



**Annual Report and Financial Statements  
for the Year Ended 31 March 2022**

Company Number: 04071304  
Charity Registered in England and Wales Number: 1084054

**Together We Care**



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**Antica Care Trust**  
Reference and Administrative Details  
For the Year Ended 31 March 2022

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**Trustees:** Mr J Baker  
Mr G Briscoe  
Mrs V Crow  
Mr W Dalton  
Ms J Lacey  
Mr A Ladd  
Mr A Rawicz-Szczerbo  
Ms A Warman  
Mr J Whittaker

**Charity Number:** 1084054

**Company Number:** 04071304

**Principal Address and Registered Office:** Gatchell House  
Gatchell Oaks  
Trull  
Taunton  
Somerset  
TA3 7EG

**Auditors:** Albert Goodman LLP  
Chartered Accountants  
Goodwood House  
Blackbrook Park Avenue  
Taunton  
Somerset  
TA1 2PX

**Bankers:** Santander UK plc  
Corporate & Commercial  
Bridle Road  
Bootle  
Merseyside  
L30 4GB

Lloyds TSB Bank Plc  
31 Fore Street  
Taunton  
Somerset  
TA1 1HN

**Solicitors:** Royds Withy King  
5-6 Northumberland Buildings  
Queen Square  
Bath  
BA1 2JE

Stone King  
13 Queen Square  
Bath  
BA1 2HJ

## **Chairman's introduction**

For the second year in a row the Trust's operations have been severely affected by the coronavirus pandemic which led to the temporary closure to visitors and new residents of all our homes for periods. But as I write, thankfully all our homes are open and operating effectively on the route back to normality.

Understandably, our financial performance has been affected adversely by the pressures arising from the pandemic. Although our overall income increased slightly from the previous year, our surplus (EBITDA) was greatly reduced. But our cash reserves have been bolstered by the sale of one of our sites as described below.

During the course of the year, we have disposed of one of our two Bromsgrove sites - our Housman Court home and the adjoining Housman Park independent living units - in accordance with our strategy to refresh and improve our estate. Also, we are currently in advanced discussions to develop a new home in Taunton to bring our portfolio back to five homes. And we are investigating other opportunities elsewhere to acquire additional homes where we think we can achieve a satisfactory operational performance.

We experienced a disappointing CQC inspection at our remaining site in Bromsgrove, St John's Court, which has been designated as 'requires improvement'; after a number of years having been rated as 'outstanding'. As an urgent priority, therefore, we have introduced special measures to bring the home back to a satisfactory level of operation and I look forward to reporting further on this in next year's report. Our other homes have performed well, and we are proud that Exmouth House retains its CQC 'outstanding' rating.

We are seeking to digest the changes in the funding of social care that are being initiated by the government. As a member of the National Care Forum, we are grateful for the lead they are taking in this key matter on behalf of operators such as ourselves. At present it is too early to say precisely how the changes will affect us, but it seems very likely that they will have a fundamental effect on our operations going forward.

Our board of trustees has been strengthened by the arrival of three new faces. Will Dalton joined us in June 2021. Will is a Chartered Accountant who previously worked for a private business which operates care homes in the UK and brings a wealth of relevant experience in that regard. Jacqueline Lacey joined us in August 2021 and has a strong personal interest in providing worthwhile entertainment and other activities for residents. And Anna Warman joined the board in February 2022. Anna works for the NHS as Head of Facilities Management of Somerset Health Authority.

Sadly, Simon Corrick stood down as a Trustee during the year, and we remain very grateful for his contribution, especially in respect of property matters. Jurai Darongkamas resigned as a Trustee in March 2022, and the Trustees thanked her for her contribution to the board and especially for her professional support made available to staff to support their mental wellbeing. We also said goodbye at the end of December to Janet Hellens who has done a sterling job as personal assistant to our Chief Executive and secretary to the Board for many years. We wish Janet a very happy retirement.

Despite the restrictions arising from the pandemic, we were able to hold our usual summer garden and Christmas decorations/cake competitions. These events bring out the best in our colleagues and residents and allow the Trustees to get involved in a truly meaningful way with the activities at our sites. We also held our first staff awards ceremony, and it was a delight to be present at the event on a windy day in August at Gatchell House.

## Amica Care Trust

Trustees' Report (including Directors' Report and Strategic Report)  
For the Year Ended 31 March 2022

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The Trustees of Amica Care Trust (the charity's directors for the purposes of company law and collectively referred to as the Trustees in this report) present their report, which includes the requirements of a Directors' Report and a Strategic Report, and accounts for the year ended 31 March 2022.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charities Act 2011, Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable in the UK and Ireland (FRS102) (effective 1 January 2019).

### Objects of the charity

The objects of the charity, as set out in the Memorandum of Association are:

"to promote the relief of people living in the UK who are disadvantaged by virtue of old age or by physical or mental disability and in particular to provide and manage homes for them to live in and to promote and support schemes whereby such people may receive support and facilities."

### Purpose and activities

Amica Care Trust is a provider of residential care for up to 164 older people living with dementia or who have nursing and social care needs, at four sites across England.

Our charitable and not for profit status, allows the Trust to provide care to residents with a range of care needs irrespective of their funding status. And our focus on providing outstanding care is supported by the care hours per resident, per week, provided by our staff, which is above the wider sector norm.

Our funding sources are from the fees that we charge for the care of each resident. Residents' fees may be self-funded, local authority funded or a combination of the two. We generally receive no other forms of grants or funding, although we have been in receipt of both the Government's infection control grant funding and workforce recruitment and retention grant funding, in the 2021-22 financial year.

We also operate three independent living sites, with a combined total of 125 properties for people over the age of 55. The Trust owns the freehold of these sites, and each site is run by its own management company.

Up until 28 February 2022, we also operated Housman Care a 30 bed care home and Housman Park an independent living site consisting of 57 flats. More detail on the sale of this site can be found on page 9 of this report.

We offer some support services into all our independent living sites such as domestic services including a care at home service at Signature Apartments.

Area	Care Home	Beds	Independent Living	Properties
Exmouth	Exmouth House	31	Exmouth Court	38
Bromsgrove	Housman Court (up until 28/02/22)	30	Housman Park (up until 28/02/22)	57
Crewkerne	The Orchards	45	N/A	-
Dorchester	Signature House	48	Signature Apartments	42
Bromsgrove	St Johns Court	40	N/A	-
Taunton	N/A	-	Gatchell Oaks	45

### Public benefit statement

The Trustees have considered the Charity Commission's public benefit guidance in the activities of the Trust. As a charity, we strive to maintain our fees at an affordable level and to be fair and transparent in the way that we calculate individual fee rates. Our staffing levels and average contact time with those who we look after reflect our charitable status and are generally higher than those found in similar homes operated in the commercial sector.

