

THE CALDECOTT FOUNDATION LIMITED
CONSOLIDATED FINANCIAL STATEMENTS AND ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2021

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

THE CALDECOTT FOUNDATION LIMITED

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THE CALDECOTT FOUNDATION LIMITED

LEGAL AND ADMINISTRATIVE DETAILS

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

THE CALDECOTT FOUNDATION LIMITED

CHAIR OF TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2021

The strength and resilience of an organisation can be seen in the way it responds to a crisis. At the start of the year, no one could foresee the full impact of the Covid-19 pandemic or how long restrictions would last. Thanks to prompt early action by Nick Barnett, Managing Director, the senior management team and the dedication and hard work of all our staff, Caldecott's services continued uninterrupted throughout the year. This was a significant achievement and ensured that our children and young people continued to receive the exceptional quality of care and education they deserve.

That is impressive enough but, as the Trustees Report shows, the services we provide for our children and young people have also grown and improved during this period. I believe that Caldecott has ended the year in a much stronger position and with a real sense of everyone pulling together. All of this demonstrates that we are an organisation to be proud of.

Looking back at our response to the pandemic, as the news around Covid-19 became increasingly concerning, we took the decision on 16th March 2020 to activate our Business Continuity Plan with the following three aims:

- 1 To keep all our young people and staff as safe as possible.
- 2 To continue to operate all our vital services.
- 3 To ensure the ongoing sustainability of the organisation.

Nick Barnett, Managing Director brought together a core group of leaders from across the organisation, who initially met daily, to review government guidance and advice (which changed constantly), and then to communicate actions to stakeholders. The first actions taken were to address the immediate safety of young people and staff. These included securing adequate supplies of hand sanitiser and PPE, implementing 'bubbles' and social distancing, and supporting staff to 'shield' and work from home where possible. We were particularly mindful to protect those who were at higher risk from the virus but continued to work by completing individual risk assessments and putting in place additional safety measures.

Another early action by the Managing Director and Senior Management Team was to secure a reliable supply of food for our children's homes at a time when supermarket shelves were running very low and there were restrictions on the quantity of items available. Thanks to our commercial partners we were able to maintain supplies and we also put in place contingencies to protect our food stocks against the possibility of power outages which was a concern early in the first lockdown.

As face-to-face contact was reduced to a minimum, we utilised technology to maintain regular contact and ensure good communication. As an organisation that places relationships at the centre of everything we do, the creation of 'bubbles' was a particularly difficult, albeit entirely necessary, decision to take.

Although it was critical to protect the physical health of our children and young people from the risks of contracting Covid-19, we also took a range of actions to address the impact of the crisis on their mental health. Our in-house therapists worked with our care workers to identify young people who were showing early signs of anxiety and provide additional tailored support to address their needs. Our care and education teams worked side by side to ensure that the best education package was available regardless of whether students attended Caldecott School or remained at home. Initially, contact visits with family were supported through video conferencing. However we later created a space where families could have contact in a Covid safe manner on our own site.

As a result of the outstanding efforts of our staff teams, most of our children and young people reported feeling safer during lockdown than before. Although Ofsted have not undertaken their usual schedule of inspections, we did receive two visits during the year. It was pleasing that Ofsted acknowledged the hard work of our staff who succeeded in keeping our children safe and continuing their access to education.

"During the COVID-19 pandemic, children continued with their education in the home. Staff worked in partnership with schools to provide fun, hands-on learning", Ofsted Report October 2020.

THE CALDECOTT FOUNDATION LIMITED

CHAIR OF TRUSTEES' REPORT *FOR THE YEAR ENDED 31 MARCH 2021*

As a result of the actions taken I'm proud to say that all our services continued to operate throughout the crisis. Our teams in residential care and our foster carers did an exceptional job in keeping our young people safe. Caldecott School remained open throughout the crisis to support our students and their families and where parents took the difficult decision to keep their children at home, we continued to provide a rich curriculum and deliver lessons remotely via video conferencing. Some of our teachers also visited students at their homes (in line with government restrictions at the time and maintaining social distance) to provide resources and support their engagement.

I would like to take this opportunity to thank all the individuals, companies, community groups and charitable Trusts who have donated their time and money during what was an especially challenging year for everyone. In particular, the Swiss Re Foundation who awarded us two grants specifically to help fund the many additional costs that we had to incur in responding to the crisis.

Finally, on behalf of the Board I would like to acknowledge the outstanding leadership from Nick Barnett, Managing Director, and the Senior Management Team. But, in particular, I would like to give very special thanks to our dedicated staff teams whose commitment to the young people over the last year has been truly inspirational.

.....
Mr Charles Lister, Chairman

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present herewith their report and the financial statements for the year ended 31 March 2021. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK published on 16 July 2014 as amended by Bulletin 1 and Bulletin 2.

Objectives and activities

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

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

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

Public benefit statement

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

Strategic Report

Review of the year

During the year we supported 102 children and young people across our three core services of residential care, education and fostering. Despite the many challenges posed by the Covid-19 pandemic we have continued to see them make exceptional progress in both their social and emotional development as well as their educational attainment.

We saw eight young people make positive and planned transitions out of our residential service. Of these, three moved in with a new foster family, three to a provision that was closer to their home and two returned to live with family members.

Our 'Step Across' service, which supports our children who make the transition from residential to foster care, continues to go from strength to strength. Since it started operating eighteen young people have benefited from our integrated approach, with a further four currently in the process with a move planned within the next six months.

We are always looking for opportunities to bring our services closer together to support improved working for the benefit of our young people. That is why we were so pleased to welcome our team at Caldecott Fostering as they moved their main offices from Whitstable back to Caldecott House in Ashford, Kent. Although working remotely for part of the year due to Covid-19, the fostering team have settled into their new offices with socially distanced events held at Caldecott House for both existing and new foster families.

We always strive to ensure that young people placed in our care can access a school that will best meet their educational and social needs. For some children this will mean a placement at our own school, however, we are very proud of the hard work that has gone into supporting 80% to access a mainstream school.

