves to cover a minimum of 3 months' committed running costs. This equates to approximately £2.2million based on budgeted running costs for the next 12 months. At the year end, the Foundation had total reserves of £7.16 million before the pension fund provision, much of which is tied up in property which cannot be easily realised. At the year end the Foundation had unrestricted reserves of £1,057,703 (2020: £460,374). It remains our intention to build free reserves towards the target.

Funds position

At 31 March 2021, restricted funds amounted to £121,590 (2020: £170,803) and further details can be found in note 20 to the financial statements.

At 31 March 2021 designated funds amounted to negative £914,373 (2020: positive £360,420) and further details can be found in note 21 to the financial statements. The main elements of the designated funds are the fixed asset reserve, amounting to £6,040,216 (2020: £6,009,612) and the LGPS deficit amounting to £7,106,000 (2020: £5,793,000).

As detailed above, the unrestricted fund has a positive balance of £1,057,703 at 31 March 2021 (2020: £460,374). The Foundation has taken a series of steps to reduce costs and improve financial performance. This progress is expected to continue through the coming year and will be enhanced by the growth in our primary education and boarding provisions.

Going Concern

The Foundation continues to be supported by the company's bankers and meets its day to day working capital requirements through its cash reserves. The overdraft facility has not been required during the year and this trend is expected to continue.

On this basis, the Trustees consider it appropriate to prepare the accounts on the going concern basis.

Principal risks and uncertainties

The Trustees have examined the major strategic, business and operational risks which the charity faces and confirm that systems have been established to enable the charity to lessen or mitigate those risks.

The key controls used by the Foundation include:

- Internal and External Quality Assurance teams who undertake audits and support the development and improvement of the organisation in line with our own policies and best practice.
- Risk management process that informs strategic planning resulting in major developments to reduce or eliminate risks.
- Dedicated Referrals and Commissioning team whose function is to ensure that we take in as many children and young people who need our services as we can.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Principal risks and uncertainties

- A governance structure which includes sub-committees providing oversight of Care & Therapy, Education, Finance and Audit & Risk.
- Clear internal policies and procedures and a thorough induction and training programme for all new staff.
- COVID

Fundraising

The Foundation does not employ any professional fundraisers to fundraise on its behalf but all staff members and any volunteers involved in fundraising activities are trained in accordance with recognised standards so as to ensure that the public, including vulnerable people, are protected from unreasonable or intrusive approaches. The Foundation has not received any complaints about its fund raising activities.

Plans for the future

In response to the steady increase in the number of pupils attending Caldecott School we will be adding new capacity through the construction of two new classrooms. These will be sited in the grounds of our Primary School and will be ready for the start of the new school year in September 2021. We are lucky enough to have a large group of volunteers from our supporters at Swiss Re coming to our site in the summer holiday to help build a covered walkway to link these new classrooms to the main building. They will also be creating some fun areas around the school grounds for our young people to enjoy during their breaks and lunchtime.

Another key focus for us will be on reducing our impact on the environment. There will be a number of initiatives over the next few years but the first will be the installation of solar panels on the rooves of some of our buildings. This project alone is estimated to avoid 660 tons of CO2 from entering the atmosphere over the next 30 years. We will also be looking to reduce the amount of paper and plastic that we use, as well as improving our recycling facilities.

Structure, governance and management

The Foundation is a company limited by guarantee and is governed by its Memorandum and Articles of Association. The Council shall consist of the officers of the company, namely the Chair, Deputy Chair and Treasurer; not less than 6 and not more than 25 (including the officers of the company) members of the company. At every Annual General Meeting, one third of the members, excluding the Chair, Deputy Chair and Treasurer, shall retire by rotation. Any retiring member is eligible for immediate re-election. With respect to the Chair, Deputy Chair and Treasurer, at every third Annual General meeting they shall retire from office. They may stand for re-election. However if the Chair and Deputy Chair have completed more than five years in office and the Treasurer has completed more than eight years in office they may not stand for re-election.

Structure, governance and management (continued)

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Mr Charles Lister (Chairman)	Mrs Joanne Porter (resigned 28 January 2021)
Mrs Susan Appleby	Mrs Catherine Smith (appointed 14 May 2020 and resigned 29 July 2021)
Mrs Angela Collins (appointed 14 May 2020)	Mrs Maria Sullivan
Mr Jerome Flechais	Mrs Maree Thorn (appointed 14 May 2020)
Mr John Fletcher (Treasurer)	Mr Simon Wakeman
Mr Colin Green (Vice Chair)	

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Appointment and recruitment of Trustees

A recruitment and appointment procedure for Trustees has been adopted. When a Trustee vacancy occurs the Nominations Committee conducts a skills audit and seeks out, by a variety of means including open advertisement, prospective Trustees with the requisite skills and experience. Candidates are invited to meet with the Managing Director and senior managers prior to being interviewed by members of the Nominations Committee. A recommendation is then made to the Board for approval.

Committee structure, induction and training

The Trustees' responsibilities in respect of accounting records, safeguarding of assets and the prevention and detection of fraud and other irregularities are set out in the Statement of Trustees' Responsibilities. Trustee induction and training have been developed. As part of the process of satisfying these obligations, the Foundation has reviewed its present system of internal control to ensure that the controls are appropriate to the Foundation's activities. The Internal Control Manual has been further developed.

During the year the Board of Trustees meets at least 4 times and a number of committees also meet. These include as a minimum:-

- Audit and Risk Committee (2 times a year)
- School Governors (3 times a year)
- Finance Committee (3 times a year)
- Nominations committee (ad hoc basis)
- Care and Therapy Committee (3 times a year)
- Remunerations committee (annually)

Each committee has defined Terms of Reference which have been agreed by the Board of Trustees. Occasionally a task focused group will be convened and disbanded once the task has been achieved.