## **Mission and Values**

We are very passionate about caring for our residents and staff, and our mission and values are central to what we do and how we care for each other.

### Our Mission

Together we strive to provide exceptional care and support to residents and their families, maintaining independence, creating special moments and fulfilling lives.

### Our Values

- Treating everyone as an individual
- Valuing people
- Caring and making a difference together
- Creating Communities
- Respecting each other, treating everyone with dignity, kindness and compassion
- People are at the heart of everything we do
- Home sweet home, together we make things better
- Being proud of who you are

## **Strategic Report**

### COVID-19

As per the previous year corona virus continued to dominate how we were able to provide services to our residents. Our staff teams have worked above and beyond to ensure that care was not compromised, despite the continued government restrictions, access to support services and their own health and wellbeing. Most of our residents received the COVID vaccination which reduced the severity of the infection and therefore reduced the number of deaths. We also lost a few staff members due to the compulsory COVID vaccination requirement. Staff absence due to the virus was affected but with the support of staff working additional hours and agency, the homes continued to be well staffed.

Residents' connection with their loved ones has remained a priority and we have continued to support visits within the Government Guidelines; newsletters, video calls and emails have also maintained that vital connection.

Our financial performance has continued to be affected by the pandemic through lower occupancy rates and high staffing costs due to agency usage. We also increased our overtime rates for our staff in recognition of their willingness to support the residents and their colleagues.

We have seen a recovery in occupancy in the last two months of the financial year and are confident that this will continue to improve. The Government's Infection Control Grant and Workforce Recruitment and Retention Grant have been a welcome support to reduce the financial impact of the pandemic, staff also appreciated the financial bonus they received from some of the Workforce and Recruitment and Retention Grant.

## **Objectives for the year, achievements and performance**

### Quality of Care:

Quality of care remains key to our success, despite this being a challenge due to temporary home closures resulting from Covid, we have still been successful in making improvements.

We have invested in additional training for staff over and above mandatory training, including leadership training for home managers, First aid at Work and IOSHH. We have also supported staff in their own development through appointing champion roles in all homes and providing additional training to enhance their knowledge such as dementia champions, skin integrity champions and falls champions, to name a few. We also want to develop our staff to progress within the Trust and have invested in level 4 management training for our leaders of the future.

## **Amica Care Trust**

Trustees' Report (including Directors' Report and Strategic Report)  
For the Year Ended 31 March 2022

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We continue to monitor the quality of care through identified KPIs, we have developed a dashboard which is completed by the homes and reviewed to identify any trends and support in making improvements if required. We have benchmarked our performance over the last five years so that we can strive to improve year on year. To date we have been successful in making these improvements. The Care Governance committee have met quarterly to review the quality-of-care delivery and discuss projects and innovations to support improvements. One of these projects was to install an App onto our existing nurse call bell systems to push calls through to the carers handheld devices and therefore eradicate the ringing of the bell throughout the homes. This has made a significant improvement to the environment for both the residents and the staff, it has also enabled the response times to call to be monitored more effectively and help reduce the risk of falls.

We have had one responsive inspection by CQC this year, this took place at St John's Nursing Home. Ratings of all our homes can be found on page 9 of this report.

Two of our services have been working towards their Gold Standards Framework, both homes will be assessed for their accreditation in 2022.

Resident occupation is a very important part of our care delivery, all our homes have hosted special events, where Government restrictions have allowed, including the annual Christmas decoration and garden competitions.

### Reinvestment in our homes to improve the environment and experience for our residents:

Environmental improvements have been somewhat hampered by the intermittent closures of the homes as a result of COVID, but we have still been able to complete some of the larger projects as well as redecoration programs.

At Exmouth House we completed works in the office area to provide a better environment for visitors and for the manager to hold confidential meetings.

We have also completed extensive redecoration and carpeting at St John's Court which is due to continue into 2022/23.

Investment into the maintenance of all our homes has also continued, this has included extensive works to the boilers and flues at Signature House and fire remedials at St John's Court.

We have continued to invest in specialist nursing equipment and replacing old equipment, this includes specialist beds, hoists etc. Infection Prevention Control has been a key area for investment which has included the purchasing of fogging machines, electronic temperature scanners for staff and visitors, and electronic signing in books.

### Embed our values to create a positive and caring culture:

One to one coaching has been provided for some of our operations team to support improvement in leadership. We will be continuing with this over the next year with our home managers. Job descriptions and interview questions have been reviewed to incorporate our values into these documents enabling us to recruit staff who align with our Trust Values.

### Improve technology:

Our focus for this year has been on improving the reliability of IT, we have now completed works to host all our systems in the cloud and decommission our servers. We have also been sourcing a replacement Time & Attendance system to improve management of staff rotas, skill mix and filling vacant shifts. This new system will be implanted in the new financial year.

### Financial stability

Reduced occupancy due to intermittent home closures as a result of COVID has continued to impact on our financial performance, although occupancy rates improved on the previous year. Agency costs were further escalated as a result of agencies charging higher premiums to prioritise bookings, although some of this cost was offset by the Government's Infection Control Grant.

## Amica Care Trust

Trustees' Report (including Directors' Report and Strategic Report)  
For the Year Ended 31 March 2022

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### Growth and reshaping for the future

We continue with the development of a 68 bedded home in Taunton, plans have now been submitted to the Council.

The home will provide a state-of-the-art environment to support the care and wellbeing of older people, including a Bistro, Spa and hairdressing salon and cinema.

We have also been looking at two further new developments and going concerns which we hope to progress with in the next financial year.

As part of our growth strategy, we reviewed our current homes and made the decision to rationalise our current portfolio through the sale of Housman Court and Housman Park. This home was purchased by a local private operator who has two other care homes within the area. It was important to the Trust that the new operator had similar values to us and wanted to invest in the home to further improve the environment for the residents.

### **Financial Review**

The Trust has reported a satisfactory year in terms of income and general expenditure, when taking into consideration the difficulties and challenges of continuing to operate in the ongoing Covid-19 pandemic. The main challenge operationally and financially this year has been, and continues to be, the staffing crisis experienced by the care sector as a whole and the wider economy. Funding received from government mitigated the financial impact of our own additional staff costs in meeting infection control measures, but we remained exposed to higher than anticipated agency costs resulting from staffing shortages. The year's results also include an accounting loss on sale and trading losses from one of our homes, and an increase in cash reserves from the proceeds of the sale.