At Caldecott School we saw another cohort of Year 11s complete their exams and move on to the next stage of their education. We are extremely proud of all 4 students who achieved recognised qualifications and secured placements in post 16 college courses.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Review of the year

We also continued with our plans to invest in our facilities and grounds. Most significantly the creation of two new outdoor Multi-Use Games Areas, funded by a generous grant from The Band Trust, for our young people to play a range of sports in all weathers. In order to support the growing number of 5-7 year olds being placed with us, we created a new Key Stage 1 classroom with its own outdoor play area. We have also made improvements to the courtyard at Caldecott School which now has several large wooden seating areas with landscaping work bringing plants and trees into the heart of the school.

Last year we reported that we had completed the development of our Forest School and new thematic approach to the curriculum. Both have continued to be a huge success throughout the current academic year. Building on these developments we were inspected by the National Autistic Society who awarded us 'accredited' status. Autism accreditation is an internationally recognised standard and achieving accreditation underlines our commitment to providing the very best education and boarding services for students with Autism.

As part of our commitment to maintain the highest standards within our children's homes we also made a range of improvements to the environment such as new kitchens, bathrooms, carpets, garden furniture, windows, doors and communal areas.

Our services have continued to go from strength to strength with a high level of investment improving our facilities, and young people making huge leaps in progress across their care and education. These fantastic outcomes could not have been achieved without the dedicated group of individuals who work across the Caldecott Foundation – as always, they have our heart-felt gratitude.

Financial review

Group income for the year was £8,720,822 (2020: £8,823,841) which included income from Caldecott Fostering Limited of £1,111,214 (2020: £953,616), following the acquisition of the remaining 50% of shares on 29 June 2018. Group expenditure amounted to £8,112,458 (2020: £8,454,751). The resulting surplus before adjustments to the Pension Scheme was £608,364 compared to a surplus of £369,090 in 2020. This was substantially in line with expectation following the introduction of a comprehensive reorganisation of the structure of the Caldecott Foundation, its cost base, and its expansion into the East Midlands. This restructuring has continued through 2019. Residential numbers have stabilised, and costs have been reduced to a level which enables the Foundation to operate at a surplus.

The Group Balance Sheet shows a positive position of £57,689 (2020: £762,707), whereas the Balance Sheet for Caldecott Foundation has decreased from £991,597 to £215,337.

Cash Flow:

The Bank overdraft peaked in 2015 at close to £1m. Since then we have moved into credit with the Bank and expect future cash flows to further enhance our liquidity position. This improvement reflects the changes referred to above in the operational structure at Caldecott, together with the planned disposal of assets. The comprehensive improvement in our financial operating results makes the attainment of one of our primary financial goals (a liquid reserve of 3 months of operating costs) a realistic objective in the foreseeable future. There will be demands on our cash reserve periodically as we complete our reorganisation. We do not expect these to impact negatively on our ability to maintain improvements in our liquidity.

Pension Scheme:

The Pension Scheme deficit has increased in the year by £1,313k to £7.106m (2020: increase by £166k to £5.793m). This remains a major issue for the Foundation to manage. The Board and Finance Committee have taken professional advice and keep the issue under constant appraisal. We have appropriate plans in place. It is a particularly difficult time for Pension Schemes. Actuarial factors, Interest rates, and Bond Yields have, for some time, behaved in ways which are unusual in the long term. The Caldecott Scheme deficit is a long term deficit which allows us many years to resolve it. Contributions continue to be paid in line with the Actuary's advice.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Financial review

Outlook:

The Trustees are very conscious of the need to maintain the improvements which have been made in the last 3 years. The reorganisation of Caldecott has, so far, progressed in line with expectation. Some outcomes have outperformed our hopes. However there remains the need to consolidate what has so far been achieved with further improvements and expansion. Plans are in hand to achieve this. We are greatly encouraged by the outstanding improvements in the Ofsted ratings of our Residential Houses and the school. This lays the foundation not only for financial improvement, but also celebrates the wonderful service we provide to the children who come into our care.

Investment policy

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

Reserves policy

The Foundation's target is to achieve and maintain unrestricted, undesignated reserves to cover a minimum of 3 months' committed running costs. This equates to approximately £2.2million based on budgeted running costs for the next 12 months. At the year end, the Foundation had total reserves of £7.16 million before the pension fund provision, much of which is tied up in property which cannot be easily realised. At the year end the Foundation had unrestricted reserves of £1,057,703 (2020: £460,374). It remains our intention to build free reserves towards the target.

Funds position

At 31 March 2021, restricted funds amounted to £121,590 (2020: £170,803) and further details can be found in note 20 to the financial statements.

At 31 March 2021 designated funds amounted to negative £914,373 (2020: positive £360,420) and further details can be found in note 21 to the financial statements. The main elements of the designated funds are the fixed asset reserve, amounting to £6,040,216 (2020: £6,009,612) and the LGPS deficit amounting to £7,106,000 (2020: £5,793,000).

As detailed above, the unrestricted fund has a positive balance of £1,057,703 at 31 March 2021 (2020: £460,374). The Foundation has taken a series of steps to reduce costs and improve financial performance. This progress is expected to continue through the coming year and will be enhanced by the growth in our primary education and boarding provisions.

Going Concern

The Foundation continues to be supported by the company's bankers and meets its day to day working capital requirements through its cash reserves. The overdraft facility has not been required during the year and this trend is expected to continue.

On this basis, the Trustees consider it appropriate to prepare the accounts on the going concern basis.

Principal risks and uncertainties

The Trustees have examined the major strategic, business and operational risks which the charity faces and confirm that systems have been established to enable the charity to lessen or mitigate those risks.

The key controls used by the Foundation include:

- Internal and External Quality Assurance teams who undertake audits and support the development and improvement of the organisation in line with our own policies and best practice.
- Risk management process that informs strategic planning resulting in major developments to reduce or eliminate risks.
- Dedicated Referrals and Commissioning team whose function is to ensure that we take in as many children and young people who need our services as we can.

