Registered number: 01989868 Charity number: 293522

ST. LUKE'S OXFORD

(A company limited by guarantee)

MEMBERS OF THE COUNCIL'S REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

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(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS MEMBERS OF THE COUNCIL **AND ADVISERS** FOR THE YEAR ENDED 31 MARCH 2022

Members of the Council Mr L A Ponsonby*, Chairman

Mr G P Candy* Lady J Norman* Dr H Van Oss Mr R Mann* Mr M J Wilkinson* Mr P D Burge Ms T Welford

* member of the Finance Committee

Company registered

number

01989868

Charity registered

number

293522

Registered office

4 Latimer Road Headington Oxford OX3 7PF

Non - executive officers Sir Timothy Stevenson, OBE, President

Earl of Donoughmore, Vice President Mrs S B S Homersham, Vice President Lady McLintock, Vice President

Key management

personnel

Mr R L Burden, Chief Executive Officer

Mrs V Waine, Matron

Mr A Mebrahtu, Finance Manager and Company Secretary

Independent auditor

James Cowper Kreston

Chartered Accountants and Statutory Auditor

2 Chawley Park Cumnor Hill Oxford Oxfordshire OX2 9GG

Bankers

Lloyds Bank Pic PO Box 8 1-5 High Street Oxford **OX1 4AA**

HSBC Bank Plc 2nd Floor Seacourt West Way **Botley** Oxford OX2 OPL

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS MEMBERS OF THE COUNCIL AND ADVISERS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Solicitors

Blake Morgan Seacourt Tower West Way Oxford OX2 0FB

FOREWORD FROM CHAIRMAN FOR THE YEAR ENDED 31 MARCH 2022

The beginning of the 2020-21 financial year coincided with the end of the Designated Setting contract that St Luke's had managed successfully on behalf of the Clinical Commissioning Group and Oxford University Hospitals, the only Designated Setting in Oxfordshire. Occupancy numbers then fell away during the summer months as the environment prevailed where long term patients remained reluctant to admit themselves to care homes, and in the absence of a recovery in the number of elective operations that would in turn have led to short term patients coming to St Luke's for rehabilitation. This was despite the fact that, for ten months after May 2021, the hospital remained Covid free with respect to staff and patients, whilst we continued with a robust vaccination programme and tightened our infection control procedures to keep the virus at bay.

On the basis of the successful designated setting contract, we received two further contracts from the CCG, one a 10-bed pilot scheme that started in November, still in operation as I write in July 2022, and the other for 5 'Hub' winter pressure beds that operated from December through to March. The fact that we have an excellent physiotherapy service combined with the patients' keenness to be fit enough to return home contributed to the effectiveness of the 10-bed operation. I can bear personal witness to the skills and professionalism of all our staff having been a patient at the hospital for a week in January. Enquiry levels for both short- and long-term patients have also picked up, resulting in our occupancy level improving to around the 90% mark for a prolonged period. In turn this has fed through to a healthier financial position which is much needed given the headwind of an increasingly difficult national economic backdrop and in the expectation of further rises in interest rates.

Finally, on behalf of the Council I would like to thank the management team and all our staff at St Luke's for their hard work and flexibility in the face of forever changing circumstances and challenges. Also, to the local government bodies, to fellow trustees who voluntarily give so much of their time and expertise, and to those charitable trusts that have generously supported us in grants towards the continuing refurbishment of our hospital.

Luke A Ponsonby Chairman

MESSAGE FROM CHIEF EXECUTIVE FOR THE YEAR ENDED 31 MARCH 2022

The pandemic seriously affected St. Luke's financially, both in reducing our long stay admissions and in almost ceasing our short stay admissions. However, our fortunes have turned round completely in 2021-2022 and this has largely been due to our short stay admissions and our rehabilitation programme. Our contract in the previous year to accept Covid positive admissions into an isolated ground floor as the only designated setting in Oxfordshire went extremely well. We were approved for our infection control standards by the Care Quality Commission and both the Clinical Commissioning Group, and the Oxford University Hospitals were very pleased with the conduct of that contract. In particular the communication and co-operation between the hospital discharge team and St. Luke's was extremely good.