	<b>2022</b>	<b>2021</b>
	<b>£'000</b>	<b>£'000</b>
Income	9,864	9,376
EBITDA	50	358
Net income / (expenditure)	(384)	(40)
Cash balance	2,329	1,401
Total net assets	13,406	14,239

Income for 2022 was £9.8M (2021 £9.4M), of which £0.3m was in the form of government funding. Income from home fees was £0.6m up on the prior year. Good average fee rates have been achieved in the year, and average occupancy was on budget at 90%, maintaining the same level as achieved in the prior year.

Funding received from the government's infection control grant of £236k was utilised to offset additional staff costs resulting from the pandemic. These costs included: the requirement to back-fill shifts for staff off sick and isolating; additional staffing to limit movement within our homes and between sites; and supporting with safe visiting and testing for residents, staff and visitors. Funding of £88k was also received from the government's workforce recruitment and retention fund in the year, with 93% of this paid directly to staff, and the balance invested in recruitment costs and the introduction of an Employee Assistance Program

While the government's funding supported our own additional staff costs, staff costs overall were substantially higher than budgeted for in the year due to an unprecedented requirement for agency staff. Own staff costs included pay increases awarded at the beginning of the year, to address the national living wage increase of 2.2%, benchmark our pay rates, and maintain pay differentials on our pay framework.

The Trust has also continued to invest in improving our homes and our ongoing programme of property and equipment maintenance. £0.2m was invested into capital expenditure, and a further £0.1m was spent on non-capitalised equipment, furniture, and room redecorations.

An accounting loss of £0.45m resulted from the sale of the care home and independent living site at Housman Court in February 2022. This home also generated £0.15m of trading losses in the year.

Proceeds of £0.9m from the sale of Housman, took the year's opening net cash position of £1.4m to a closing cash balance of £2.3m at March 2022. The Trust's reserves policy explains how these funds will be utilised.

### **Reserves Policy**

The Trustees have considered the reserves policy of the charity and utilisation of the cash reserves held by the Trust, which the Trust defines as its free reserves. As at 31 March 2022, the charity held £2.3m in cash.

The Trustees would like to maintain sufficient levels of reserves to enable normal operating activities to continue should a shortfall in income occur or unplanned expenditure result from potential risks and contingencies that are not covered by the charity's insurances.

Cash reserves of £0.5m are considered a sufficient level of reserves to hold for this purpose. To arrive at this figure, the Trustees considered what might be required in a 'worst case scenario'. It was agreed that a global pandemic was a good example of such a scenario, and that EBITDA losses (excluding income from government grants) together with capital expenditure for the previous two years, would provide a reasonable basis from which to calculate the cover required from reserves.

Any remaining reserves are held for fulfilling the Trust's business plan and strategy for growth and future development of its care provision; with appropriate levels of funds being designated as individual project plans are finalised.

### **Plans for the future**

Future Plans are driven by the Trust's Vision, the consequential objectives combined in our business strategy, and the specific elements set out in our business plan, as summarised below.

The vision for the Trust is to provide exceptional care and support for people and their families across all our services.

Our strategy to achieve this vision is:

- For continued financial viability of the Trust
- To create homely, comfortable environments which support our residents' daily lives and improve their wellbeing
- For all homes to retain a minimum of 'good' across all CQC fundamental standards in 2022 and for two homes to achieve/maintain 'outstanding' in the next two years
- For the Trust to operate a further two homes by 2024
- To embrace and improve technology/innovation to support the highest quality of care through our IT strategy
- To maintain high standards of governance

These objectives are supported by our business plan which includes the following:

- Growth and development of the Trust through rationalisation of our existing portfolio, development of our existing services, acquiring new homes through acquisition and developing a new build.
- Continued reinvestment in our existing properties and equipment to further improve the environment and care we provide
- Financial and operational recovery from the effects of COVID-19, including the delivery of a strong and robust marketing strategy
- Implementation of our IT strategy focusing on systems to support efficiency within operations, HR and finance
- Review of our care strategy to meet the demands of the local communities we serve
- Develop stronger community links in all our homes to support residents to become more involved and to offer our support to the local community

### **Administrative information**

Administrative information is given at the beginning of this annual report and financial statements.

## Amica Care Trust

Trustees' Report (including Directors' Report and Strategic Report)  
For the Year Ended 31 March 2022

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### Structure, governance and management

#### Constitution

Amica Care Trust is a company limited by guarantee (registered company number 4071304) and is governed by its Memorandum and Articles of Association dated 24 February 2021. It is a registered charity with the Charity Commission (registered charity number 1084054). Anyone over the age of 18 can become a member of the company subject to Trustee approval.

#### Trustees

The Trust is run by a Board of Trustees who are also Directors of Amica Care Trust. The Board currently comprises of nine Trustees who have been appointed on the basis of their skills and experience. All Trustees give their time freely but may claim for any reasonable expenses incurred in carrying out their duties. The average attendance at board meetings was 81% in the year. Each Trustee is liable for the contribution of £1 in the event of winding up the charity.

The Trustees serving during the year and since the year-end are as follows:

Mr J Baker	
Mr G Briscoe	
Mr S Corrick	(resigned 25 January 2022)
Ms V Crow	
Mr W Dalton	(appointed 29 June 2021)
Dr J Darongkamas	(resigned 29 March 2022)
Ms J Lacey	(appointed 24 August 2021)
Mr A Ladd	
Mr A Rawicz-Szczerbo	(Vice chairman)
Ms A Warman	(appointed 22 February 2022)
Mr J Whittaker	(Chairman)

#### Appointment of Trustees

The members of the Charity shall be the Trustees and any person who is approved by the Trustees and consents, in writing, to become a member. The Trustees when quorate, shall consist of at least three when the total number of Trustees is six or less, or at least five when the total number of Trustees is more than six, but (unless otherwise determined by ordinary resolution) shall not be subject to any maximum.

Fellow Trustees elect the Chairperson. The Trustees may establish different classes of membership and describe their respective privileges and duties and set the amount of any subscriptions. All Trustees are encouraged to nominate additional Trustees with appropriate skills.