Day to day management

The day to day management of the charity is delegated to the Senior Management Team consisting of:

Managing Director	Nicholas Barnett
Head of Education	Karen Norman
Head of Finance	Steve Anderson
Referrals and Commissioning Manager	Damion Napier
Business Manager	Tim Allison
Operations Manager	Kevin Gore

Annually, in September, all Trustees and officers of the organisation will declare any relevant pecuniary information which may affect their independence or ability to discharge their duties.

Pay policy for key management personnel

The Trustees consider the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Foundation on a day to day basis. All Trustees give of their time freely and no trustee received remuneration in the year. The pay of the senior staff is reviewed annually and normally increased in accordance with market rates.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Trustees responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume the charitable company will continue in business.

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

Disclosure of information to auditors

Each of the Trustees have confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

A resolution proposing that Azets Audit Services be reappointed as auditor of the charitable company will be put to the members.

On 7 September 2020 Group Audit Services Limited, trading as Wilkins Kennedy Audit Services, changed its name to Azets Audit Services Limited. The name they practice under is Azets Audit Services and accordingly they have signed their report in their new name.

By Order of the Board of Trustees
Date: 28 October 2021

Mr Charles Lister, Chairman

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

Opinion

We have audited the financial statements of The Caldecott Foundation Limited (the parent charitable company) and its subsidiaries (the group) for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charitable Company Balance Sheet, the Consolidated Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group and parent charitable company's affairs as at 31 March 2021, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis of opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees Annual Report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you, 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement set out on page 8, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

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

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CALDECOTT FOUNDATION LIMITED

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Michelle Wilkes FCA
(Senior Statutory Auditor)
for and on behalf of Azets Audit Services
Statutory Auditor
Date: 9 December 2021

Greytown House
221-227 High Street
Orpington
Kent
BR6 0NZ

THE CALDECOTT FOUNDATION LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	2021 Total £	2020 Total £
Income from:						
Donations and legacies	2	-	9,883	67,478	77,361	168,613
Charitable activities	3	8,007,756	-	565,575	8,573,331	8,647,869
<i>Investment income</i>						
Income from investments		2	-	-	2	113
Interest receivable		45	-	-	45	1,597
Other	4	70,083	-	-	70,083	5,649
Total Income		8,077,886	9,883	633,053	8,720,822	8,823,841
Expenditure on:						
Raising funds	5	-	482	-	482	700
Charitable activities	5	7,516,198	1,798	590,834	8,108,830	8,454,051
Corporation tax - trading		3,146	-	-	3,146	-
Total expenditure	5	7,519,344	2,280	590,834	8,112,458	8,454,751
Net income/(expenditure) before transfers		558,542	7,603	42,219	608,364	369,090
Transfers between funds	21	90,645	787	(91,432)	-	-
Net income/(expenditure) after transfers		649,187	8,390	(49,213)	608,364	369,090
Other recognised gains / (losses):						
Revaluation gains/(losses) on fixed asset investment	14	-	(383)	-	(383)	-
Remeasurement gain on defined benefit pension scheme	18	-	(1,313,000)	-	(1,313,000)	(166,000)
Net movement in funds		649,187	(1,304,993)	(49,213)	(705,019)	203,090
Reconciliation of funds:						
Fund balances at 1 April 2020		509,219	82,685	170,803	762,707	559,617
Fund balances at 31 March 2021		1,158,406	(1,222,308)	121,590	57,688	762,707

All transactions are derived from continuing activities.

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

THE CALDECOTT FOUNDATION LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021

Comparative information only

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	2020 Total £
Income from:					
Donations	2	-	10,697	157,916	168,613
Charitable activities	3	8,151,727	-	496,142	8,647,869
<i>Investment income</i>					
Income from listed investments		113	-	-	113
Interest receivable		1,597	-	-	1,597
Other	4	5,649	-	-	5,649
Total income		8,159,086	10,697	654,058	8,823,841
Expenditure on:					
Raising funds	5	-	700	-	700
Charitable activities	5	7,890,820	6,760	556,471	8,454,051
Total expenditure	5	7,890,820	7,460	556,471	8,454,751
Net income/(expenditure) before transfers		268,266	3,237	97,587	369,090
Transfers between funds	21	40,718	(40,718)	-	-
Net income/(expenditure) after transfers		308,984	(37,481)	97,587	369,090
Other recognised gains / (losses):					
Remeasurement gain/(loss) on defined benefit pension scheme	18	-	(166,000)	-	(166,000)
Net movement in funds		308,984	(203,481)	97,587	203,090
Reconciliation of funds:					
Fund balances at 1 April 2019		201,235	285,166	73,216	559,617
Fund balances at 31 March 2020		510,219	81,685	170,803	762,707

All transactions are derived from continuing activities.

