

**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)**

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# THE CALDECOTT FOUNDATION LIMITED

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# THE CALDECOTT FOUNDATION LIMITED

## LEGAL AND ADMINISTRATIVE DETAILS

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<b>Trustees</b>	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	
<b>Secretary</b>	Mr Steve Anderson	
<b>Key Management Personnel</b>	Nicholas Barnett Karen Norman Steve Anderson Damion Napier Tim Allison Kevin Gore	
<b>Charity Number</b>	307889	
<b>Company Number</b>	00419256	
<b>Registered office</b>	Caldecott House Hythe Road Smeeth Ashford Kent TN25 6SP	
<b>Independent Auditors</b>	Azets Audit Services Greytown House 221-227 High Street Orpington Kent BR6 0NZ	
<b>Bankers</b>	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	
<b>Solicitors</b>	Kingsfords 2 Elwick Road Ashford Kent. TN23 1PD	

## THE CALDECOTT FOUNDATION LIMITED

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

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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**

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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**

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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

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#### 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

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#### 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

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#### *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

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#### 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

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#### 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**

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### **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**

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### **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

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### **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**

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**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 £
<b>Income from:</b>						
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
<b>Total Income</b>		<b>8,855,063</b>	<b>6,182</b>	<b>590,813</b>	<b>9,452,058</b>	<b>8,720,822</b>
<b>Expenditure on:</b>						
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
<b>Total expenditure</b>	5	<b>8,736,374</b>	<b>771</b>	<b>602,334</b>	<b>9,339,479</b>	<b>8,112,458</b>
<b>Net income/(expenditure) before transfers</b>		<b>118,689</b>	<b>5,411</b>	<b>(11,521)</b>	<b>112,579</b>	<b>608,364</b>
<b>Transfers between funds</b>	20	<b>(136,567)</b>	<b>136,567</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net income/(expenditure) after transfers</b>		<b>(17,878)</b>	<b>141,978</b>	<b>(11,521)</b>	<b>112,579</b>	<b>608,364</b>
<b>Other recognised gains / (losses):</b>						
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)
<b>Net movement in funds</b>		<b>(17,878)</b>	<b>1,623,977</b>	<b>(11,521)</b>	<b>1,594,578</b>	<b>(705,018)</b>
<b>Reconciliation of funds:</b>						
<b>Fund balances at 1 April 2021</b>		<b>1,158,406</b>	<b>(1,222,308)</b>	<b>121,590</b>	<b>57,688</b>	<b>762,707</b>
<b>Fund balances at 31 March 2022</b>		<b>1,140,528</b>	<b>401,670</b>	<b>110,069</b>	<b>1,652,267</b>	<b>57,688</b>

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 £
<b>Income from:</b>					
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
<b>Total Income</b>		<b>8,077,886</b>	<b>9,883</b>	<b>633,053</b>	<b>8,720,822</b>
<b>Expenditure on:</b>					
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
<b>Total expenditure</b>	5	<b>7,519,344</b>	<b>2,280</b>	<b>590,834</b>	<b>8,112,458</b>
<b>Net income/(expenditure) before transfers</b>		<b>558,542</b>	<b>7,603</b>	<b>42,219</b>	<b>608,364</b>
<b>Transfers between funds</b>	20	<b>90,645</b>	<b>787</b>	<b>(91,432)</b>	<b>-</b>
<b>Net income/(expenditure) after transfers</b>		<b>649,187</b>	<b>8,390</b>	<b>(49,213)</b>	<b>608,364</b>
<b>Other recognised gains / (losses):</b>					
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)
<b>Net movement in funds</b>		<b>649,187</b>	<b>(1,304,992)</b>	<b>(49,213)</b>	<b>(705,018)</b>
<b>Reconciliation of funds:</b>					
<b>Fund balances at 1 April 2020</b>		<b>509,219</b>	<b>82,685</b>	<b>170,803</b>	<b>762,707</b>
<b>Fund balances at 31 March 2021</b>		<b>1,158,406</b>	<b>(1,222,308)</b>	<b>121,590</b>	<b>57,688</b>