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Principal risks and uncertainties

- A governance structure which includes sub-committees providing oversight of Care & Therapy, Education, Finance and Audit & Risk.
- Clear internal policies and procedures and a thorough induction and training programme for all new staff.
- COVID

Fundraising

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

Plans for the future

In response to the steady increase in the number of pupils attending Caldecott School we will be adding new capacity through the construction of two new classrooms. These will be sited in the grounds of our Primary School and will be ready for the start of the new school year in September 2021. We are lucky enough to have a large group of volunteers from our supporters at Swiss Re coming to our site in the summer holiday to help build a covered walkway to link these new classrooms to the main building. They will also be creating some fun areas around the school grounds for our young people to enjoy during their breaks and lunchtime.

Another key focus for us will be on reducing our impact on the environment. There will be a number of initiatives over the next few years but the first will be the installation of solar panels on the rooves of some of our buildings. This project alone is estimated to avoid 660 tons of CO₂ from entering the atmosphere over the next 30 years. We will also be looking to reduce the amount of paper and plastic that we use, as well as improving our recycling facilities.

Structure, governance and management

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

Structure, governance and management (continued)

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

Mr Charles Lister (Chairman)	Mrs Joanne Porter (resigned 28 January 2021)
Mrs Susan Appleby	Mrs Catherine Smith (appointed 14 May 2020 and resigned 29 July 2021)
Mrs Angela Collins (appointed 14 May 2020)	Mrs Maria Sullivan
Mr Jerome Flechais	Mrs Maree Thorn (appointed 14 May 2020)
Mr John Fletcher (Treasurer)	Mr Simon Wakeman
Mr Colin Green (Vice Chair)	

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Appointment and recruitment of Trustees

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

Committee structure, induction and training

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

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

- Audit and Risk Committee (2 times a year)
- School Governors (3 times a year)
- Finance Committee (3 times a year)
- Nominations committee (ad hoc basis)
- Care and Therapy Committee (3 times a year)
- Remunerations committee (annually)

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

Day to day management

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

Managing Director	Nicholas Barnett
Head of Education	Karen Norman
Head of Finance	Steve Anderson
Referrals and Commissioning Manager	Damion Napier
Business Manager	Tim Allison
Operations Manager	Kevin Gore

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

Pay policy for key management personnel

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

THE CALDECOTT FOUNDATION LIMITED

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Trustees responsibilities

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

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

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

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

Disclosure of information to auditors

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

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

On 7 September 2020 Group Audit Services Limited, trading as Wilkins Kennedy Audit Services, changed its name to Azets Audit Services Limited. The name they practice under is Azets Audit Services and accordingly they have signed their report in their new name.

By Order of the Board of Trustees
Date: 28 October 2021

Mr Charles Lister, Chairman

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

Opinion

We have audited the financial statements of The Caldecott Foundation Limited (the parent charitable company) and its subsidiaries (the group) for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charitable Company Balance Sheet, the Consolidated Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group and parent charitable company's affairs as at 31 March 2021, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis of opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

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

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

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

Use of our report

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

Michelle Wilkes FCA
(Senior Statutory Auditor)
for and on behalf of Azets Audit Services
Statutory Auditor
Date: 9 December 2021

Greytown House
221-227 High Street
Orpington
Kent
BR6 0NZ

THE CALDECOTT FOUNDATION LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	2021 Total £	2020 Total £
Income from:						
Donations and legacies	2	-	9,883	67,478	77,361	168,613
Charitable activities	3	8,007,756	-	565,575	8,573,331	8,647,869
<i>Investment income</i>						
Income from investments		2	-	-	2	113
Interest receivable		45	-	-	45	1,597
Other	4	70,083	-	-	70,083	5,649
Total Income		8,077,886	9,883	633,053	8,720,822	8,823,841
Expenditure on:						
Raising funds	5	-	482	-	482	700
Charitable activities	5	7,516,198	1,798	590,834	8,108,830	8,454,051
Corporation tax - trading		3,146	-	-	3,146	-
Total expenditure	5	7,519,344	2,280	590,834	8,112,458	8,454,751
Net income/(expenditure) before transfers		558,542	7,603	42,219	608,364	369,090
Transfers between funds	21	90,645	787	(91,432)	-	-
Net income/(expenditure) after transfers		649,187	8,390	(49,213)	608,364	369,090
Other recognised gains / (losses):						
Revaluation gains/(losses) on fixed asset investment	14	-	(383)	-	(383)	-
Remeasurement gain on defined benefit pension scheme	18	-	(1,313,000)	-	(1,313,000)	(166,000)
Net movement in funds		649,187	(1,304,993)	(49,213)	(705,019)	203,090
Reconciliation of funds:						
Fund balances at 1 April 2020		509,219	82,685	170,803	762,707	559,617
Fund balances at 31 March 2021		1,158,406	(1,222,308)	121,590	57,688	762,707

All transactions are derived from continuing activities.

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

THE CALDECOTT FOUNDATION LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021

Comparative information only

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	2020 Total £
Income from:					
Donations	2	-	10,697	157,916	168,613
Charitable activities	3	8,151,727	-	496,142	8,647,869
<i>Investment income</i>					
Income from listed investments		113	-	-	113
Interest receivable		1,597	-	-	1,597
Other	4	5,649	-	-	5,649
Total income		8,159,086	10,697	654,058	8,823,841
Expenditure on:					
Raising funds	5	-	700	-	700
Charitable activities	5	7,890,820	6,760	556,471	8,454,051
Total expenditure	5	7,890,820	7,460	556,471	8,454,751
Net income/(expenditure) before transfers		268,266	3,237	97,587	369,090
Transfers between funds	21	40,718	(40,718)	-	-
Net income/(expenditure) after transfers		308,984	(37,481)	97,587	369,090
Other recognised gains / (losses):					
Remeasurement gain/(loss) on defined benefit pension scheme	18	-	(166,000)	-	(166,000)
Net movement in funds		308,984	(203,481)	97,587	203,090
Reconciliation of funds:					
Fund balances at 1 April 2019		201,235	285,166	73,216	559,617
Fund balances at 31 March 2020		510,219	81,685	170,803	762,707

All transactions are derived from continuing activities.