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

THE CALDECOTT FOUNDATION LIMITED

**CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2021**

	Note	2021		2020	
		£	£	£	£
Fixed assets					
Intangible assets	12		91,063		121,263
Tangible assets	13		5,879,188		5,924,864
Investments	14		2,459		2,842
			<u>5,972,710</u>		<u>6,048,969</u>
Current assets					
Debtors	15	432,343		342,362	
Cash at bank and in hand		<u>1,492,774</u>		<u>1,045,458</u>	
		1,925,117		1,387,820	
Creditors: amounts falling due within one year	16	<u>(572,428)</u>		<u>(639,664)</u>	
Net current assets			<u>1,352,689</u>		<u>748,156</u>
Total assets less current liabilities			7,325,399		6,797,125
Creditors: amounts falling due after more than one year	17		<u>(161,711)</u>		<u>(241,418)</u>
			7,163,688		6,555,707
Defined benefit pension liability	18		(7,106,000)		(5,793,000)
Net funds			<u><u>57,688</u></u>		<u><u>762,707</u></u>
Funds					
Restricted funds	20		121,590		170,803
Unrestricted funds:					
Designated funds:	21				
Fixed asset reserve		5,732,281		5,731,877	
Pension Liability		(7,106,000)		(5,793,000)	
Extras' fund		<u>151,411</u>		<u>143,808</u>	
			(1,222,308)		82,685
Other charitable funds			1,061,119		460,374
Non-charitable funds			<u>97,287</u>		<u>48,845</u>
	22		<u><u>57,688</u></u>		<u><u>762,707</u></u>

The accounts were approved by the Board on 28 October 2021

Mr Charles Lister (Chair)
Trustee

Name
Trustee

Company Number: 00419256

THE CALDECOTT FOUNDATION LIMITED

**CHARITY BALANCE SHEET
AS AT 31 MARCH 2021**

	Note	2021		2020	
		£	£	£	£
Fixed assets					
Tangible assets	13		5,879,188		5,924,864
Investments	14		403,459		403,842
			<u>6,282,647</u>		<u>6,328,706</u>
Current assets					
Debtors	15	352,556		355,574	
Cash at bank and in hand		<u>1,379,001</u>		<u>978,899</u>	
		1,731,557		1,334,473	
Creditors: amounts falling due within one year	16	<u>(478,157)</u>		<u>(637,164)</u>	
Net current assets			<u>1,253,400</u>		<u>697,309</u>
Total assets less current liabilities			7,536,047		7,026,015
Creditors: amounts falling due after more than one year	17		<u>(161,711)</u>		<u>(241,418)</u>
			7,374,336		6,784,597
Defined benefit pension liability	18		(7,106,000)		(5,793,000)
Net funds			<u><u>268,336</u></u>		<u><u>991,597</u></u>
Funds					
Restricted funds	20		121,590		170,803
Unrestricted funds:					
Designated funds:	21				
Fixed asset reserve		6,040,216		6,009,612	
Pension Liability		(7,106,000)		(5,793,000)	
Extras' fund		<u>151,411</u>		<u>143,808</u>	
			(914,373)		360,420
Other charitable funds			<u>1,061,119</u>		<u>460,374</u>
	22		<u><u>268,336</u></u>		<u><u>991,597</u></u>

The accounts were approved by the Board on 28 October 2021.

Mr Charles Lister (Chair)
Trustee

Name
Trustee

Company Number: 00419256

THE CALDECOTT FOUNDATION LIMITED

**CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021**

	Note	2021 £	2020 £
Net cash flow from operating activities	23	<u>822,268</u>	<u>943,299</u>
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(301,513)	(222,463)
Proceeds on disposal of tangible fixed assets		3,177	3,920
Interest and investment income received		47	1,710
Net cash flow from investing activities		<u>(298,289)</u>	<u>(216,833)</u>
Cash flow from financing activities			
Repayments of borrowing		(76,663)	(73,701)
		<u>(76,663)</u>	<u>(73,701)</u>
Net increase in cash and cash equivalents		447,316	652,765
Cash and cash equivalents at 1 April 2020		1,045,458	392,693
Cash and cash equivalents at 31 March 2021		<u><u>1,492,774</u></u>	<u><u>1,045,458</u></u>
Cash and cash equivalents consists of:			
Cash at bank and in hand		1,492,774	1,045,458
Cash and cash equivalents at 31 March 2021		<u><u>1,492,774</u></u>	<u><u>1,045,458</u></u>

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(a) Basis of accounting

The Caldecott Foundation Limited is a registered charitable company in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities is to provide residential care, therapy and education for children and young people who have faced deprivation, cruelty or neglect, and who may have emotional, behavioural or educational difficulties.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) issued on 16 July 2014 as amended by Bulletin 1 and Bulletin 2 and the Financial Reporting Standard applicable in the United Kingdom (FRS 102) and the Charities Act 2011.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Consolidation

In the opinion of the member of the committee, the charitable company and its subsidiary undertakings comprise a small group.

The consolidated financial statements incorporate the results of the charity and its trading subsidiary, Caldecott Fostering Limited, for the year ended 31 March 2021. As a consolidated Statement of Financial Activities is published, a separate Statement of Financial Activities for the parent company is omitted from the group statements by virtue of Section 408 of the Companies Act 2006.

(c) Fund accounting

Unrestricted general funds are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Restricted funds are funds that can only be used for particular restricted purposes within the objects of the charitable company. Restriction arises when specified by the donor or when funds are raised for particular restricted purposes.

Designated funds represent funds invested in fixed assets. The designated fund balance has been represented to ensure that the fund balance accurately reflects the designation policy adopted by the trustees.

(d) Income recognition

All income is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Foundation has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies (continued)

(d) Income recognition

Voluntary income, including donations, gifts and grants that provide core funding or are of a general nature, is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Care services and fees are included in the Statement of Financial Activities when receivable;

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

(e) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes all expenditure incurred by the Foundation to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.; and
- Expenditure on charitable activities comprises those costs incurred by the Foundation in the delivery of its activities and services for beneficiaries. It includes both costs allocated directly to such activities and those costs of an indirect nature necessary to support them.

(f) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources. Other costs have been allocated on the basis of staff time spent.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 6.