#### Trustee induction and training

New Trustees will be provided with the Charity Commission's, The Essential Trustee, "what you need to know" and "Six main duties" information, and a Job Description. The Chairman will inform them of their legal obligations under the Charity and Company Law and inform them of the contents of the Memorandum and Articles of Association. They will also be provided with the Trust business plan and financial reports.

The Trustees are encouraged to attend other courses on subjects that relate to their roles and responsibilities, and they regularly do so.

All Trustees receive weekly communications from the National Care Forum which updates them with all care related regulations, news and developments.

## Amica Care Trust

Trustees' Report (including Directors' Report and Strategic Report)  
For the Year Ended 31 March 2022

### Organisation

The Board's primary role is strategic rather than operational; the Trustees delegate day-to-day control to the Chief Executive Officer and the Senior Management Team. The Chief Executive has delegated authority, within the terms of delegation approved by the Trustees, for operational matters including care, finance and employment.

The senior management team consists of

Chief Executive Officer	Mrs K Wilkinson
Finance Director	Ms H Walford
HR Business Partner	Ms K Mallard
Operations Manager	Mrs K Hunt
Facilities & Property Manager	Mr M Burn

The Trust operates the following committees, made up of senior management team members and trustees:

Remuneration, Audit and Risk Committee  
Care Governance Committee  
Property Committee

Trustees are aware of their legal duties to act in the best interest of Amica Care Trust and abide by the Trust Conflicts of Interest Policy.

Trustee board meetings are held monthly, and the sub-committees meet quarterly. Face to face meetings have since resumed post COVID; however, we still use video conferencing if required. Trustees have resumed home visits where homes are not temporarily closed due to infection outbreaks.

The Trust said goodbye to Simon Corrick in January 2022, and Jurai Darongkamas in March 2022, both were thanked for their service and commitment to Amica Care Trust. We were joined by three new Trustees, Will Dalton who brings financial expertise and experience of working in the care sector, Jacqueline Lacey who has care home experience, and Anna Warman who brings her experience within facilities management. We would ideally like to maintain around 10 Trustees on the Board; however, we would still like to have a Trustee with experience in either IT, HR, Property or Law.

### Quality

This is our first and most fundamental priority. We are proud to have one home rated as 'outstanding' by CQC and two homes rated as 'good'. We have one home recently rated as 'requires improvement', which was previously rated as 'outstanding'. We strongly believe that this is a result of the impact of COVID and staffing pressures and change of management. We are working very closely with the home to make the required improvements and get the home reinspected. An audit conducted by the Local Authority following the inspection provided a very positive report.

CQC have continued to monitor the homes through virtual inspections and short themed inspections, mainly focused on infection control and we have continued to meet all their requirements in all homes except St Johns Court.

Home	Date	Safe	Effective	Caring	Responsive	Well Led	Overall Rating
Exmouth House	10/02/20	Good	Good	Outstanding	Outstanding	Good	Outstanding
The Orchards	13/03/18	Good	Good	Good	Good	Good	Good
Signature House	17/06/19	Good	Good	Good	Good	Good	Good
St Johns Court	16/02/22	RI	RI	RI	RI	RI	Requires improvement

We are pleased to report that positive progress is being made towards implementing the required improvements at St John's Court. We have made significant investment in the aesthetics of the home which had been hampered by COVID. We have also put in place additional management support, training for staff as well as health and wellbeing support, and have sourced external experienced auditors to monitor our progress.

We have our own internal quality assurance framework to assess the quality and compliance of our homes; we also monitor the quality of care through robust KPI monitoring and reporting. We have been successful in reducing falls, medication errors, infections, and pressure sores for example, through careful analysis, reflective learning and additional training.

All of our homes have been rated as 5 stars for food hygiene standards by Environmental Health.

## Amica Care Trust

Trustees' Report (including Directors' Report and Strategic Report)  
For the Year Ended 31 March 2022

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### People and Training

Recruitment has been one of our biggest challenges this year not only due to the mandatory vaccination programme for COVID but also the press coverage of care homes during the pandemic. As staffing is our highest cost, we have invested in the appointment of a Recruitment Coordinator to support our home managers fill their vacant positions and improve the quality of the applicants. We have also provided welcome bonuses for newly recruited staff in some of our locations and have obtained a Tier 2 Sponsorship Licence to employ overseas staff. We have also been focusing on our existing own staff health and wellbeing and have provided counselling support, small gifts of thanks and the introduction of an Employee Assistance Program. All of these have been gratefully received.

We also held our first Trust staff awards this year, nominations were made by staff, residents, families and visitors.

Our home managers attended a conference held by the National Care Forum, this was their first face to face event since the beginning of the pandemic which was much appreciated and provided a valuable networking opportunity.

We welcomed three new members of staff into our operations team, a Property and Facilities Manager, a Clinical Operations Assistant and a Finance Manager. They have all brought both knowledge and experience to the Trust to support service delivery and project improvements. We also appointed a Marketing and Communications Officer to improve our communications across the Trust and to the wider community.

We continue to invest in our workforce through the provision of quality training, we have been able to maintain training throughout the pandemic using our on-line facility.

We are very aware of the effects that the pandemic has had on the mental health of staff, therefore we have arranged for Mental Health first aid training to take place in the coming financial year and will be developing a mental health strategy.

### Employees/Recruitment

Despite the challenging year all our employees and volunteers have faced due to the continued pandemic, they have worked tirelessly to ensure all our residents have received the best care. During the lockdown periods we were able to offer them a further increase in their hourly rate to cover additional shifts due to absence, we also provided them with monthly gifts and letters of thanks from the Trustees.

Recruitment of nurses remains a challenge despite a considerable uplift in their hourly rate. We have now applied to increase our Sponsorship Licence and recruit from overseas.

Although last year we saw a significant increase in the uptake of job vacancies due to furlough, it is now a challenge to recruit. We undertook a pay review in February and took the decision to increase all staff pay by an average of 6.2% despite the financial loss we incurred.

We have a robust induction program for all new employees

People with disabilities have equal opportunities when applying for any position, with due regard to their aptitudes and abilities. We have policies and procedures in place to ensure that our disabled colleagues are fairly treated and that their training and career development are carefully managed. For employees that become disabled during their employment, the Trust is supportive through re-training or re-deployment so that they have continuing opportunities available to them. Staff are selected to ensure suitability for the role irrespective of colour, race, ethnicity, disability, religion, sex or sexual orientation.

Staff are recognised for their commitment to the Trust through long service awards, employee of the month and annual care awards.