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	
		£	£	£	£
<b>Fixed assets</b>					
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>
<b>Current assets</b>					
Debtors	14	496,473		432,343	
Cash at bank and in hand		1,495,615		1,492,774	
		<u>1,992,089</u>		<u>1,925,117</u>	
<b>Creditors: amounts falling due within one year</b>	15	<u>(664,778)</u>		<u>(572,428)</u>	
<b>Net current assets</b>			<u>1,327,311</u>		<u>1,352,689</u>
<b>Total assets less current liabilities</b>			7,356,184		7,325,399
<b>Creditors: amounts falling due after more than one year</b>	16		<u>(79,917)</u>		<u>(161,711)</u>
			7,276,267		7,163,688
<b>Defined benefit pension liability</b>	17		(5,624,000)		(7,106,000)
<b>Net funds</b>			<u>1,652,267</u>		<u>57,688</u>
<b>Funds</b>					
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		177,387		97,287
	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	
		£	£	£	£
<b>Fixed assets</b>					
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>
<b>Current assets</b>					
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	
<b>Creditors: amounts falling due within one year</b>	15	<u>(560,190)</u>		<u>(478,157)</u>	
<b>Net current assets</b>			<u>1,147,925</u>		<u>1,253,400</u>
<b>Total assets less current liabilities</b>			7,516,935		7,536,047
<b>Creditors: amounts falling due after more than one year</b>	16		<u>(79,917)</u>		<u>(161,711)</u>
			7,437,017		7,374,336
<b>Defined benefit pension liability</b>	17		(5,624,000)		(7,106,000)
<b>Net funds</b>			<u>1,813,017</u>		<u>268,336</u>
<b>Funds</b>					
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 £
<b>Net cash flow from operating activities</b>	<b>22</b>	<u>574,153</u>	<u>822,268</u>
<b>Cash flow from investing activities</b>			
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
<b>Net cash flow from investing activities</b>		<u>(490,908)</u>	<u>(298,289)</u>
<b>Cash flow from financing activities</b>			
Repayments of borrowing		(80,404)	(76,663)
		<u>(80,404)</u>	<u>(76,663)</u>
<b>Net increase in cash and cash equivalents</b>		2,841	447,316
<b>Cash and cash equivalents at 1 April 2021</b>		1,492,774	1,045,458
<b>Cash and cash equivalents at 31 March 2022</b>		<u>1,495,615</u>	<u>1,492,774</u>
<b>Cash and cash equivalents consists of:</b>			
Cash at bank and in hand		1,495,615	1,492,774
<b>Cash and cash equivalents at 31 March 2022</b>		<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

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#### 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

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**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

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#### **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

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#### 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>
<b>Restricted funds:</b>			
Other restricted donations and gifts		7,269	6,478
Swiss RE		7,000	61,000
		<u>14,269</u>	<u>67,478</u>
<b>Total</b>		<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
		£	£	£	£	£
<b>Costs of raising funds</b>						
Fundraising		-	771	-	771	482
		<u>-</u>	<u>771</u>	<u>-</u>	<u>771</u>	<u>482</u>
<b>Charitable activities</b>						
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>
<b>Total expenditure</b>		<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**

<b>6 SUPPORT COSTS</b>	<b>Residential care</b>	<b>School</b>	<b>Fostering</b>	<b>Total 2022</b>	<b>Total 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
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
	<u>839,126</u>	<u>359,626</u>	<u>119,249</u>	<u>1,318,001</u>	<u>1,123,237</u>

<b>7 GOVERNANCE COSTS</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
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
	<u>107,087</u>	<u>97,482</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.

<b>8 NET MOVEMENT IN FUNDS</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
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)
	<u>-</u>	<u>(3,177)</u>

**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:

	<b>2022</b>	<b>2021</b>
	<b>Number</b>	<b>Number</b>
Senior management team	6	6
School	50	46
Residential care	75	86
Fostering	5	5
Administration	11	11
Support services	7	8
	<u>154</u>	<u>162</u>

**THE CALDECOTT FOUNDATION LIMITED**

**NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**10 EMPLOYEES**

<b>Employment costs</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
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
	<u>5,128,168</u>	<u>4,879,503</u>

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

	<b>2022</b>	<b>2021</b>
£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**

<b>Group</b>	<b>Goodwill</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
<b>Cost / deemed cost</b>		
As at 1 April 2021 and at 31 March 2022	<u>151,463</u>	<u>151,463</u>
<b>Amortisation</b>		
As at 1 April 2021	60,400	60,400
Charge for period	30,200	30,200
At 31 March 2022	<u>90,600</u>	<u>90,600</u>
<b>Net book values</b>		
At 31 March 2022	<u>60,863</u>	<u>60,863</u>
At 31 March 2021	<u>91,063</u>	<u>91,063</u>

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	£	£	£	£	£
<b>Cost / deemed cost</b>					
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	<u>7,652,623</u>	<u>600,539</u>	<u>1,751,969</u>	<u>178,340</u>	<u>10,183,471</u>
<b>Depreciation</b>					
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	<u>2,669,095</u>	<u>316,597</u>	<u>1,109,104</u>	<u>123,124</u>	<u>4,217,921</u>
<b>Net book values</b>					
At 31 March 2022	<u>4,983,527</u>	<u>283,942</u>	<u>642,865</u>	<u>55,217</u>	<u>5,965,551</u>
At 31 March 2021	<u>5,135,606</u>	<u>196,837</u>	<u>497,100</u>	<u>49,645</u>	<u>5,879,188</u>

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	<u>985,696</u>	<u>1,017,275</u>