(g) Intangible fixed assets

Goodwill on consolidation is amortised over a period of 5 years following year of acquisition.

(h) Tangible fixed assets and depreciation

With the exception of freehold property, tangible fixed assets are stated at cost less accumulated depreciation and any recognised impairment losses. Freehold property is stated in the balance sheet at deemed cost being the fair value on the date of transition to FRS102 less any subsequent depreciation and impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended. Fixed assets below £1,000 are not capitalised.

Depreciation is provided on all tangible assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life, as follows:

Freehold land	Not depreciated
Freehold buildings & improvements	2% or 5% straight line
Fixtures, fittings & equipment	10%, 20% or 33% straight line
Motor Vehicles	20% straight line

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies (continued)

(i) Fixed asset investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the SoFA if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Investments in joint ventures are measured at cost less impairment.

(j) Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(k) Loans and borrowings

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

(l) Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

Retirement benefits to employees of the Foundation are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes. The charity also operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Foundation in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 18, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded scheme and the assets are held separately from those of the Foundation in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies (continued)

(m) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

(n) Judgements and key sources of estimation uncertainty

Accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Foundation makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 13 for the carrying amount of the property plant and equipment, and note 1(h) for the useful economic lives for each class of assets.

LGPS

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 19, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 March 2021. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Bad debt provision

The value of trade debtors is sensitive to the recoverability in full of any invoices issued to each customer. Once the debt becomes overdue it is chased and periodically reviewed to ensure it is recoverable in full. If a provision is deemed necessary this is included on an annual basis. No provision for bad and doubtful debts is currently included in the accounts.

(o) Going concern

The Foundation continues to be supported by the company's bankers and meets its day to day working capital requirements through its cash reserves. The overdraft facility has not been required during the year and this trend is expected to continue. The nature of the Foundation's activities are such that there can be considerable unpredictable variation in the timing of cash inflows. The trustees have prepared projected cash flow information for the period ending 31 March 2022 and beyond. On the basis of this cash flow information and discussions with the Foundation's bankers, the trustees consider that the Foundation will continue to operate within the facility currently agreed.

On this basis, the trustees consider it appropriate to prepare the accounts on the going concern basis. The accounts do not include any adjustments that would result from a withdrawal of the overdraft facility by the Foundation's bankers.

(p) 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.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

2 DONATIONS	2021 £	2020 £
Designated funds	9,883	10,697
	<u>9,883</u>	<u>10,697</u>
Restricted funds:		
Other restricted donations and gifts	6,478	21,687
Swiss RE	61,000	4,000
The Band Trust	-	120,000
Morrisons Foundation	-	12,229
	<u>67,478</u>	<u>157,916</u>
Total	<u>77,361</u>	<u>168,613</u>

3 CHARITABLE ACTIVITIES	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Local Authority Contract	6,896,542	-	6,896,542	7,198,111
Fostering	1,111,214	-	1,111,214	953,616
Statutory Funding	-	565,575	565,575	496,142
	<u>8,007,756</u>	<u>565,575</u>	<u>8,573,331</u>	<u>8,647,869</u>

4 OTHER INCOME	2021 £	2020 £
Other income	928	1,729
Job retention scheme grants	65,978	-
Profit on sale of fixed asset	3,177	3,920
	<u>70,083</u>	<u>5,649</u>

5 EXPENDITURE	Staff Costs £	Direct costs £	Support costs £	Total 2021 £	Total 2020 £
Costs of raising funds					
Fundraising	-	482	-	482	700
	<u>-</u>	<u>482</u>	<u>-</u>	<u>482</u>	<u>700</u>
Charitable activities					
Residential care	2,723,201	1,221,869	792,253	4,737,323	5,372,987
School	1,525,980	769,117	198,063	2,493,160	2,182,331
Fostering	179,431	576,421	122,495	878,347	898,733
Taxation	-	-	3,146	3,146	-
Total charitable activities	<u>4,428,612</u>	<u>2,567,407</u>	<u>1,115,957</u>	<u>8,111,976</u>	<u>8,454,051</u>
Total expenditure	<u>4,428,612</u>	<u>2,567,889</u>	<u>1,115,957</u>	<u>8,112,458</u>	<u>8,454,751</u>

Included in direct costs and support costs are staff costs of £450,891 (2020: £402,978) which are allocated above.

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021**

6 SUPPORT COSTS	Residential care	School	Fostering	Total 2021	Total 2020
	£	£	£	£	£
Management	592,221	148,055	83,520	823,796	688,410
Finance	109,539	27,385	6,216	143,140	145,441
IT	46,640	11,660	20,172	78,472	93,453
Human resources and training	43,853	10,963	12,587	67,403	77,251
	<u>792,253</u>	<u>198,063</u>	<u>122,495</u>	<u>1,112,811</u>	<u>1,004,555</u>

7 GOVERNANCE COSTS	2021	2020
	£	£
Staff costs	68,100	87,000
Travel and subsistence	252	4,964
Auditors' remuneration	24,636	24,436
Legal fees	4,494	10,414
	<u>97,482</u>	<u>126,814</u>

Governance costs are included within support costs detailed above and have been allocated on the basis of time spent in respect of staff costs and direct apportionment basis for other costs.

8 SUMMARY ANALYSIS OF EXPENDITURE AND RELATED INCOME FOR CHARITABLE ACTIVITIES

This table shows the cost of the main charitable activities and the sources of income directly to support those activities.