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

THE CALDECOTT FOUNDATION LIMITED

**CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2021**

	Note	2021		2020	
		£	£	£	£
Fixed assets					
Intangible assets	12		91,063		121,263
Tangible assets	13		5,879,188		5,924,864
Investments	14		2,459		2,842
			<u>5,972,710</u>		<u>6,048,969</u>
Current assets					
Debtors	15	432,343		342,362	
Cash at bank and in hand		1,492,774		1,045,458	
		<u>1,925,117</u>		<u>1,387,820</u>	
Creditors: amounts falling due within one year	16	<u>(572,428)</u>		<u>(639,664)</u>	
Net current assets			<u>1,352,689</u>		<u>748,156</u>
Total assets less current liabilities			7,325,399		6,797,125
Creditors: amounts falling due after more than one year	17		<u>(161,711)</u>		<u>(241,418)</u>
			7,163,688		6,555,707
Defined benefit pension liability	18		(7,106,000)		(5,793,000)
Net funds			<u>57,688</u>		<u>762,707</u>
Funds					
Restricted funds	20		121,590		170,803
Unrestricted funds:					
Designated funds:	21				
Fixed asset reserve		5,732,281		5,731,877	
Pension Liability		(7,106,000)		(5,793,000)	
Extras' fund		151,411		143,808	
			<u>(1,222,308)</u>		<u>82,685</u>
Other charitable funds			1,061,119		460,374
Non-charitable funds			97,287		48,845
	22		<u>57,688</u>		<u>762,707</u>

The accounts were approved by the Board on 28 October 2021

Mr Charles Lister (Chair)
Trustee

Name
Trustee

Company Number: 00419256

THE CALDECOTT FOUNDATION LIMITED

CHARITY BALANCE SHEET
AS AT 31 MARCH 2021

	Note	2021		2020	
		£	£	£	£
Fixed assets					
Tangible assets	13		5,879,188		5,924,864
Investments	14		403,459		403,842
			<u>6,282,647</u>		<u>6,328,706</u>
Current assets					
Debtors	15	352,556		355,574	
Cash at bank and in hand		1,379,001		978,899	
		<u>1,731,557</u>		<u>1,334,473</u>	
Creditors: amounts falling due within one year	16	<u>(478,157)</u>		<u>(637,164)</u>	
Net current assets			<u>1,253,400</u>		<u>697,309</u>
Total assets less current liabilities			7,536,047		7,026,015
Creditors: amounts falling due after more than one year	17		<u>(161,711)</u>		<u>(241,418)</u>
			7,374,336		6,784,597
Defined benefit pension liability	18		(7,106,000)		(5,793,000)
Net funds			<u><u>268,336</u></u>		<u><u>991,597</u></u>
Funds					
Restricted funds	20		121,590		170,803
Unrestricted funds:					
Designated funds:	21				
Fixed asset reserve		6,040,216		6,009,612	
Pension Liability		(7,106,000)		(5,793,000)	
Extras' fund		151,411		143,808	
			<u>(914,373)</u>		<u>360,420</u>
Other charitable funds			1,061,119		460,374
	22		<u>268,336</u>		<u>991,597</u>

The accounts were approved by the Board on 28 October 2021.

Mr Charles Lister (Chair)
Trustee

Name
Trustee

Company Number: 00419256

THE CALDECOTT FOUNDATION LIMITED

CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021

	Note	2021 £	2020 £
Net cash flow from operating activities	23	<u>822,268</u>	<u>943,299</u>
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(301,513)	(222,463)
Proceeds on disposal of tangible fixed assets		3,177	3,920
Interest and investment income received		47	1,710
Net cash flow from investing activities		<u>(298,289)</u>	<u>(216,833)</u>
Cash flow from financing activities			
Repayments of borrowing		(76,663)	(73,701)
		<u>(76,663)</u>	<u>(73,701)</u>
Net increase in cash and cash equivalents		447,316	652,765
Cash and cash equivalents at 1 April 2020		1,045,458	392,693
Cash and cash equivalents at 31 March 2021		<u><u>1,492,774</u></u>	<u><u>1,045,458</u></u>
Cash and cash equivalents consists of:			
Cash at bank and in hand		1,492,774	1,045,458
Cash and cash equivalents at 31 March 2021		<u><u>1,492,774</u></u>	<u><u>1,045,458</u></u>

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(a) Basis of accounting

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

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) issued on 16 July 2014 as amended by Bulletin 1 and Bulletin 2 and the Financial Reporting Standard applicable in the United Kingdom (FRS 102) and the Charities Act 2011.

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

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

(b) Consolidation

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

The consolidated financial statements incorporate the results of the charity and its trading subsidiary, Caldecott Fostering Limited, for the year ended 31 March 2021. As a consolidated Statement of Financial Activities is published, a separate Statement of Financial Activities for the parent company is omitted from the group statements by virtue of Section 408 of the Companies Act 2006.

(c) Fund accounting

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

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

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

(d) Income recognition

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

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

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies (continued)

(d) Income recognition

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

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

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

(e) Expenditure recognition

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

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

(f) Support costs allocation

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

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

The analysis of these costs is included in note 6.

(g) Intangible fixed assets

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

(h) Tangible fixed assets and depreciation

With the exception of freehold property, tangible fixed assets are stated at cost less accumulated depreciation and any recognised impairment losses. Freehold property is stated in the balance sheet at deemed cost being the fair value on the date of transition to FRS102 less any subsequent depreciation and impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended. Fixed assets below £1,000 are not capitalised.

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

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

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies (continued)

(i) Fixed asset investments

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

Investments in joint ventures are measured at cost less impairment.

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

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

(k) Loans and borrowings

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

(l) Employee benefits

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

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

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

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

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies (continued)

(m) Tax

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

(n) Judgements and key sources of estimation uncertainty

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

Useful economic lives of tangible assets

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

LGPS

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 19, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 March 2021. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Bad debt provision

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

(o) Going concern

The Foundation continues to be supported by the company's bankers and meets its day to day working capital requirements through its cash reserves. The overdraft facility has not been required during the year and this trend is expected to continue. The nature of the Foundation's activities are such that there can be considerable unpredictable variation in the timing of cash inflows. The trustees have prepared projected cash flow information for the period ending 31 March 2022 and beyond. On the basis of this cash flow information and discussions with the Foundation's bankers, the trustees consider that the Foundation will continue to operate within the facility currently agreed.

On this basis, the trustees consider it appropriate to prepare the accounts on the going concern basis. The accounts do not include any adjustments that would result from a withdrawal of the overdraft facility by the Foundation's bankers.