The Gender Pay Gap data has been submitted for 2020/21 and can be found on our website [amicacare.co.uk](http://amicacare.co.uk). Our workforce for the reported year was made up of 83% female staff and 17% male staff. With a mean hourly rate of £10.93 for women; and £10.32 for men; the median hourly rate was £9.35 for both female and male staff.

### Pay policy for senior employees

The Board of Directors is made up of Trustees who give their time freely; any expenses and related-party transactions are disclosed in note 6 to the accounts.

The day to day operation of the Trust is delegated to the Senior Management Team who are paid employees. The pay levels of all employees are benchmarked using data from the National Care Forum and salary guides provided by recruitment consultants, and approved by the Trust's Remuneration Committee.

## **Amica Care Trust**

Trustees' Report (including Directors' Report and Strategic Report)  
For the Year Ended 31 March 2022

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### Health and Safety

The Trust is committed in ensuring the health, safety and welfare of both our staff and residents. All staff are given appropriate training and our premises are maintained in line with current legislation. All our managers and senior operational staff have undertaken IOSH training. Our Facilities & Property Manager leads on all Health and Safety matters for the Trust.

### Risk Management

The Board of Trustees is responsible for risk management and regularly reviews the individual risks that have been identified.

The Senior Management Team reviews the risk register on a quarterly basis and shares this with the Remuneration, Audit and Risk Committee, with any changes or concerns being reported to the main Board of Trustees.

Major risk related incidents are reviewed at the time they occur, and steps taken to address these.

Monthly financial and operational reports are produced for the Trustees and discussed at monthly Board meetings.

### **Related Parties**

The charity has the following wholly owned subsidiaries:

Management companies limited by guarantee -

- Ashmore Management Ltd - which no longer trades
- Exmouth Court (Management) Ltd
- Gatchell Oaks (Management) Ltd
- Housman Park (Management) Ltd – which was a wholly owned subsidiary until it was sold in February 2022
- Signature House (Management) Ltd

Trading subsidiaries with shares held in a trust by the Directors to the order of the Charity -

- SRT Signature House Ltd - which no longer trades
- Amica Care (Comeytrove) Ltd – which has not commenced trading

### **Statement of disclosure to the auditor**

Each of the Directors has confirmed that there is no information, of which they are aware, that is relevant to the audit of which the auditor has not been made aware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are advised of such information.

Signed by order of the Board of Trustees on 26 July 2022



**J Whittaker**  
Chairman  
Amica Care Trust

## **Amica Care Trust**

Statement of Trustees' Responsibilities  
For the Year Ended 31 March 2022

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The Trustees (who are also directors of Amica Care Trust for the purposes of company law) are responsible for preparing the Trustee Directors' Report, 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 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;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper 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.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

## **Opinion**

We have audited the financial statements of Amica Care for the year ended 31 March 2022, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of the incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent 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 trustee's 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 charity's ability to continue as a going concern for a period of at least twelve months from the original financial statements were authorised for use.

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

## **Other information**

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

### **Opinion 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, which includes the Directors' Report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Trustees' Report.

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

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

### **Responsibilities of the committee of trustees**

As explained more fully in the Statement of Trustees Responsibilities (set out on page 12), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### **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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

### **The extent to which the audit was considered capable of detecting irregularities including fraud**

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with management, and from our commercial knowledge and experience of the care home sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, Charities Act 2011, CQC registration, employment, protection of vulnerable residents, and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with the CQC, Fire safety regulators and other relevant regulators including the Health and Safety Executive.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

**Amica Care Trust**

Independent Auditors' Report to the Trustees and Members  
For the Year Ended 31 March 2022

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**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members and trustees 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 and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



.....  
**Michelle Ferris FCA DChA (Senior Statutory Auditor)**

For and on behalf of Albert Goodman LLP, Statutory Auditor

Goodwood House  
Blackbrook Park Avenue  
Taunton  
Somerset  
TA1 2PX

Date: 28/07/2022

**Amica Care Trust**

## Statement of Financial Activities (including income and expenditure account)

For the Year Ended 31 March 2022

2022	Notes	Unrestricted continuing £	Unrestricted discontinued £	Restricted continuing £	Restricted discontinued £	2022 Total £	2021 Total £
<b>Income:</b>							
Charitable activities		8,192,946	1,021,091	-	-	9,214,037	8,647,185
Investment income		2,654	-	-	-	2,654	6,556
Other income		230,905	89,205	-	-	320,110	299,814
Donations and legacies		2,120	-	272,467	52,419	327,006	422,922
<b>Total income</b>	2	<b>8,428,625</b>	<b>1,110,296</b>	<b>272,467</b>	<b>52,419</b>	<b>9,863,807</b>	<b>9,376,477</b>
<b>Expenditure:</b>							
Charitable activities		8,681,941	1,240,830	272,467	52,419	10,247,657	9,416,369
<b>Total expenditure</b>	4	<b>8,681,941</b>	<b>1,240,830</b>	<b>272,467</b>	<b>52,419</b>	<b>10,247,657</b>	<b>9,416,369</b>
<b>Net income / (expenditure)</b>		<b>(253,316)</b>	<b>(130,534)</b>	<b>-</b>	<b>-</b>	<b>(383,850)</b>	<b>(39,892)</b>
Loss on disposal of care home and flats		-	(449,150)	-	-	(449,150)	-
<b>Net movement in funds for the year</b>		<b>(253,316)</b>	<b>(579,684)</b>	<b>-</b>	<b>-</b>	<b>(833,000)</b>	<b>(39,892)</b>
<b>Reconciliation of funds</b>							
Total funds brought forward		13,659,718	579,684	-	-	14,239,402	14,279,294
<b>Total funds carried forward</b>	12	<b>13,406,402</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,406,402</b>	<b>14,239,402</b>

The statement of financial activities incorporates the income and expenditure account.

The statement of financial activities includes all gains and losses recognised in the year.

