

THE CALDECOTT FOUNDATION LIMITED

CONSOLIDATED FINANCIAL STATEMENTS AND ANNUAL REPORT

FOR THE YEAR ENDED 31 MARCH 2024

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

THE CALDECOTT FOUNDATION LIMITED

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THE CALDECOTT FOUNDATION LIMITED

LEGAL AND ADMINISTRATIVE DETAILS

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

THE CALDECOTT FOUNDATION LIMITED

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

Message from the Chair of Trustees'

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

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

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

Ofsted Inspection Report, September 2023

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

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

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



THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2024

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

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

Objectives and activities

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

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

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

Public benefit statement

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

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

Achievements and Performance During the Year

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

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

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

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

THE CALDECOTT FOUNDATION LIMITED

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

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

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

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

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

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

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

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

Plans for the Future

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

Pillar 1 – Community

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

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

THE CALDECOTT FOUNDATION LIMITED

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

Pillar 2 – Inclusion

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

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

Pillar 3 – Sustainability

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

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

Financial Review

Position at the end of the year

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

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

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

Investment policy

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

THE CALDECOTT FOUNDATION LIMITED

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

Reserves policy

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

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

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

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

Going Concern

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

Principal risks and uncertainties

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

| Highest Risks | Key Controls |
|---|---|
| Staff Recruitment and Retention. | <ul style="list-style-type: none">• Regular review of pay and benefits informed by market intelligence and consultation with staff.• Focus on Health and Wellbeing. Provision of health cash scheme, employee assistance programme, health checks, wellbeing programmes, occupational health and in house mental health support.• Investment in training and recognition of length of service through support to pursue a number of career paths. |
| Crystallisation of our KCC Pension resulting in the repayment of an unaffordable Cessation Deficit. | <ul style="list-style-type: none">• Number of active participants monitored monthly by Finance Director and quarterly by the Board. |

THE CALDECOTT FOUNDATION LIMITED

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

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| | <ul style="list-style-type: none"> • Expert independent advice obtained to inform Board discussion and decision making. This includes affordable repayment options which are evaluated periodically or in response to change. • Additional voluntary contributions paid monthly to reduce the deficit over time. • Although the scheme has been closed to new entrants, we retain the ability to nominate new employees to the scheme should this be required. |
| <p>A high proportion of revenue relating to a small number of Local Authorities customers.</p> | <ul style="list-style-type: none"> • Provision of a range of services creates diversity in revenue sources – residential care, fostering, education and therapy. • Accepting young people into our children’s homes from all over the UK results in a diverse customer base. • Expansion of our fundraising activity through our fundraising strategy. • Provision of a weekday boarding service supports students attending Caldecott School from a greater number of Local Authorities areas. • Communication with Local Authorities to improve understanding of the high-quality services which we deliver, and the exceptional outcomes achieved. |

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

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

Fundraising Practices

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

Structure, Governance and Management

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

THE CALDECOTT FOUNDATION LIMITED

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

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

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

Appointment and recruitment of Trustees

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

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

Committee structure, induction and training

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

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

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

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

Day to day management

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

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

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

THE CALDECOTT FOUNDATION LIMITED

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

Pay policy for key management personnel

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

Trustees' responsibilities

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

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

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

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

Disclosure of information to auditors

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

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



Mr Charles Lister, Chair

By Order of the Board of Trustees

Date:

24/10/2024

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

Opinion

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

In our opinion the financial statements:

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

Basis of opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees Annual Report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

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

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

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

Use of our report

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



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

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

THE CALDECOTT FOUNDATION LIMITED

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

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

All transactions are derived from continuing activities.

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

THE CALDECOTT FOUNDATION LIMITED

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

Comparative information only

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

All transactions are derived from continuing activities.

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

THE CALDECOTT FOUNDATION LIMITED

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

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

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

Mr Charles Lister (Chair)
Trustee



Company Number: 00419256

THE CALDECOTT FOUNDATION LIMITED

CHARITY BALANCE SHEET
AS AT 31 MARCH 2024

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

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



Mr Charles Lister (Chair)
Trustee

Company Number: 00419256

THE CALDECOTT FOUNDATION LIMITED

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

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

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(a) Basis of accounting

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

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

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

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

(b) Consolidation

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

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

(c) Fund accounting

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

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

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

(d) Income recognition

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

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

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies (continued)

(d) Income recognition

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

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

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

(e) Expenditure recognition

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

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

(f) Support costs allocation

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

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

The analysis of these costs is included in note 6.

(g) Intangible fixed assets

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

(h) Tangible fixed assets and depreciation

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

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

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

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies (continued)

(i) Fixed asset investments

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

Investments in joint ventures are measured at cost less impairment.