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
	£	£	£
<b>Group</b>			
2022	2,459	-	2,459
<b>Historical cost:</b>			
At 31 March 2022	1,008	-	1,008
At 31 March 2021	1,008	-	1,008
<b>Charity</b>	£	£	£
Market value at 1 April 2021 and at 31 March 2022	2,459	401,000	403,459
<b>Historical cost:</b>			
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:

<b>Subsidiary undertaking</b>	<b>Country of registration or incorporation</b>	<b>Proportion of voting rights and ordinary share capital held</b>	<b>Principal activity</b>
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:

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
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	<u>131,688</u>	<u>201,588</u>
Corporation tax	-	(3,146)
Distributions to parent charity under gift aid	(51,588)	(150,000)
Retained surplus for the period	<u><u>80,100</u></u>	<u><u>48,442</u></u>

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	<u><u>179,387</u></u>	<u><u>99,287</u></u>
Share capital	2,000	2,000
Profit and loss reserve	<u>177,387</u>	<u>97,287</u>
	<u><u>179,387</u></u>	<u><u>99,287</u></u>

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
	<u>496,473</u>	<u>432,343</u>	<u>432,183</u>	<u>352,556</u>

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

	2022	2021	2022	2021
	£	£	£	£
Other debtors	<u>6,368</u>	<u>6,917</u>	<u>6,368</u>	<u>6,917</u>

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
	<u>664,778</u>	<u>572,427</u>	<u>560,190</u>	<u>478,156</u>

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	<u>79,917</u>	<u>161,711</u>	<u>79,917</u>	<u>161,711</u>
Analysis of loans				
Wholly repayable within five years	161,025	241,429	161,025	241,429
Included in current liabilities	<u>(81,107)</u>	<u>(79,718)</u>	<u>(81,107)</u>	<u>(79,718)</u>
	<u>79,917</u>	<u>161,711</u>	<u>79,917</u>	<u>161,711</u>

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
	<u>161,025</u>	<u>241,429</u>	<u>161,025</u>	<u>241,429</u>

## THE CALDECOTT FOUNDATION LIMITED

### NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

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#### 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.

<b>Principal actuarial assumptions</b>	<b>2022</b>	<b>2021</b>
	<b>%</b>	<b>%</b>
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:

	<b>2022</b>	<b>2021</b>
<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:

	<b>2022</b>	<b>2021</b>
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	Income	Expenditure	Transfers	Balance at 31
	April 2021			between funds	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	Income	Expenditure	Transfers	Balance at 31
	April 2020			between funds	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:

<b>GROUP - CURRENT YEAR</b>	<b>Balance at 1 April 2021</b>	<b>New designations</b>	<b>Designations released</b>	<b>Transfers/ Gains</b>	<b>Balance at 31 March 2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
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
	<b>(1,222,308)</b>	<b>6,182</b>	<b>(771)</b>	<b>1,618,567</b>	<b>401,670</b>

<b>GROUP - COMPARATIVE YEAR</b>	<b>Balance at 1 April 2020</b>	<b>New designations</b>	<b>Designations released</b>	<b>Transfers/ Gains</b>	<b>Balance at 31 March 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
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
	<b>82,685</b>	<b>9,883</b>	<b>(2,280)</b>	<b>(1,312,596)</b>	<b>(1,222,308)</b>

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

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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	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
	<u>(914,373)</u>	<u>6,182</u>	<u>(771)</u>	<u>1,648,769</u>	<u>739,807</u>

	Balance at 1 April 2020	New Designations 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
	<u>360,420</u>	<u>9,883</u>	<u>(2,280)</u>	<u>(1,282,396)</u>	<u>(914,373)</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
	£	£	£	£
<b>CURRENT YEAR</b>				
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>
<b>COMPARATIVE YEAR</b>				
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)
	<u>1,159,406</u>	<u>(1,223,308)</u>	<u>121,590</u>	<u>57,688</u>

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	<u>574,153</u>	<u>822,269</u>

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	-	-	-	-
	<u>1,492,774</u>	<u>2,841</u>	<u>-</u>	<u>1,495,615</u>
Debt due within one year	(79,718)	80,404	(81,794)	(81,108)
Debt due after one year	(161,711)	-	81,794	(79,917)
	<u>(241,429)</u>	<u>80,404</u>	<u>-</u>	<u>(161,025)</u>
	<u>1,251,345</u>	<u>83,246</u>	<u>-</u>	<u>1,334,591</u>

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	-	-
	<u>771,750</u>	<u>715,049</u>	<u>8,615</u>	<u>15,498</u>

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	-	-
	<u>771,750</u>	<u>715,049</u>	<u>8,040</u>	<u>14,154</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  
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**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:

<b>2022</b>	<b>2021</b>
<b>£</b>	<b>£</b>
<b>51,835</b>	<b>-</b>