	Residential care	School	Fostering	Total
	£	£	£	£
Costs	(4,737,323)	(2,493,160)	(878,347)	(8,108,830)
Direct Income	4,424,315	3,037,801	1,111,214	8,573,330
Net cost funded from other income	<u>(313,008)</u>	<u>544,641</u>	<u>232,867</u>	<u>464,500</u>

9 NET MOVEMENT IN FUNDS	2021	2020
	£	£
This is stated after charging		
Depreciation of tangible fixed assets	347,189	306,264
Amortisation	30,200	30,200
Auditors' remuneration (including subsidiary)	24,636	24,436
Profit on disposal of tangible assets	(3,177)	(3,920)

10 TRUSTEES' REMUNERATION AND REIMBURSED EXPENSES

None of the trustees (or any persons connected with them) received any remuneration during the year, but 1 were reimbursed a total of £252 travelling expenses (2020: 3 were reimbursed £755).

11 EMPLOYEES

Number of employees

The number of employees, by headcount, during the year was:

	2021 Number	2020 Number
Senior management team	6	6
School	46	45
Residential care	86	108
Fostering	5	7
Administration	11	8
Support services	8	10
	<u>162</u>	<u>184</u>

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021**

11 EMPLOYEES

Employment costs

	2021	2020
	£	£
Wages and salary costs	4,146,344	4,437,554
Social Security costs	357,123	390,739
Apprenticeship levy	4,472	6,850
Pension costs - defined benefit	250,418	207,324
Pension costs - other	121,146	133,953
	4,879,503	5,176,420

The number of employees whose annual emoluments were £60,000 or more were:

	2021	2020
£60,001 - £70,000	2	2
£80,001 - £90,000	-	1
£90,001 - £100,000	1	-

Of the employees whose emoluments exceed £60,000, 1 (2020: 1) has retirement benefits accruing under defined benefit pension schemes and 2 (2020: 2) have retirement benefits accruing under defined contribution schemes.

The senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Foundation on a day to day basis and are detailed on page 1. The aggregate remuneration paid to the key management personnel totalled £455,848 (2020: £407,667).

12 INTANGIBLE ASSETS

Group

	Goodwill	Total
	£	£
Cost / deemed cost		
As at 1 April 2020 and at 31 March 2021	151,463	151,463
Amortisation		
As at 1 April 2020	30,200	30,200
Charge for period	30,200	30,200
At 31 March 2021	60,400	60,400
Net book values		
At 31 March 2021	91,063	91,063
At 31 March 2020	121,263	121,263

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

13 TANGIBLE ASSETS

	Land and buildings	Improvements to buildings	Fixtures, fittings and equipment	Motor Vehicles	Total
Group and Charity	£	£	£	£	£
Cost / deemed cost					
As at 1 April 2020	7,652,623	466,758	1,155,409	171,177	9,445,967
Additions	-	-	280,888	20,625	301,513
Disposals	-	-	(15,022)	(15,330)	(30,352)
At 31 March 2021	7,652,623	466,758	1,421,275	176,472	9,717,128
Depreciation					
As at 1 April 2020	2,364,940	223,245	809,346	123,572	3,521,103
Charge for period	152,078	46,676	129,851	18,584	347,189
On disposals	-	-	(15,022)	(15,330)	(30,352)
At 31 March 2021	2,517,018	269,921	924,175	126,826	3,837,940
Net book values					
At 31 March 2021	5,135,605	196,837	497,100	49,646	5,879,188
At 31 March 2020	5,287,683	243,513	346,063	47,605	5,924,864

Certain freehold properties were revalued in July 2004 and this valuation was incorporated into the financial statements for the year ended 31 March 2005.

The trustees have not commissioned a full external valuation as after having consulted with an independent property valuer they have been advised that any increase or decrease in the value of freehold land and buildings would not be material in the charity's financial statements. This valuation amount was brought into the accounts as part of the transition to FRS102.

If revalued assets were stated on an historical cost basis rather than a fair value basis, the total amounts included would have been as follows:

	2021	2020
	£	£
Cost	1,578,982	1,578,982
Accumulated depreciation	(561,707)	(530,128)
At 31 March 2021	1,017,275	1,048,854

Land and buildings additions includes land valued at its probate value, being £150,000.

All other tangible fixed assets are stated at historical cost.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

14 FIXED ASSET INVESTMENTS

Group	Listed investments £	Shares in subsidiary undertaking £	Total £
Market value at 1 April 2020	2,842	-	2,842
Change in value in the year	(383)	-	(383)
Market value at 31 March 2021	2,459	-	2,459
Historical cost:			
At 31 March 2021	1,008	-	1,008
At 31 March 2020	1,008	-	1,008
Charity			
	£	£	£
Market value at 1 April 2020	2,842	401,000	403,842
Change in value in the year	(383)	-	(383)
Market value at 31 March 2021	2,459	401,000	403,459
Historical cost:			
At 31 March 2021	1,008	401,000	402,008
At 31 March 2020	1,008	401,000	402,008

The fair value of the listed investments is determined by reference to the mid-market value of shares at the Balance Sheet date and represents the shareholding in Santander plc.

Shares in subsidiary undertaking

The Caldecott Foundation Limited and The Stone Soup Project CIC entered into a joint venture agreement to set up Caldecott Fostering Limited, where each party owns 50% of the issued ordinary shares. On 29 June 2018 The Caldecott Foundation Limited acquired shares held by The Stone Soup Project CIC for £400,000. Accordingly, Caldecott Fostering Limited is now a wholly owned subsidiary.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

14 FIXED ASSET INVESTMENTS

Holdings of more than 20%

The charity holds more than 20% of the share capital of the following company:

Subsidiary undertaking	Country of registration or incorporation	Proportion of voting rights and ordinary share capital held	Principal activity
Caldecott Fostering Limited	England and Wales	100%	Fostering agency

The principal activity of Caldecott Fostering Limited is the provision of the foster care for children on behalf of local authorities. The investment is measured at cost less impairment on the basis that they represent shares in entities that are not publicly traded and the fair value cannot otherwise be measured reliably.