**Amica Care Trust**

Statement of Financial Activities (including income and expenditure account)

For the Year Ended 31 March 2022

Comparative 2021	Notes	Unres- tricted continu- ing £	Unres- tricted discon- tinued £	Res- tricted continu- ing £	Res- tricted discon- tinued £	2021 Total £
<b>Income:</b>						
Charitable activities		7,800,914	846,271	-	-	8,647,185
Investment income		6,556	-	-	-	6,556
Other income		226,481	73,333	-	-	299,814
Donations and legacies		10	-	356,211	66,701	422,922
<b>Total income</b>	2	<b>8,033,961</b>	<b>919,604</b>	<b>356,211</b>	<b>66,701</b>	<b>9,376,477</b>
<b>Expenditure:</b>						
Charitable activities		7,893,498	1,145,279	310,891	66,701	9,416,369
<b>Total expenditure</b>	4	<b>7,893,498</b>	<b>1,145,279</b>	<b>310,891</b>	<b>66,701</b>	<b>9,416,369</b>
<b>Net income / (expenditure)</b>		<b>140,463</b>	<b>(225,675)</b>	<b>45,320</b>	<b>-</b>	<b>(39,892)</b>
Transfer between funds		45,320	-	(45,320)	-	-
<b>Net movement in funds for the year</b>		<b>185,783</b>	<b>(225,675)</b>	<b>-</b>	<b>-</b>	<b>(39,892)</b>
<b>Reconciliation of funds</b>						
Total funds brought forward		13,473,935	805,359	-	-	14,279,294
<b>Total funds carried forward</b>	12	<b>13,659,718</b>	<b>579,684</b>	<b>-</b>	<b>-</b>	<b>14,239,402</b>

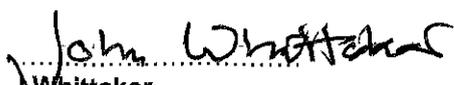
The statement of financial activities incorporates the income and expenditure account.

The statement of financial activities includes all gains and losses recognised in the year.

**Amica Care Trust** – Company Registration Number: 04071304  
 Balance Sheet  
 For the Year Ended 31 March 2022

	Notes	2022 £	2021 £
<b>Fixed assets</b>			
Tangible fixed assets	8	11,507,976	13,059,045
Investments	9	5	4
		<u>11,507,981</u>	<u>13,059,049</u>
<b>Current assets</b>			
Debtors	10	389,724	446,211
Cash at bank and in hand		2,329,018	1,401,091
		<u>2,718,742</u>	<u>1,847,302</u>
<b>Liabilities</b>			
Creditors falling due within one year	11	(820,321)	(666,949)
		<u>1,898,421</u>	<u>1,180,353</u>
<b>Total net assets</b>		<u>13,406,402</u>	<u>14,239,402</u>
<b>The funds of the charity</b>			
Unrestricted funds - General fund	12	13,182,863	13,929,009
Unrestricted funds - Revaluation reserve	12	223,539	310,393
Restricted funds	12	-	-
		<u>13,406,402</u>	<u>14,239,402</u>

Approved by the Board and authorised for issue on 26 July 2022

  
 J Whittaker  
 Chairman  
 Amica Care Trust

**Amica Care Trust**  
Statement of Cash Flows  
For the Year Ended 31 March 2022

		<b>2022</b>	<b>2021</b>
		<b>£</b>	<b>£</b>
	<b>Notes</b>		
<b>Cash flows from operating activities</b>			
Net movements in funds for the year		(833,000)	(39,892)
Adjustments to cash flows from non-cash items:			
Depreciation and amortisation	8	430,395	397,119
Loss on disposal of care home and flats	8	449,150	-
Loss on disposal of tangible fixed assets	8	3,299	468
		<hr/>	<hr/>
		49,844	357,695
<b>Working capital adjustments</b>			
(Increase)/decrease in debtors	10	56,487	(36,530)
Increase/(decrease) in creditors	11	153,372	35,094
		<hr/>	<hr/>
Net cash flow from operations		259,703	356,259
<b>Cash flows from investing activities</b>			
Proceeds from sale of tangible fixed assets		902,000	-
Acquisitions of tangible assets	8	(233,776)	(220,432)
		<hr/>	<hr/>
		668,224	(220,432)
		<hr/>	<hr/>
<b>Net increase in cash and cash equivalents</b>		<b>927,927</b>	<b>135,827</b>
		<hr/> <hr/>	<hr/> <hr/>
Cash and cash equivalents at the beginning of the reporting period		1,401,091	1,265,264
		<hr/>	<hr/>
Cash and cash equivalents at the end of the reporting period		2,329,018	1,401,091
		<hr/> <hr/>	<hr/> <hr/>
<b>Cash &amp; Cash equivalents reconciliation:</b>			
Cash at bank		2,329,018	1,401,091
		<hr/>	<hr/>
Total cash & cash equivalents at the end of the reporting period		2,329,018	1,401,091
		<hr/> <hr/>	<hr/> <hr/>

## **1 Accounting Policies**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

### **1.1 Basis of preparation**

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 (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Amica Care Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). The accounts are presented in pounds sterling.

The accounts are prepared for the company on a stand-alone basis. The company has two dormant subsidiaries, and consolidated accounts are not prepared as the company has taken advantage of the exemption provided by S405(2) of the Companies Act 2006 on the grounds of immateriality.

The company also has subsidiary undertakings where severe long term restrictions exist which hinder the ability of the company to exercise control over the subsidiary's assets. These undertakings have also not been consolidated into the company accounts due to these long term restrictions.

There are no material uncertainties about the charity's ability to continue as a going concern. Taking into account all reasonable circumstances, the trustees believe that the charity remains a going concern and no adjustments to the accounts are necessary.

### **1.2 Income**

Home fees represents income from activities in furtherance of the charity's objects which is nursing and social care fees from the residents of the care homes. This income is recognised in the financial statements on the accruals basis to match the period of occupation of the home by the resident. Income received in advance or in arrears is shown in deferred and accrued income respectively.

Income from grants and donations is recognised in the year in which they are receivable when there is evidence of entitlement, receipt is probable and the amount can be reliably measured.

Investment income is recognised in the financial statements when due to the charity.

Other income represents income for management and other services to the independent living properties adjacent to the homes and support office. Income is recognised as the services are delivered. Also included in other income is commission on the resale of the independent living properties which is recognised on the completion of the sale of the property.

### **1.3 Expenditure**

Home costs represent the resources expended by the charity in the running of its homes, including its programme and project work that is directed at the achievement of its charitable aims and objectives. These are recognised on the accruals basis to match the period in which the expenditure was incurred.

### **1.4 Tangible fixed assets and depreciation**

Tangible fixed assets other than freehold land are stated at cost or valuation less depreciation. Finance costs that are directly attributable to the construction of a tangible fixed asset are capitalised as part of the cost of that asset. Depreciation is provided at rates calculated to write off the cost or valuation less estimated residual value of each asset over its expected useful life as follows:

Freehold land is not depreciated

Freehold buildings 50 years straight line

Fixtures, fittings and equipment 3 to 5 years straight line

Freehold land and buildings are subject to the revaluation model with assets held at fair value less subsequent depreciation and impairment losses. Gains and losses on disposal and revaluation of investments are charged or credited to the Statement of Financial Activities and accumulated in equity except to the extent that it reverses a revaluation decrease of the same asset previously recognised in profit or loss. In the event that the revaluation exceeds the accumulated revaluation gains in equity, the excess shall be recognised in the profit and loss.