(p) Government grants

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

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

2 DONATIONS	2021	2020
	£	£
Designated funds	9,883	10,697
	<u>9,883</u>	<u>10,697</u>
Restricted funds:		
Other restricted donations and gifts	6,478	21,687
Swiss RE	61,000	4,000
The Band Trust	-	120,000
Morrisons Foundation	-	12,229
	<u>67,478</u>	<u>157,916</u>
Total	<u>77,361</u>	<u>168,613</u>

3 CHARITABLE ACTIVITIES	Unrestricted funds	Restricted funds	Total 2021	Total 2020
	£	£	£	£
Local Authority Contract	6,896,542	-	6,896,542	7,198,111
Fostering	1,111,214	-	1,111,214	953,616
Statutory Funding	-	565,575	565,575	496,142
	<u>8,007,756</u>	<u>565,575</u>	<u>8,573,331</u>	<u>8,647,869</u>

4 OTHER INCOME	2021	2020
	£	£
Other income	928	1,729
Job retention scheme grants	65,978	-
Profit on sale of fixed asset	3,177	3,920
	<u>70,083</u>	<u>5,649</u>

5 EXPENDITURE	Staff Costs	Direct costs	Support costs	Total 2021	Total 2020
	£	£	£	£	£
Costs of raising funds					
Fundraising	-	482	-	482	700
	<u>-</u>	<u>482</u>	<u>-</u>	<u>482</u>	<u>700</u>
Charitable activities					
Residential care	2,723,201	1,221,869	792,253	4,737,323	5,372,987
School	1,525,980	769,117	198,063	2,493,160	2,182,331
Fostering	179,431	576,421	122,495	878,347	898,733
Taxation	-	-	3,146	3,146	-
Total charitable activities	<u>4,428,612</u>	<u>2,567,407</u>	<u>1,115,957</u>	<u>8,111,976</u>	<u>8,454,051</u>
Total expenditure	<u>4,428,612</u>	<u>2,567,889</u>	<u>1,115,957</u>	<u>8,112,458</u>	<u>8,454,751</u>

Included in direct costs and support costs are staff costs of £450,891 (2020: £402,978) which are allocated above.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

6 SUPPORT COSTS	Residential	School	Fostering	Total	Total
	care			2021	2020
	£	£	£	£	£
Management	592,221	148,055	83,520	823,796	688,410
Finance	109,539	27,385	6,216	143,140	145,441
IT	46,640	11,660	20,172	78,472	93,453
Human resources and training	43,853	10,963	12,587	67,403	77,251
	<u>792,253</u>	<u>198,063</u>	<u>122,495</u>	<u>1,112,811</u>	<u>1,004,555</u>

7 GOVERNANCE COSTS	2021	2020
	£	£
Staff costs	68,100	87,000
Travel and subsistence	252	4,964
Auditors' remuneration	24,636	24,436
Legal fees	4,494	10,414
	<u>97,482</u>	<u>126,814</u>

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

8 SUMMARY ANALYSIS OF EXPENDITURE AND RELATED INCOME FOR CHARITABLE ACTIVITIES

This table shows the cost of the main charitable activities and the sources of income directly to support those activities.

	Residential	School	Fostering	Total
	care			£
	£	£	£	£
Costs	(4,737,323)	(2,493,160)	(878,347)	(8,108,830)
Direct Income	4,424,315	3,037,801	1,111,214	8,573,330
Net cost funded from other income	<u>(313,008)</u>	<u>544,641</u>	<u>232,867</u>	<u>464,500</u>

9 NET MOVEMENT IN FUNDS	2021	2020
	£	£
This is stated after charging		
Depreciation of tangible fixed assets	347,189	306,264
Amortisation	30,200	30,200
Auditors' remuneration (including subsidiary)	24,636	24,436
Profit on disposal of tangible assets	(3,177)	(3,920)
	<u>398,848</u>	<u>356,980</u>

10 TRUSTEES' REMUNERATION AND REIMBURSED EXPENSES

None of the trustees (or any persons connected with them) received any remuneration during the year, but 1 were reimbursed a total of £252 travelling expenses (2020: 3 were reimbursed £755).

11 EMPLOYEES

Number of employees

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

	2021	2020
	Number	Number
Senior management team	6	6
School	46	45
Residential care	86	108
Fostering	5	7
Administration	11	8
Support services	8	10
	<u>162</u>	<u>184</u>

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021**

11 EMPLOYEES

Employment costs	2021	2020
	£	£
Wages and salary costs	4,146,344	4,437,554
Social Security costs	357,123	390,739
Apprenticeship levy	4,472	6,850
Pension costs - defined benefit	250,418	207,324
Pension costs - other	121,146	133,953
	<u>4,879,503</u>	<u>5,176,420</u>

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

	2021	2020
£60,001 - £70,000	2	2
£80,001 - £90,000	-	1
£90,001 - £100,000	1	-

Of the employees whose emoluments exceed £60,000, 1 (2020: 1) has retirement benefits accruing under defined benefit pension schemes and 2 (2020: 2) have retirement benefits accruing under defined contribution schemes.

The senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Foundation on a day to day basis and are detailed on page 1. The aggregate remuneration paid to the key management personnel totalled £455,848 (2020: £407,667).