The trading results of Caldecott Fostering Limited for the year ended 31 March 2021 are as follows:

	2021 £	2020 £
Turnover	1,101,214	953,616
Bank interest	-	12
Other operating income	10,000	-
Cost of sales	(576,421)	(531,360)
Administration costs	(333,205)	(405,711)
Operating deficit for the period	201,588	16,557
Corporation tax	(3,146)	-
Distributions to parent charity under gift aid	(150,000)	-
Retained surplus for the period	48,442	16,557

The assets and liabilities of the subsidiary at 31 March 2021 were:

Current assets	204,904	134,398
Current liabilities	(102,200)	(83,553)
Aggregate share capital and reserves	102,704	50,845
Share capital	2,000	2,000
Profit and loss reserve	100,704	48,845
	102,704	50,845

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021**

15 DEBTORS

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors	345,818	290,449	282,755	319,272
Other debtors	43,103	27,567	23,261	21,781
Amounts due from subsidiary undertaking	-	-	3,118	3,700
Prepayments and accrued income	43,422	24,346	43,422	10,821
	432,343	342,362	352,556	355,574

Amounts falling due after more than one year and included in the debtors above are:

	2021	2020	2021	2020
	£	£	£	£
Other debtors	6,917	14,494	6,917	14,494

16 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Bank loans	79,718	76,674	79,718	76,674
Trade creditors	125,360	170,851	88,630	189,847
Taxes and social security costs	97,178	99,358	93,118	95,495
Other creditors	187,298	185,806	139,816	214,173
Accruals	82,874	106,975	76,875	60,975
	572,428	639,664	478,157	637,164

The bank loan and overdraft are secured over Caldecott House.

17 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Bank loans	161,711	241,418	161,711	241,418
Analysis of loans				
Wholly repayable within five years	241,429	318,092	241,429	318,092
Included in current liabilities	(79,718)	(76,674)	(79,718)	(76,674)
	161,711	241,418	161,711	241,418

The bank loan is secured over Caldecott House.

The loan financing is in the form of a secured loan with a fixed interest rate of 3.9% and is due for repayment in February 2024. The loan has financial covenants which may require the loan to be repaid in full. During the year these covenants were met.

Loan maturity analysis

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Debt due in one year or less	79,718	76,674	79,718	76,674
In more than one year but not more than two years	82,883	79,718	82,883	79,718
In more than two years but not more than five	78,828	161,700	78,828	161,700
	241,429	318,092	241,429	318,092

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

18 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The Foundation's employees belong to the following pension schemes,: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Kent County Council. Both are multi-employer defined benefit schemes. In addition, the Foundation operate a defined contribution stakeholder scheme and contribute into personal pension schemes.

The latest actuarial valuation of the TPS related to the period ended 31 March 2016 and of the LGPS 31 March 2019.

Pension contributions amounting to £20,833 (2020: £18,886) were unpaid at 31 March 2021.

Teachers' Pension Scheme

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for teachers in academies. All teachers have the option to opt-out of the TPS following enrolment.

The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2023.

The employer's pension costs paid to TPS in the period amounted to £167,170 (2020: £124,501).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The Foundation has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Foundation has set out above the information available on the scheme.

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021**

18 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

(Continued)

Kent County Council Pension Fund

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2021 was £101,448 (2020: £112,231), of which employer's contributions totalled £75,034 (2020: £82,823) and employees' contributions totalled £26,414 (2020: £29,408). The minimum contribution rates for future years are 19.0% for employers and 5.5% to 12.5% for employees.

Pension contributions amounting to £5,550 (2020: £9,433) were unpaid at 31 March 2021.

Principal actuarial assumptions	2021 %	2020 %
Rate of increase in salaries	3.85	2.95
Rate of increase in pension payment	2.85	1.95
Discount rate	2.00	2.35
Inflation assumption - RPI	3.20	2.75
Inflation assumption - CPI	2.85	1.95

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

	2021	2020
<i>Retiring today</i>		
Males	21.6	21.8
Females	23.6	23.7
<i>Retiring in 20 years</i>		
Males	22.9	23.2
Females	25.1	25.2

Sensitivity analysis

Scheme liabilities would have been affected by changes in assumptions as follows:

	2021	2020
Discount rate +0.1%	-591	-468
Discount rate -0.1%	+605	+479
Mortality assumption + 1 year	+1198	+828
Mortality assumption - 1 year	-1148	-797
Long term salary +0.1%	+29	+22
Long term salary -0.1%	-29	-22
Adjustment to pension increases +0.1%	+570	+458
Adjustment to pension increases -0.1%	-558	-449

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

18 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

(Continued)

The Foundation's share of the assets in the scheme were:

	2021	2020
	£	£
Equities	13,430,000	10,108,000
Bonds	2,605,000	2,142,000
Property	2,159,000	2,236,000
Gilts	124,000	128,000
Other assets	1,034,000	430,000
Absolute return fund	1,505,000	1,388,000
Total market value of assets	20,857,000	16,432,000

For accounting years beginning on or after 1 January 2015, the expected return and the interest cost has been replaced with a single net interest cost, which will effectively set the expected return equal to the discount rate.

The actual return on scheme assets was £4,871,000 (2020: £1,351,000).