Following the success of that contract, we were approached by the CCG to run a ten-bed pilot for three months using our rehabilitation team to see if the usual 6-week period of discharge to assessment process in care homes could be accelerated to two weeks using more intensive Physiotherapy and nursing care designed to facilitate patients returning to home with the assistance of our Occupational Therapist. This has been successful with a higher-than-normal percentage of patients returning home rather than going on to a care home. The pilot has been extended three times and is still ongoing.

Further to that we were asked to take a further 5 'winter pressure' beds from November to the end of May. These contracts together have meant that we have been running effectively full for nearly 5 months in this year and will continue to do so for at least 5 months into the 2022-2023 year. Although Covid is far from departing, we can step into the future with much more confidence.

Our building work has proved a great success and our new facilities have made us a much more attractive proposition for long- and short-term care. However, the expectation has been raised that all rooms should have ensuite wet rooms. We shall be starting a programme of converting 20 bedrooms during 2022 and have fundraised some £80,000 towards this so far.

After a year of consolidation following the pandemic, we can concentrate once more on innovation in care and rehabilitation and constant improvement. We are fortunate to have a stable and excellent workforce to help us to achieve this and are very lucky to have such a supportive board of trustees.

Richard Burden
Chief Executive Officer

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(A company limited by guarantee)

MEMBERS OF THE COUNCIL'S REPORT FOR THE YEAR ENDED 31 MARCH 2022

The Members of the Council present their annual report together with the audited financial statements of the Company for the year 1 April 2021 to 31 March 2022. The Annual report serves the purposes of both a Members of the Council's report and a directors' report under company law. The Members of the Council confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

The Company also trades under the name St Luke's Hospital.

Objectives and activities

Strategies for achieving objectives

The objects for which the charity is established are the relief and care of the elderly, sick, disabled and poor from all faiths and those of none, including, to the extent that it is relevant and practical to do so, in a manner and atmosphere appropriate to such faith.

In pursuit of the above objects, the charity shall:

- (a) assist in the treatment and care of persons suffering from physical illness of any description or in need of rehabilitation as a result of such illness, by the provision of long-term nursing care, palliative care, respite care and post-operative rehabilitation for sick, disabled and elderly persons;
- (b) endeavour to promote the dignity and quality of life due every individual, seeing each as a whole person, and aiming to give all those suffering from pain and disability the opportunity for growth in happiness and spiritual development; and
- (c) offer spiritual support for patients to the extent that patients wish to seek such consultation through the provision of visits from such people of faith as are appropriate, which may include services in the hospital chapel,

In furtherance of its objectives the Charity operates a 63 bed hospital in Headington, Oxford which provides care for both long stay and short stay patients. The success of the charity is measured by the number of satisfied patients and from the feedback gained from current and past patients. In the year ended 31 March 2022, 94% of patients rated St Luke's as at least 'Good' with 56% at 'Outstanding'

The financial results are laid out on page 15.

Public benefit

The Council considers that it has complied with Section 17(5) of The Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission.

During this financial year the Trustees have carried out a review in order to ensure that St Luke's is meeting its obligations as a registered charity to deliver a public benefit. We are clear that we do carry out a service which clearly offers a significant public benefit both to those who come to us as patients and also to the wider local community in which St Luke's is situated.

Our purpose as a trading charity is to generate income so that we can reinvest back into better relief and care for the eldedy, sick, disabled and poor.

In 2021-22 most of the first quarter we operated within strict controls in order to safeguard patients and staff from the Coronavirus. However, the last three quarters of the year we are able to return to a normal routine whereby we are able to provide the full benefits that we can provide even more so than before.

MEMBERS OF THE COUNCIL'S REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Objectives and activities (continued)

St Luke's is unique in its ability to offer a complete package of care for both short and long stay patients. We are well staffed with nurses and with a high proportion of qualified nurses enabling us provide the very best of care.

They are backed up by teams of physiotherapists, occupational therapists and recreational therapists. This means patients are kept as active as possible and those returning home are as well prepared as is possible. All applications from elderly persons who meet the hospital's admission criteria for health are considered and equal merit is given to all such applicants. For those who are unable to meet the hospital's residential charges, they are able to apply to the local authority for assistance and our team provides support on this regard.