12 INTANGIBLE ASSETS

Group	Goodwill	Total
	£	£
Cost / deemed cost		
As at 1 April 2020 and at 31 March 2021	<u>151,463</u>	<u>151,463</u>
Amortisation		
As at 1 April 2020	30,200	30,200
Charge for period	30,200	30,200
At 31 March 2021	<u>60,400</u>	<u>60,400</u>
Net book values		
At 31 March 2021	<u>91,063</u>	<u>91,063</u>
At 31 March 2020	<u>121,263</u>	<u>121,263</u>

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

13 TANGIBLE ASSETS	Land and buildings	Improvements to buildings	Fixtures, fittings and equipment	Motor Vehicles	Total
Group and Charity	£	£	£	£	£
Cost / deemed cost					
As at 1 April 2020	7,652,623	466,758	1,155,409	171,177	9,445,967
Additions	-	-	280,888	20,625	301,513
Disposals	-	-	(15,022)	(15,330)	(30,352)
At 31 March 2021	<u>7,652,623</u>	<u>466,758</u>	<u>1,421,275</u>	<u>176,472</u>	<u>9,717,128</u>
Depreciation					
As at 1 April 2020	2,364,940	223,245	809,346	123,572	3,521,103
Charge for period	152,078	46,676	129,851	18,584	347,189
On disposals	-	-	(15,022)	(15,330)	(30,352)
At 31 March 2021	<u>2,517,018</u>	<u>269,921</u>	<u>924,175</u>	<u>126,826</u>	<u>3,837,940</u>
Net book values					
At 31 March 2021	<u>5,135,605</u>	<u>196,837</u>	<u>497,100</u>	<u>49,646</u>	<u>5,879,188</u>
At 31 March 2020	<u>5,287,683</u>	<u>243,513</u>	<u>346,063</u>	<u>47,605</u>	<u>5,924,864</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:

	2021	2020
	£	£
Cost	1,578,982	1,578,982
Accumulated depreciation	(561,707)	(530,128)
At 31 March 2021	<u>1,017,275</u>	<u>1,048,854</u>

Land and buildings additions includes land valued at its probate value, being £150,000.

All other tangible fixed assets are stated at historical cost.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

14 FIXED ASSET INVESTMENTS

Group	Listed investments £	Shares in subsidiary undertaking £	Total £
Market value at 1 April 2020	2,842	-	2,842
Change in value in the year	(383)	-	(383)
Market value at 31 March 2021	<u>2,459</u>	<u>-</u>	<u>2,459</u>
Historical cost:			
At 31 March 2021	<u>1,008</u>	<u>-</u>	<u>1,008</u>
At 31 March 2020	<u>1,008</u>	<u>-</u>	<u>1,008</u>
Charity			
	£	£	£
Market value at 1 April 2020	2,842	401,000	403,842
Change in value in the year	(383)	-	(383)
Market value at 31 March 2021	<u>2,459</u>	<u>401,000</u>	<u>403,459</u>
Historical cost:			
At 31 March 2021	<u>1,008</u>	<u>401,000</u>	<u>402,008</u>
At 31 March 2020	<u>1,008</u>	<u>401,000</u>	<u>402,008</u>

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

Shares in subsidiary undertaking

The Caldecott Foundation Limited and The Stone Soup Project CIC entered into a joint venture agreement to set up Caldecott Fostering Limited, where each party owns 50% of the issued ordinary shares. On 29 June 2018 The Caldecott Foundation Limited acquired shares held by The Stone Soup Project CIC for £400,000. Accordingly, Caldecott Fostering Limited is now a wholly owned subsidiary.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021

14 FIXED ASSET INVESTMENTS

Holdings of more than 20%

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

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

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

The trading results of Caldecott Fostering Limited for the year ended 31 March 2021 are as follows:

	2021	2020
	£	£
Turnover	1,101,214	953,616
Bank interest	-	12
Other operating income	10,000	-
Cost of sales	(576,421)	(531,360)
Administration costs	(333,205)	(405,711)
Operating deficit for the period	201,588	16,557
Corporation tax	(3,146)	-
Distributions to parent charity under gift aid	(150,000)	-
Retained surplus for the period	48,442	16,557

The assets and liabilities of the subsidiary at 31 March 2021 were:

Current assets	204,904	134,398
Current liabilities	(102,200)	(83,553)
Aggregate share capital and reserves	102,704	50,845
Share capital	2,000	2,000
Profit and loss reserve	100,704	48,845
	102,704	50,845

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021**

15 DEBTORS	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors	345,818	290,449	282,755	319,272
Other debtors	43,103	27,567	23,261	21,781
Amounts due from subsidiary undertaking	-	-	3,118	3,700
Prepayments and accrued income	43,422	24,346	43,422	10,821
	<u>432,343</u>	<u>342,362</u>	<u>352,556</u>	<u>355,574</u>

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

	2021	2020	2021	2020
	£	£	£	£
Other debtors	6,917	14,494	6,917	14,494

16 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Bank loans	79,718	76,674	79,718	76,674
Trade creditors	125,360	170,851	88,630	189,847
Taxes and social security costs	97,178	99,358	93,118	95,495
Other creditors	187,298	185,806	139,816	214,173
Accruals	82,874	106,975	76,875	60,975
	<u>572,428</u>	<u>639,664</u>	<u>478,157</u>	<u>637,164</u>

The bank loan and overdraft are secured over Caldecott House.

17 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Bank loans	161,711	241,418	161,711	241,418
Analysis of loans				
Wholly repayable within five years	241,429	318,092	241,429	318,092
Included in current liabilities	(79,718)	(76,674)	(79,718)	(76,674)
	<u>161,711</u>	<u>241,418</u>	<u>161,711</u>	<u>241,418</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	
	2021	2020	2021	2020
	£	£	£	£
Debt due in one year or less	79,718	76,674	79,718	76,674
In more than one year but not more than two years	82,883	79,718	82,883	79,718
In more than two years but not more than five	78,828	161,700	78,828	161,700
	<u>241,429</u>	<u>318,092</u>	<u>241,429</u>	<u>318,092</u>

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021

18 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

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

The latest actuarial valuation of the TPS related to the period ended 31 March 2016 and of the LGPS 31 March 2019.

Pension contributions amounting to £20,833 (2020: £18,886) were unpaid at 31 March 2021.

Teachers' Pension Scheme

Introduction

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

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

Valuation of the Teachers' Pension Scheme

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

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

The next valuation result is due to be implemented from 1 April 2023.

The employer's pension costs paid to TPS in the period amounted to £167,170 (2020: £124,501).

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

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

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021**

18 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

(Continued)

Kent County Council Pension Fund

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 March 2021 was £101,448 (2020: £112,231), of which employer's contributions totalled £75,034 (2020: £82,823) and employees' contributions totalled £26,414 (2020: £29,408). The minimum contribution rates for future years are 19.0% for employers and 5.5% to 12.5% for employees.

Pension contributions amounting to £5,550 (2020: £9,433) were unpaid at 31 March 2021.