Amount recognised in the Statement of Financial Activities

	2021	2020
	£	£
Current service cost	141,000	225,000
Net interest cost	135,000	134,000
Administration expenses	13,000	11,000
Total operating charge	289,000	370,000

Changes in the present value of defined benefit obligations were as follows:

	2021	2020
	£	£
At 1 April 2020	22,225,000	24,100,000
Current service cost	141,000	163,000
Interest cost	516,000	570,000
Change in financial assumptions	6,180,000	(2,058,000)
Change in demographic assumptions	(245,000)	(353,000)
Experience loss on defined benefit obligation	(342,000)	428,000
Estimated benefits paid	(540,000)	(716,000)
Past service costs, including curtailments	-	62,000
Contributions by Scheme participants	28,000	29,000
At 31 March 2021	27,963,000	22,225,000

Changes in the fair value of charity's share of scheme assets:

	2021	2020
	£	£
At 1 April 2020	16,432,000	18,473,000
Interest on assets	381,000	436,000
Return on assets less interest	4,490,000	(1,787,000)
Other actuarial losses	-	(75,000)
Administration expenses	(13,000)	(11,000)
Employer contributions	79,000	83,000
Contributions by Scheme participants	28,000	29,000
Estimated benefits paid	(540,000)	(716,000)
At 31 March 2021	20,857,000	16,432,000

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

18 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS (Continued)

Other defined contribution schemes

The company operates a stakeholder scheme into which it contributes a percentage of employees salary. In addition the company also contributes into certain employees own personal pension schemes.

	2021	2020
	£	£
Contributions payable by the company for the year	117,378	130,617

Pension contributions amounting to £17,201 (2020: £17,855) were unpaid at 31 March 2021.

19 COMPANY STATUS

The Foundation is a company limited by guarantee. In the event of a winding-up the liability of each member will not exceed £1.

20 RESTRICTED FUNDS

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

CURRENT YEAR	Balance at 1 April 2020	Income	Expenditure	Transfers between funds	Balance at 31 March 2021
	£	£	£	£	£
Holidays / Camps / Trips	7,265	2,300	(3,188)	-	6,377
Independent Living fund	11,921	-	-	-	11,921
Sponsor a book	2,474	-	(1,701)	-	773
ESFA	31,848	542,458	(507,500)	(43,518)	23,288
Other fundraised funds	12,461	6,178	(7,935)	-	10,704
Pupil premium	15,563	23,117	(3,765)	(3,456)	31,459
Care leavers hardship fund	7,135	-	-	-	7,135
Smeeth School Resources	721	-	-	-	721
Fledborough Therapy Centre	3,280	-	-	-	3,280
Forest School	69,971	-	(3,084)	(44,458)	22,429
Swiss RE	-	59,000	(58,661)	-	339
Other	8,164	-	(5,000)	-	3,164
	170,803	633,053	(590,834)	(91,432)	121,590

COMPARATIVE YEAR	Balance at 1 April 2019	Income	Expenditure	Transfers between funds	Balance at 31 March 2020
	£	£	£	£	£
Homes (Improvement fund)	688	-	(688)	-	-
Holidays / Camps / Trips	9,775	7,900	(10,410)	-	7,265
Independent Living fund	12,891	7,914	(8,884)	-	11,921
Sponsor a book	2,659	-	(185)	-	2,474
ESFA	4,895	485,650	(458,697)	-	31,848
Other fundraised funds	19,520	3,864	(10,923)	-	12,461
Pupil premium	8,950	10,242	(3,629)	-	15,563
Care leavers hardship fund	2,150	4,985	-	-	7,135
Smeeth School Resources	721	-	-	-	721
Fledborough Therapy Centre	2,256	1,024	-	-	3,280
Forest School	-	132,229	(62,258)	-	69,971
Other	8,711	250	(797)	-	8,164
	73,216	654,058	(556,471)	-	170,803

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

20 RESTRICTED FUNDS - CONTINUED

Homes (Improvement fund)	For improvements to the physical environment within the house
Holidays / Camps /Trips out	For annual holidays, camps and trips out to theatres etc
Independent Living fund	To support former care leavers to achieve full independence
Sponsor a book	For sponsorship of children's special interest books and other reading
Forest School	Funds of £120,000 were received from The Band Trust and £12,229 from Morrisons Foundation to set up a forest school and provide outdoor sport and activity equipment.
Other fundraised funds	To fund a range of specific small items including leavers packs, art, play & music equipment, hardship grants, sport & challenge activities and vocational education
ESFA	To improve standards in the school and for capital expenditure in the school
Pupil premium	Funds received from Local Authorities which are provided for the education needs of individual school pupils
Care leavers hardship fund	A fund for care leavers to request support from.
Smeeth School Resources	Funding towards resources for the Smeeth school.
Fledborough Therapy Centre	Funding towards a new therapy centre at Fledborough.
Swiss RE	Funding towards COVID-19 relief.
Other restricted funds	Funds received from Local Authorities and statutory bodies which are provided for individual children and care leavers
Transfer between funds	Represents the purchase of fixed assets from restricted funds

21 DESIGNATED FUNDS

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

GROUP - CURRENT YEAR	Balance at 1 April 2020 £	New designations £	Designations released £	Transfers/ Gains £	Balance at 31 March 2021 £
Fixed asset reserve	5,731,877	-	-	404	5,732,281
Pension reserve	(5,793,000)	-	-	(1,313,000)	(7,106,000)
Extras' fund	143,808	9,883	(2,280)	-	151,411
	82,685	9,883	(2,280)	(1,312,596)	(1,222,308)

GROUP - COMPARATIVE YEAR	Balance at 1 April 2019 £	New designations £	Designations released £	Transfers/ Gains £	Balance at 31 March 2020 £
Fixed asset reserve	5,771,595	-	-	(39,718)	5,731,877
Pension reserve	(5,627,000)	-	-	(166,000)	(5,793,000)
Extras' fund	140,571	10,697	(7,460)	-	143,808
	285,166	10,697	(7,460)	(205,718)	82,685

The fixed asset reserve - represents the net book value of fixed assets held net of any associated borrowings.