Valuations are performed on an existing use basis with each home being assessed as a separate going concern and support office assessed as an office building. Revaluations are made within sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the balance sheet date.

## **1.5 Debtors**

Trade debtors are amounts due from residents for services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of the receivables.

Accrued income comprises income receivable from residents of the care homes in relation to care home fees and is recognised when the recognition conditions for home fees income are met.

Amounts owed by group undertakings are valued at amortised cost using the effective interest method.

## **1.6 Cash at bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## **1.7 Creditors**

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the Group does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities. Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Interest expense is recognised on the basis of the effective interest method and is included in interest payable and similar charges.

## **1.8 Leases**

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee.

Assets held under finance leases are recognised at the lower of their fair value at inception of the lease and the present value of the minimum lease payments. These assets are depreciated on a straight-line basis over the shorter of the useful life of the asset and the lease term. The corresponding liability to the lessor is included in the Balance Sheet as a finance lease obligation.

Lease payments are apportioned between finance costs in the Profit and Loss Account and reduction of the lease obligation so as to achieve a constant periodic rate of interest on the remaining balance of the liability.

Leases in which substantially all the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the profit and loss on a straight line basis over the period of the lease.

## **1.9 Pensions**

A defined contribution plan is a pension plan under which fixed contributions are paid into a pension fund and the Group has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised as employee benefit expense when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

## **1.10 Key judgements and assumptions**

In the application of the charity's accounting policies, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects the current and future periods. The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described in the accounting policies and are summarised below:

Valuation of freehold land and buildings – these are stated at their estimated fair value on an existing use basis. Professional valuations are undertaken with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the balance sheet date and are disclosed in note 8.

## **1.11 Financial Instruments**

The charity only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the charity and their measurement basis are as follows:

Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Financial liabilities – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

## **1.12 Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the charity.

Restricted funds are grants/donations which the donor has specified are to be solely used for particular areas of the charities work.

## 2 Income

	Unres- tricted funds £	Res- tricted funds £	2022 Total £	Unres- tricted funds £	Res- tricted funds £	2021 Total £
<b>Donations and legacies</b>						
Exceptional grant funding: Covid-19	2,104	324,886	326,990	-	416,912	416,912
Grant income	-	-	-	-	6,000	6,000
Donations	16	-	16	10	-	10
	<u>2,120</u>	<u>324,886</u>	<u>327,006</u>	<u>10</u>	<u>422,912</u>	<u>422,922</u>
<b>Charitable activities</b>						
Home fees	9,214,037	-	9,214,037	8,647,185	-	8,647,185
<b>Investment income</b>						
Bank interest	2,654	-	2,654	6,556	-	6,556
<b>Other income</b>						
Flat income	221,637	-	221,637	227,970	-	227,970
Sales commission	50,667	-	50,667	42,961	-	42,961
Other income	47,806	-	47,806	28,883	-	28,883
	<u>320,110</u>	<u>-</u>	<u>320,110</u>	<u>299,814</u>	<u>-</u>	<u>299,814</u>
	<u>9,538,921</u>	<u>324,886</u>	<u>9,863,807</u>	<u>8,953,565</u>	<u>422,912</u>	<u>9,376,477</u>

## 3 Net movement in funds

Net movements in funds is stated after charging

	2022 £	2021 £
Depreciation	430,395	397,586
Auditors' remuneration for:		
Audit services	10,800	9,650
Other services	1,080	1,930
Operating lease expense	141,751	118,633
Loss on disposal of care home and flats	449,150	-
	<u>1,033,176</u>	<u>628,199</u>

## 4 Total expenditure

	2022 £	2021 £
Staff costs	7,904,580	7,247,973
Other direct costs	2,343,077	2,168,396
	<u>10,247,657</u>	<u>9,416,369</u>

**5 Other direct costs – operation of care home**

	Unres- tricted funds £	Res- tricted funds £	2022 Total £	Unres- tricted funds £	Res- tricted funds £	2021 Total £
Food and other consumables	496,330	-	496,330	578,482	-	578,482
Establishment costs	977,679	-	977,679	936,073	-	936,073
Administration costs	438,673	-	438,673	256,255	-	256,255
Depreciation	430,395	-	430,395	397,586	-	397,586
	<u>2,343,077</u>	<u>-</u>	<u>2,343,077</u>	<u>2,168,396</u>	<u>-</u>	<u>2,168,396</u>

**6 Trustees**

Five trustees (2021 – two) were reimbursed a total of £1,100 (2021 - £651) travelling expenses.

**7 Employees**

**Number of employees**

The average monthly number of employees during the year was:

	2022	2021
Care	230	233
Domestic	65	63
Maintenance	10	10
Administration	30	29
	<u>335</u>	<u>335</u>

**Employment costs**

	2022 £	2021 £
Wages and salaries	5,999,040	5,796,127
Social security costs	448,673	413,214
Other pension costs	193,395	187,651
Other staff costs	1,263,472	850,981
	<u>7,904,580</u>	<u>7,247,973</u>

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

	2022	2021
£70,001 - £80,000	1	1

These employees were members of the defined contribution pension scheme, into which contributions of £11,253 (2021 - £11,011) were made in relation to those employees.

The key management personnel of the group comprise the Trustees, Chief Executive Officer, Finance Director, HR Business Partner, Operations Manager, and Facilities & Property Manager. The total employee benefits of the key management personnel of the Trust were £339,335 (2021 - £336,604).

## 8 Tangible fixed assets

	Freehold land and buildings £	Fixtures, fittings and equipment £	Total £
<b>Cost</b>			
At 1 April 2021	12,808,154	2,362,041	15,170,195
Additions	-	233,776	233,776
Disposals	(1,291,978)	(401,868)	(1,693,846)
Revaluation	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2022	11,516,176	2,193,949	13,710,125
	<hr/>	<hr/>	<hr/>
<b>Depreciation</b>			
At 1 April 2021	237,474	1,873,676	2,111,150
Charge for the year	235,653	194,742	430,395
Eliminated on disposals	(41,859)	(297,537)	(339,396)
Revaluation	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2022	431,268	1,770,881	2,202,149
	<hr/>	<hr/>	<hr/>
<b>Net book value</b>			
At 31 March 2022	11,084,908	423,068	11,507,976
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 31 March 2021	12,570,680	488,365	13,059,045
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

The freehold land and buildings class of fixed assets was revalued in December 2019 by Christie & Co who are regulated by RICS and external to the company. The basis of this valuation was open market value based on the existing use, which in the case of the care homes is as fully-equipped operational entities with due regard to their trading potential.