We work closely with the NHS. We take patients from the NHS who either have particularly high levels of nursing needs or require intensive physiotherapy in order to return home. We currenfly offer 5 to 15 fast track and continuing care beds and to help relieve NHS from bed blocking. The aim of this is to ensure that we rehabilitate patients, reducing the time spent in acute hospitals and helping to make sure public funds are used in the most efficient way.

Following the development we have a range of excellent facilities, and we seek to make sure that these are widely available within the local community; we provide education and training rooms which are let out; consulting rooms are occupied by a range of high quality health professionals including a chiropractic service, X-ray, C.T. scans, Skin clinics and ultrasound; coffee shop, and the garden are open to the public.

We have a number events for the local community. There is a Big Lunch, Help with Fundraising Activities, a Christmas Lunch for the residents of McMaster House, and the chapel is used both by Church of England and Roman Catholic congregations. We are also looking at skills training which could be available to the community.

For many years the St Luke's Housing Society Ltd, an independent and distinct charity has occupied McMaster House, which is part of our premises, on a peppercorn rent. They offer sheltered housing with un-site management and maintenance services as well as 24 hour emergency alarm cover.

As we write this report, the St Luke's Team are working incredibly hard to support and protect our patients and provide quality and friendly care services. One way in which the charity is able to support the wider community, is to offer a bed to a patient who can no longer remain at home; either because their usual care packagee is no longer available, or their family carer is unwell. We now have the capacity to support more patients than-ever before, and we are keen to play our part in helping to support the most vulnerable patients in the county who could benefit from our expertise and resources.

Achievements and performance

Fundraising activities and income generation

St Luke's has continued to engage a professional fundraiser to manage and support a fundraising campaign to help raise finance for the refurbishment of rooms and replacing old beds. The fundraiser is member of the Institute of Fundraising.

The fundraiser reports to the fundraising committee which meet monthly to review the results of fundraising campaign.

The duties of the fundraising committee include ensuring that the fundraiser acts in accordance with the professional standards of the Institute of Fundraising and the committee has the power to investigate into any breach of those standards.

The fundraising campaign has been successful in raising £68,000 this year. This was achieved through making applications to grant making trusts and individual gifts from supporters.

MEMBERS OF THE COUNCIL'S REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Achievements and performance (continued)

We give special thanks to all our donors who support St Luke's through their amazing generosity. The donations and grants we receive help us to make significant improvements to our facilities and to the services we offer to the community.

No breaches in standards were detected and no complaints in relation to fundraising activities were received in the year ended 31 March 2022.

To protect vulnerable people and the wider public from certain behaviour during (or in connection to) fundraising activities that St Luke's holds and abides by its own donor privacy policy.

Financial review

The year under review continued to be an extremely challenging one for St. Luke's, both financially and operationally. However, the charity returned an overall surplus on Unrestricted Funds of £121,209, an admirable net result for which the Management and staff need to be congratulated. This was very largely achieved by keeping a tight control over any Covid 19 infections and entering agreements with Oxford University Hospitals (OUH) NHS Trust to guarantee provision of 15 beds, almost 25% of our available occupancy. These contracts commenced in September 2021 and continued through to year end, resulting in our overall occupancy for the second half of the year being higher than our budgeted level of 85%, and often over 90%.

Overall, the Council's objectives for the year were to return an operating surplus, build reserves, and raise funds for the refurbishment of rooms on the ground and first floors. These objectives were largely achieved with cash resources improving to £773,934 at year end and £68,000 being raised for the refurbishment project.

Considerable challenges still remain, with Covid 19 cases again on the increase, but with a stronger enquiry level for rooms at the Hospital and the 10-bed contract from OUH is still ongoing, Council believes we can build on the encouraging performance from 2021/22.

Fixed assets

The freehold land and buildings were valued at £10.5m in November 2019 by professional advisers, following completion of the major building project. Council have taken advice and have concluded that this valuation continues to be appropriate.

For the position as of 31 March 2023 we will again seek a full professional valuation.