Principal actuarial assumptions	2021	2020
	%	%
Rate of increase in salaries	3.85	2.95
Rate of increase in pension payment	2.85	1.95
Discount rate	2.00	2.35
Inflation assumption - RPI	3.20	2.75
Inflation assumption - CPI	2.85	1.95

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

	2021	2020
<i>Retiring today</i>		
Males	21.6	21.8
Females	23.6	23.7
<i>Retiring in 20 years</i>		
Males	22.9	23.2
Females	25.1	25.2

Sensitivity analysis

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

	2021	2020
Discount rate +0.1%	-591	-468
Discount rate -0.1%	+605	+479
Mortality assumption + 1 year	+1198	+828
Mortality assumption - 1 year	-1148	-797
Long term salary +0.1%	+29	+22
Long term salary -0.1%	-29	-22
Adjustment to pension increases +0.1%	+570	+458
Adjustment to pension increases -0.1%	-558	-449

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

18 PENSION AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

(Continued)

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

	2021	2020
	£	£
Equities	13,430,000	10,108,000
Bonds	2,605,000	2,142,000
Property	2,159,000	2,236,000
Gilts	124,000	128,000
Other assets	1,034,000	430,000
Absolute return fund	1,505,000	1,388,000
Total market value of assets	<u>20,857,000</u>	<u>16,432,000</u>

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

The actual return on scheme assets was £4,871,000 (2020: £1,351,000).

Amount recognised in the Statement of Financial Activities

	2021	2020
	£	£
Current service cost	141,000	225,000
Net interest cost	135,000	134,000
Administration expenses	13,000	11,000
Total operating charge	<u>289,000</u>	<u>370,000</u>

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

	2021	2020
	£	£
At 1 April 2020	22,225,000	24,100,000
Current service cost	141,000	163,000
Interest cost	516,000	570,000
Change in financial assumptions	6,180,000	(2,058,000)
Change in demographic assumptions	(245,000)	(353,000)
Experience loss on defined benefit obligation	(342,000)	428,000
Estimated benefits paid	(540,000)	(716,000)
Past service costs, including curtailments	-	62,000
Contributions by Scheme participants	28,000	29,000
At 31 March 2021	<u>27,963,000</u>	<u>22,225,000</u>

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

	2021	2020
	£	£
At 1 April 2020	16,432,000	18,473,000
Interest on assets	381,000	436,000
Return on assets less interest	4,490,000	(1,787,000)
Other actuarial losses	-	(75,000)
Administration expenses	(13,000)	(11,000)
Employer contributions	79,000	83,000
Contributions by Scheme participants	28,000	29,000
Estimated benefits paid	(540,000)	(716,000)
At 31 March 2021	<u>20,857,000</u>	<u>16,432,000</u>

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

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

Other defined contribution schemes

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

	2021	2020
	£	£
Contributions payable by the company for the year	117,378	130,617

Pension contributions amounting to £17,201 (2020: £17,855) were unpaid at 31 March 2021.

19 COMPANY STATUS

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

20 RESTRICTED FUNDS

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

CURRENT YEAR	Balance at 1 April 2020	Income	Expenditure	Transfers between funds	Balance at 31 March 2021
	£	£	£	£	£
Holidays / Camps / Trips	7,265	2,300	(3,188)	-	6,377
Independent Living fund	11,921	-	-	-	11,921
Sponsor a book	2,474	-	(1,701)	-	773
ESFA	31,848	542,458	(507,500)	(43,518)	23,288
Other fundraised funds	12,461	6,178	(7,935)	-	10,704
Pupil premium	15,563	23,117	(3,765)	(3,456)	31,459
Care leavers hardship fund	7,135	-	-	-	7,135
Smeeth School Resources	721	-	-	-	721
Fledborough Therapy Centre	3,280	-	-	-	3,280
Forest School	69,971	-	(3,084)	(44,458)	22,429
Swiss RE	-	59,000	(58,661)	-	339
Other	8,164	-	(5,000)	-	3,164
	170,803	633,053	(590,834)	(91,432)	121,590

COMPARATIVE YEAR	Balance at 1 April 2019	Income	Expenditure	Transfers between funds	Balance at 31 March 2020
	£	£	£	£	£
Homes (Improvement fund)	688	-	(688)	-	-
Holidays / Camps / Trips	9,775	7,900	(10,410)	-	7,265
Independent Living fund	12,891	7,914	(8,884)	-	11,921
Sponsor a book	2,659	-	(185)	-	2,474
ESFA	4,895	485,650	(458,697)	-	31,848
Other fundraised funds	19,520	3,864	(10,923)	-	12,461
Pupil premium	8,950	10,242	(3,629)	-	15,563
Care leavers hardship fund	2,150	4,985	-	-	7,135
Smeeth School Resources	721	-	-	-	721
Fledborough Therapy Centre	2,256	1,024	-	-	3,280
Forest School	-	132,229	(62,258)	-	69,971
Other	8,711	250	(797)	-	8,164
	73,216	654,058	(556,471)	-	170,803

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021**

20 RESTRICTED FUNDS - CONTINUED

Homes (Improvement fund)	For improvements to the physical environment within the house
Holidays / Camps /Trips out	For annual holidays, camps and trips out to theatres etc
Independent Living fund	To support former care leavers to achieve full independence
Sponsor a book	For sponsorship of children's special interest books and other reading
Forest School	Funds of £120,000 were received from The Band Trust and £12,229 from Morrisons Foundation to set up a forest school and provide outdoor sport and activity equipment.
Other fundraised funds	To fund a range of specific small items including leavers packs, art, play & music equipment, hardship grants, sport & challenge activities and vocational education
ESFA	To improve standards in the school and for capital expenditure in the school
Pupil premium	Funds received from Local Authorities which are provided for the education needs of individual school pupils
Care leavers hardship fund	A fund for care leavers to request support from.
Smeeth School Resources	Funding towards resources for the Smeeth school.
Fledborough Therapy Centre	Funding towards a new therapy centre at Fledborough.
Swiss RE	Funding towards COVID-19 relief.
Other restricted funds	Funds received from Local Authorities and statutory bodies which are provided for individual children and care leavers
Transfer between funds	Represents the purchase of fixed assets from restricted funds