### Comparable historical cost for the land and buildings included at valuation:

	2022 £	2021 £
Cost	11,276,725	12,415,227
Accumulated depreciation	(3,028,456)	(3,224,066)
	<hr/>	<hr/>
	8,248,269	9,191,161
	<hr/> <hr/>	<hr/> <hr/>

All other tangible fixed assets are stated at historical cost.

## 9 Investments

Amica Care Trust holds 100% of the ordinary share capital of Ashmore Management Limited and is also the sole member of three companies limited by guarantee: Exmouth Court (Management) Limited; Gatchell Oaks (Management) Limited; and Signature House (Management) Limited. The Trust was also the sole member of Housman Park (Management) Ltd until 28 February 2022, when this company was sold.

The principal activity of these companies is the management of the independent living developments for which Amica Care Trust owns the freehold, or the long leasehold. These companies are not consolidated in these financial statements as there are severe long term restrictions which hinder the charity's ability to exercise control over their assets.

In addition Amica Care Trust also holds 100% of the ordinary share capital of SRT Signature House Ltd and Amica Care (Comeytrove) Ltd.

SRT Signature House Ltd was dormant in both the current and prior financial year. It therefore had no profit or loss in 2022 (2021 - £nil) and net assets as at 31 March 2022 of £1 (2021 - £1).

Amica Care (Comeytrove) Ltd was incorporated on 25 October 2021 and has been dormant since incorporation. It therefore has no profit or loss in 2022 and net current assets as at 31 March 2022 of £1

## 10 Debtors

	<b>2022</b>	<b>2021</b>
	£	£
Trade debtors	186,717	267,994
Prepayments and accrued income	153,705	160,065
Amounts owed by group undertakings	49,302	18,152
	<hr/>	<hr/>
	389,724	446,211
	<hr/>	<hr/>

## 11 Creditors: Amounts falling due within one year

	<b>2022</b>	<b>2021</b>
	£	£
Trade creditors	326,451	223,596
Other creditors	220,007	228,491
Accruals	273,863	214,862
	<hr/>	<hr/>
	820,321	666,949
	<hr/>	<hr/>

## 12 Statement of funds

	Opening balance £	Incoming resources £	Resources expended £	Transfers £	Closing balance £
<b>2022 Unrestricted funds</b>					
General	13,929,009	9,538,921	(9,922,771)	(362,296)	13,182,863
Revaluation reserve	310,393	-	-	(86,854)	223,539
	<u>14,239,402</u>	<u>9,538,921</u>	<u>(9,922,771)</u>	<u>(449,150)</u>	<u>13,406,402</u>

The general fund represents unrestricted reserves, excluding the revaluation reserve and after allowing for any designated reserves.

The revaluation reserve is the cumulative value of the increase in the carrying amount of the land and buildings above cost, as a result of the revaluations.

	Opening balance £	Incoming resources £	Resources expended £	Transfers £	Closing balance £
<b>2022 Restricted funds</b>					
Government funding	-	324,886	(324,886)	-	-
Other grant funding	-	-	-	-	-
	<u>-</u>	<u>324,886</u>	<u>(324,886)</u>	<u>-</u>	<u>-</u>

Funding was received from the government as part of its contribution to Social Care during the Covid-19 pandemic. The funding was provided to support with the costs of: Infection Control and Prevention Measures; Rapid Testing; Vaccinations; and Workforce Recruitment and Retention. All funding received was fully expended in the year.

### Comparative

	Opening balance £	Incoming resources £	Resources expended £	Transfers £	Closing balance £
<b>2021 Unrestricted funds</b>					
General	13,962,566	8,953,565	(9,038,777)	51,655	13,929,009
Revaluation reserve	316,728	-	-	(6,335)	310,393
	<u>14,279,294</u>	<u>8,953,565</u>	<u>(9,038,777)</u>	<u>45,320</u>	<u>14,239,402</u>
<b>2021 Restricted funds</b>					
Government funding	-	416,922	(377,602)	(39,320)	-
Other grant funding	-	6,000	-	(6,000)	-
	<u>-</u>	<u>422,922</u>	<u>(377,602)</u>	<u>(45,320)</u>	<u>-</u>

### 13 Analysis of net assets between funds

	Fixed assets £	Cash at bank and in hand £	Other net current liabilities £	Creditors more than one year £	Total £
Unrestricted funds	11,507,981	2,329,018	(430,597)	-	13,406,402
Restricted funds	-	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2022	11,507,981	2,329,018	(430,597)	-	13,406,402
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

### Comparative 2021

	Fixed assets £	Cash at bank and in hand £	Other net current liabilities £	Creditors more than one year £	Total £
Unrestricted funds	13,059,049	1,401,091	(220,738)	-	14,239,402
Restricted funds	-	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2021	13,059,049	1,401,091	(220,738)	-	14,239,402
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

### 14 Company status

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation. The company is incorporated in England and the address of the registered office is:

Gatchell House  
Gatchell Oaks  
Trull  
Taunton  
Somerset  
TA3 7EG

### 15 Commitments under operating leases

The total future minimum rentals payable under non-cancellable operating leases funded by unrestricted funds are as follows:

	2022 Total £	2021 Total £
Expiry date:		
Within one year	136,968	141,751
Within two and five years	146,978	221,407
More than five years	-	-
	<hr/>	<hr/>
	283,946	363,158
	<hr/>	<hr/>

## 16 Pension schemes

The charity operates a defined contribution scheme. The pension cost charge for the year represents contributions payable by the company to the scheme and amounted to £193,395 (2021 - £187,651).

Contributions totalling £26,635 (2021 - £29,501) were payable to the scheme at the year end and are included in creditors.

## 17 Related parties transactions

Transactions with subsidiaries that are not consolidated:

	<b>2022</b>	<b>2021</b>
	<b>Total</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
Income for management services	167,781	173,772
Service charges paid re empty properties	9,401	9,191
Amounts owed from subsidiary at year end	49,302	18,152

The amounts owed to and from subsidiaries are interest free and repayable on demand.