Reserves policy

Council's policy is to rebuild reserves to provide for the long-term future of the Hospital. In order to deliver this objective, we feel that a cash resource level equivalent to six months operating costs is currently appropriate. However, it is recognised that this will take several years to achieve as the repayment of the £3.3m loan from HSBC for the building project will take a significant proportion of our free cash generation. Current cash resources as of 31 March 2022 stand at approximately two months operating costs. With the strong start to the current year, performance and cash generation are heading in the right direction.

Principal risks and uncertainties

Risk Statement

As mentioned earlier in this report, St. Luke's continues to face a number of challenges. However, the Council and Management have made considerable progress to mitigate these risks wherever possible. This has been particularly successful in the control of Covid 19 infections. The Hospital was Covid free for most of the year.

(A company limited by guarantee)

MEMBERS OF THE COUNCIL'S REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

In addition to the above our position has been strengthened considerably due to the following factors:

- From September 2021 through to the end of the year we were guaranteed 15 beds occupancy through two contracts with Oxford University Hospital NHS Trust.
- We negotiated a six-month capital repayment holiday with HSBC covering the period January to June 2021, so conserving £90,000 of cash resources.
- Occupancy overall since September 2021 has been at planned levels of 85% or above.
- Government relief funding and our own fundraising have both helped to mitigate costs and provide funds for future refurbishment.

Following the year end one of the OUH contracts, for five beds, continued through to the end of May 2022, and the second, for 10 beds, continues to the end of September 2022. As a result, occupancy continues to be strong in the current year, further enhancing our cash resources.

Council believes it has identified the major risks to which the Hospital is exposed. These include financial stability, maintaining a strong reputation, quality of the care provided, and any future resurgence of a major pandemic. Risks have been categorised both by the likelihood of their occurrence and potential impact. Council reviews the adequacy of protection against these risks and, if required, puts in place procedures to mitigate them. Council meets quarterly to consider the identification and mitigation of risks, and the Finance Committee, meeting more regularly, keeps a close watch on levels of expenditure and overall financial performance.

In addition to the above, our long-term loan from HSBC imposes certain conditions on our financial and operating performance. During the past year one of those conditions, achieving an 80% occupancy level, was breached. We have received written assurance from the bank that no action will be taken as a result of this breach.

Overall, the Hospital is in a much stronger position than it was in April 2021. There is no doubt that significant risks and challenges are ahead, but Council believes that with our current financial position and operational procedures we are very definitely a going concern.

Structure, governance and management

Constitution

St. Luke's Oxford is registered as a charitable company limited by guarantee and was set up by a Trust deed.

Governance and internal control

A panel comprising existing Council Members selects the Members of the Council. Appointment is subject to the approval of the council. Appointees are interviewed by the Chairman and one other Member of the Council and provided with full information about the charity before being invited to join the council. Members of the Council serve for a three year period and may be re-elected

The council meets four times a year. The Finance Committee is made up of Members of the Council and usually meets eight times each year. The committee operates under specific terms of reference, under which certain functions are delegated from the council. The committee has its decisions ratified by the full board.

The remuneration sub-committee of the Finance Committee is responsible for setting the pay and conditions of the key management personnel. The council has the power to form other subcommittees to consider key matters such is strategy, buildings, assurance and fundraising as and when the need arises.

For the duration of the building project, the council decided to merge the Finance Committee with the buildings committee.

(A company limited by guarantee)

MEMBERS OF THE COUNCIL'S REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Structure, governance and management (continued)

The council delegates the day-to-day running of St Luke's to the key management personnel who operate under the direction of the Chief Executive Officer within the framework of the annual budget. The council approves the annual budget which embodies the strategy for each year. Operational decisions are then made by the key management personnel except where expenditure is in excess of £10,000, which requires the approval of the finance committee.

The Members of the Council have overall responsibility for ensuring that the charity has appropriate systems of control, financial and otherwise. These systems should provide reasonable assurance that:

- the charity is operating efficiently and effectively;
- its assets are safeguarded against unauthorised use or disposition;
- proper records are maintained and financial information used within the charity, or for publication, is reliable;
 and
- the charity complies with relevant laws and regulations.

The systems of Internal control are designed to provide reasonable assurance against material misstatement or loss. They include:

- a five year plan and annual budget approved by the Council;
- regular consideration by the council of financial results and variances from budgets;
- delegation of authority and segregation of duties; and
- appropriate training and development of staff.