21 DESIGNATED FUNDS

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

GROUP - CURRENT YEAR	Balance at 1 April 2020	New designations	Designations released	Transfers/ Gains	Balance at 31 March 2021
	£	£	£	£	£
Fixed asset reserve	5,731,877	-	-	404	5,732,281
Pension reserve	(5,793,000)	-	-	(1,313,000)	(7,106,000)
Extras' fund	143,808	9,883	(2,280)	-	151,411
	<u>82,685</u>	<u>9,883</u>	<u>(2,280)</u>	<u>(1,312,596)</u>	<u>(1,222,308)</u>

GROUP - COMPARATIVE YEAR	Balance at 1 April 2019	New designations	Designations released	Transfers/ Gains	Balance at 31 March 2020
	£	£	£	£	£
Fixed asset reserve	5,771,595	-	-	(39,718)	5,731,877
Pension reserve	(5,627,000)	-	-	(166,000)	(5,793,000)
Extras' fund	140,571	10,697	(7,460)	-	143,808
	<u>285,166</u>	<u>10,697</u>	<u>(7,460)</u>	<u>(205,718)</u>	<u>82,685</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.

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

21 DESIGNATED FUNDS

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

	Balance at 1 April 2020	New designations	Designations released	Transfers/ Gains	Balance at 31 March 2021
	£	£	£	£	£
CHARITY - CURRENT YEAR					
Fixed asset reserve	6,009,612	-	-	30,604	6,040,216
Pension reserve	(5,793,000)	-	-	(1,313,000)	(7,106,000)
Extras' fund	143,808	9,883	(2,280)	-	151,411
	<u>360,420</u>	<u>9,883</u>	<u>(2,280)</u>	<u>(1,282,396)</u>	<u>(914,373)</u>

	Balance at 1 April 2019	New designations	Designations released	Transfers/ Gains	Balance at 31 March 2020
	£	£	£	£	£
CHARITY - COMPARATIVE YEAR					
Fixed asset reserve	6,019,714	-	-	(10,102)	6,009,612
Pension reserve	(5,627,000)	-	-	(166,000)	(5,793,000)
Extras' fund	140,571	10,697	(7,460)	-	143,808
	<u>533,285</u>	<u>10,697</u>	<u>(7,460)</u>	<u>(176,102)</u>	<u>360,420</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.

22 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Designated funds	Restricted funds	Total
	£	£	£	£
CURRENT YEAR				
Fund balances at 31 March 2021 are represented by:				
Intangible fixed assets	-	91,063	-	91,063
Tangible fixed assets	-	5,879,188	-	5,879,188
Investments	-	2,459	-	2,459
Current assets	1,652,116	151,411	121,590	1,925,117
Creditors: amount falling due within one year	(492,711)	(79,718)	-	(572,428)
Creditors: amount falling due after more than one year	-	(161,711)	-	(161,711)
Defined benefit pension	-	(7,106,000)	-	(7,106,000)
	<u>1,159,406</u>	<u>(1,223,308)</u>	<u>121,590</u>	<u>57,688</u>
COMPARATIVE YEAR				
Fund balances at 31 March 2020 are represented by:				
Intangible fixed assets	-	121,263	-	121,263
Tangible fixed assets	-	5,924,864	-	5,924,864
Investments	-	2,842	-	2,842
Current assets	1,073,209	143,808	170,803	1,387,820
Creditors: amount falling due within one year	(562,990)	(76,674)	-	(639,664)
Creditors: amount falling due after more than one year	-	(241,418)	-	(241,418)
Defined benefit pension	-	(5,793,000)	-	(5,793,000)
	<u>510,219</u>	<u>81,685</u>	<u>170,803</u>	<u>762,707</u>

THE CALDECOTT FOUNDATION LIMITED

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

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

	2021	2020
	£	£
Net income for year	608,364	369,090
Interest and investment income receivable	(47)	(1,710)
Depreciation of tangible fixed assets	347,189	306,264
Amortisation of goodwill	30,200	30,200
(Profit) on disposal of fixed assets	(3,177)	(3,920)
Decrease in debtors	(89,981)	238,066
Increase/(decrease) in creditors	(70,280)	5,309
Net cash flow from operating activities	<u>822,268</u>	<u>943,299</u>

24 ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2020	Cash flow	Non-cash changes	At 31 March 2021
	£	£	£	£
Cash at bank and in hand	1,045,458	447,316	-	1,492,774
Bank overdrafts	-	-	-	-
	<u>1,045,458</u>	<u>447,316</u>	<u>-</u>	<u>1,492,774</u>
Debt due within one year	(76,674)	76,663	(79,707)	(79,718)
Debt due after one year	(241,418)	-	79,707	(161,711)
	<u>(318,092)</u>	<u>76,663</u>	<u>-</u>	<u>(241,429)</u>
	<u>727,366</u>	<u>523,979</u>	<u>-</u>	<u>1,251,345</u>

25 FUTURE COMMITMENTS

Operating leases

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

Group	Land and buildings		Other	
	2021	2020	2021	2020
	£	£	£	£
Within one year	45,400	60,596	6,882	10,066
Between two and five years	181,600	181,600	8,616	15,498
In over five years	488,049	533,450	-	-
	<u>715,049</u>	<u>775,646</u>	<u>15,498</u>	<u>25,564</u>

Charity

	Land and buildings		Other	
	2021	2020	2021	2020
	£	£	£	£
Within one year	45,400	45,400	6,114	9,298
Between two and five years	181,600	181,600	8,040	14,154
In over five years	488,049	533,450	-	-
	<u>715,049</u>	<u>760,450</u>	<u>14,154</u>	<u>23,452</u>

Pension commitments

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

THE CALDECOTT FOUNDATION LIMITED

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021**

26 RELATED PARTIES

Mr N Barnett

Mr N Barnett is the Managing Director of Caldecott Foundation and a member of the key management team. During the year ended 31 March 2020 he received a loan of £12,000 which is repayable over 5 years. At 31 March 2021, he owed Caldecott Foundation £9,000 (2020: £11,400).

27 CAPITAL COMMITMENTS

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

	2021	2020
	£	£
Timber treatment	-	12,729