The pension reserve - represents the pension scheme liability at the year end.

The Extras fund - to be used for additional activities over and above those funded by core funding.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

21 DESIGNATED FUNDS

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

	Balance at 1 April 2020	New designations	Designations released	Transfers/ Gains	Balance at 31 March 2021
	£	£	£	£	£
CHARITY - CURRENT YEAR					
Fixed asset reserve	6,009,612	-	-	30,604	6,040,216
Pension reserve	(5,793,000)	-	-	(1,313,000)	(7,106,000)
Extras' fund	143,808	9,883	(2,280)	-	151,411
	360,420	9,883	(2,280)	(1,282,396)	(914,373)

	Balance at 1 April 2019	New designations	Designations released	Transfers/ Gains	Balance at 31 March 2020
	£	£	£	£	£
CHARITY - COMPARATIVE YEAR					
Fixed asset reserve	6,019,714	-	-	(10,102)	6,009,612
Pension reserve	(5,627,000)	-	-	(166,000)	(5,793,000)
Extras' fund	140,571	10,697	(7,460)	-	143,808
	533,285	10,697	(7,460)	(176,102)	360,420

The fixed asset reserve - represents the net book value of fixed assets held net of any associated borrowings.

The pension reserve - represents the pension scheme liability at the year end.

The Extras fund - to be used for additional activities over and above those funded by core funding.

22 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Designated funds	Restricted funds	Total
	£	£	£	£
CURRENT YEAR				
Fund balances at 31 March 2021 are represented by:				
Intangible fixed assets	-	91,063	-	91,063
Tangible fixed assets	-	5,879,188	-	5,879,188
Investments	-	2,459	-	2,459
Current assets	1,652,116	151,411	121,590	1,925,117
Creditors: amount falling due within one year	(492,711)	(79,718)	-	(572,428)
Creditors: amount falling due after more than one year	-	(161,711)	-	(161,711)
Defined benefit pension	-	(7,106,000)	-	(7,106,000)
	1,159,406	(1,223,308)	121,590	57,688
COMPARATIVE YEAR				
Fund balances at 31 March 2020 are represented by:				
Intangible fixed assets	-	121,263	-	121,263
Tangible fixed assets	-	5,924,864	-	5,924,864
Investments	-	2,842	-	2,842
Current assets	1,073,209	143,808	170,803	1,387,820
Creditors: amount falling due within one year	(562,990)	(76,674)	-	(639,664)
Creditors: amount falling due after more than one year	-	(241,418)	-	(241,418)
Defined benefit pension	-	(5,793,000)	-	(5,793,000)
	510,219	81,685	170,803	762,707

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

23 RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASHFLOW FROM OPERATING ACTIVITIES

	2021	2020
	£	£
Net income for year	608,364	369,090
Interest and investment income receivable	(47)	(1,710)
Depreciation of tangible fixed assets	347,189	306,264
Amortisation of goodwill	30,200	30,200
(Profit) on disposal of fixed assets	(3,177)	(3,920)
Decrease in debtors	(89,981)	238,066
Increase/(decrease) in creditors	(70,280)	5,309
Net cash flow from operating activities	822,268	943,299

24 ANALYSIS OF CHANGES IN NET DEBT	At 1 April 2020	Cash flow	Non-cash changes	At 31 March 2021
	£	£	£	£
Cash at bank and in hand	1,045,458	447,316	-	1,492,774
Bank overdrafts	-	-	-	-
	1,045,458	447,316	-	1,492,774
Debt due within one year	(76,674)	76,663	(79,707)	(79,718)
Debt due after one year	(241,418)	-	79,707	(161,711)
	(318,092)	76,663	-	(241,429)
	727,366	523,979	-	1,251,345

25 FUTURE COMMITMENTS

Operating leases

Total future minimum lease payments under non-cancellable operating leases are as follows:

Group	Land and buildings		Other	
	2021	2020	2021	2020
	£	£	£	£
Within one year	45,400	60,596	6,882	10,066
Between two and five years	181,600	181,600	8,616	15,498
In over five years	488,049	533,450	-	-
	715,049	775,646	15,498	25,564

Charity	Land and buildings		Other	
	2021	2020	2021	2020
	£	£	£	£
Within one year	45,400	45,400	6,114	9,298
Between two and five years	181,600	181,600	8,040	14,154
In over five years	488,049	533,450	-	-
	715,049	760,450	14,154	23,452

Pension commitments

During the year, the Trustees agreed to pay additional pension contributions in respect of the Kent County Council Local Government Pension Scheme with effect from 1 April 2021. The monthly additional contribution is a minimum payment of £15,000, or £180,000 annually until the deficit is cleared.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021

26 RELATED PARTIES

Mr N Barnett

Mr N Barnett is the Managing Director of Caldecott Foundation and a member of the key management team. During the year ended 31 March 2020 he received a loan of £12,000 which is repayable over 5 years. At 31 March 2021, he owed Caldecott Foundation £9,000 (2020: £11,400).

27 CAPITAL COMMITMENTS

The charity has had capital commitments at the year end as follows:

	2021	2020
	£	£
Timber treatment	-	12,729