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

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

(k) Loans and borrowings

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

(l) Employee benefits

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

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

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

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

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

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies (continued)

(m) Tax

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

(n) Judgements and key sources of estimation uncertainty

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

Useful economic lives of tangible assets

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

LGPS

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

Bad debt provision

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

(o) Going concern

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

(p) Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024

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

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

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

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

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

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024

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

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

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

| 8 NET MOVEMENT IN FUNDS | 2024 | 2023 |
|---|----------------|----------------|
| | £ | £ |
| This is stated after charging | | |
| Depreciation of tangible fixed assets | 547,793 | 492,566 |
| Amortisation | 30,200 | 30,200 |
| Auditors' remuneration (including subsidiary) | 35,550 | 36,090 |
| | <u>613,543</u> | <u>558,856</u> |

9 TRUSTEES' REMUNERATION AND REIMBURSED EXPENSES

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

10 EMPLOYEES

Number of employees

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

| | 2024 | 2023 |
|------------------------|------------|------------|
| | Number | Number |
| Senior management team | 6 | 6 |
| School | 60 | 51 |
| Residential care | 69 | 70 |
| Fostering | 9 | 9 |
| Administration | 11 | 12 |
| Support services | 9 | 6 |
| | <u>164</u> | <u>154</u> |

THE CALDECOTT FOUNDATION LIMITED

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

10 EMPLOYEES

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

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

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

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

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

11 INTANGIBLE ASSETS

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

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024

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

| | 2024 | 2023 |
|--------------------------|----------------|----------------|
| | £ | £ |
| Cost | 1,578,982 | 1,578,982 |
| Accumulated depreciation | (656,444) | (624,865) |
| At 31 March 2024 | <u>922,538</u> | <u>954,117</u> |

All other tangible fixed assets are stated at historical cost.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024

13 FIXED ASSET INVESTMENTS

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

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

Shares in subsidiary undertaking

Caldecott Fostering Limited is now a wholly owned subsidiary.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2024

13 FIXED ASSET INVESTMENTS

Holdings of more than 20%

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

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

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

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

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

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

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

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024

| 14 DEBTORS | Group | | Charity | |
|---|----------------|----------------|----------------|----------------|
| | 2024 | 2023 | 2024 | 2023 |
| | £ | £ | £ | £ |
| Trade debtors | 350,920 | 478,225 | 267,031 | 416,064 |
| Other debtors | 46,878 | 41,743 | 5,240 | 11,242 |
| Amounts due from subsidiary undertaking | - | - | 4,762 | 153 |
| Prepayments and accrued income | 129,690 | 126,373 | 129,690 | 126,373 |
| | <u>527,488</u> | <u>646,342</u> | <u>406,723</u> | <u>553,833</u> |

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

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

15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

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

The bank loan and overdraft are secured over Caldecott House.

16 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

| | Group | | Charity | |
|------------------------------------|----------|----------|----------|----------|
| | 2024 | 2023 | 2024 | 2023 |
| | £ | £ | £ | £ |
| Bank loans | - | - | - | - |
| Analysis of loans | | | | |
| Wholly repayable within five years | - | 78,747 | - | 78,747 |
| Included in current liabilities | - | (78,747) | - | (78,747) |
| | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</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 | |
|---|----------|---------------|----------|---------------|
| | 2024 | 2023 | 2024 | 2023 |
| | £ | £ | £ | £ |
| Debt due in one year or less | - | 78,747 | - | 78,747 |
| In more than one year but not more than two years | - | - | - | - |
| | <u>-</u> | <u>78,747</u> | <u>-</u> | <u>78,747</u> |

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

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

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

Teachers' Pension Scheme

Introduction

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

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

Valuation of the Teachers' Pension Scheme

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

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

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

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

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

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

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

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

(Continued)

Kent County Council Pension Fund

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

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

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

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

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

Sensitivity analysis

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

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

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

(Continued)

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

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

Amount recognised in the Statement of Financial Activities

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

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

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

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

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

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

THE CALDECOTT FOUNDATION LIMITED

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

17 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS (Continued)

Other defined contribution schemes

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

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

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

18 COMPANY STATUS

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

19 RESTRICTED FUNDS

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

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

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

THE CALDECOTT FOUNDATION LIMITED

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

19 RESTRICTED FUNDS - CONTINUED

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

20 DESIGNATED FUNDS

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

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

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

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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 2023 | New Designations designations released | Transfers/ Gains | Balance at 31 March 2024 |
|------------------------|----------------------------|--|---------------------|--------------------------------|
| CHARITY - CURRENT YEAR | £ | £ | £ | £ |
| Fixed asset reserve | 6,285,040 | - | 164,393 | 6,449,433 |
| Pension reserve | - | - | - | - |
| Extras' fund | 142,888 | 111,600 | (16,788) | 237,700 |
| | <u>6,427,928</u> | <u>111,600</u> | <u>(16,788)</u> | <u>6,687,133</u> |

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

The fixed asset reserve - represents the net book value of fixed assets held net of any associated borrowings.
The pension reserve - represents the pension scheme liability at the year end.
The Extras fund - to be used for additional activities over and above those funded by core funding.

21 ANALYSIS OF NET ASSETS BETWEEN FUNDS

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

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024

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

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

23 ANALYSIS OF CHANGES IN NET DEBT

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

24 FUTURE COMMITMENTS

Operating leases

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

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

Charity

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

Pension commitments

The Trustees agreed to pay additional pension contributions in respect of the Kent County Council Local Government Pension Scheme with effect from 1 April 2021. The monthly additional contribution is a minimum payment of £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 2024, he owed Caldecott Foundation £1,800 (2023: £4,200).

26 CAPITAL COMMITMENTS

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

| 2024 | 2023 |
|-------------|-------------|
| £ | £ |
| 19,290 | - |