Plans for future periods

The plans for 2021/2022 are really about full recovery and consolidation. As communities are back to normal life St Luke's will gradually rebuild confidence in the care homes' sector. St. Luke's unique mix of long term care, post operative rehabilitation, respite and palliative care along with its reputation should help it survive and thrive.

Towards the end of this year we can assess progress and plan strategies for the future.

Statement of Members of the Council's responsibilities

The Members of the Council (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Members of the Council's 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 Members of the Council to prepare financial statements for each financial year. Under company law, the Members of the Council must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Members of the Council are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 that the Company will continue in business.

(A company limited by guarantee)

MEMBERS OF THE COUNCIL'S REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Statement of Members of the Council's responsibilities (CONTINUED)

The Members of the Council are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each of the persons who are Members of the Council at the time when this Members of the Council's report is approved has confirmed that:

- so far as that Member of the Council is aware, there is no relevant audit information of which the charity's auditor is unaware, and
- that Member of the Council has taken all the steps that ought to have been taken as a Member of the Council in order to be aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Auditor

The auditor, James Cowper Kreston, has indicated its willingness to continue in office. The designated Members of the Council will propose a motion reappointing the auditor at a meeting of the Members of the Council.

Approved by order of the members of the board of Members of the Council and signed on their behalf by:

L A Ponsonby

Member of the Council Date: 14-12-2022

(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST. LUKE'S OXFORD

Opinion

We have audited the financial statements of St. Luke's Oxford (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 its 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 Members of the Council'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 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 Members of the Council with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST. LUKE'S OXFORD (CONTINUED)

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 Members of the Council 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.

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 Members of the Council's Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Members of the Council's Report has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Members of the Council's Report.

We have nothing to report in respect of the following matters in relation to which 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 financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Members of the Council's 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 Members of the Council's responsibilities statement, the Members of the Council (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 Members of the Council 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 Members of the Council 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 Members of the Council either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST. LUKE'S OXFORD (CONTINUED)

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:

- Enquiry of management, those charged with governance (or in-house legal team) around actual and potential litigation and claims:
- Enquiry of entity staff to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- 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 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 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 is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST. LUKE'S OXFORD (CONTINUED)

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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Bath BSc FCA DChA (Senior Statutory Auditor)

for and on behalf of

James Cowper Kreston

Chartered Accountants and Statutory Auditor

2 Chawley Park Cumnor Hill Oxford Oxfordshire

20 December 2022 OX2 9GG

Date:

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

		Unrestricted funds 2022	Restricted funds 2022	Total funds 2022	Total funds 2021
	Note	£	£	£	£
Income from:					
Donations and legacies		27,976	68,000	95,976	85,937
Charitable activities:					
Patient fees		3,545,909		3,545,909	3,061,090
Rental income		127,883	-	127,883	98,145
Coffee shop		35,253	•	35,253	14,708
Investments		239	•	239	4,354
Other income	3	14,366	86,477	100,843	221,224
Total income		3,751,626	154,477	3,906,103	3,485,458
Expenditure on:			······································		
Charitable activities	4	3,630,417	98,338	3,728,755	3,742,031
Total expenditure		3,630,417	98,338	3,728,755	3,742,031
Net income/(expenditure) before net gains on investments		121,209	56,139	177,348	(256,573)
Net gains on investments		•	•	.	30,190
Net movement in funds		121,209	56,139	177,348	(226,383)
Reconciliation of funds:					
Total funds brought forward		7,584,730		7,584,730	7,811,113
Net movement in funds		121,209	56,139	177,348	(226,383)
Total funds carried forward		7,705,939	56,139	7,762,078	7,584,730
					

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 18 to 31 form part of these financial statements.

(A company limited by guarantee) REGISTERED NUMBER: 01989868

BALANCE SHEET AS AT 31 MARCH 2022

	Note		2022 £		2021 £
Fixed assets		•			
Tangible assets Current assets	11		10,211,127		10,403,204
Stocks	12	11,600		11,600	
Debtors	13	208,922		113,486	
Cash at bank and in hand		773,934		604,510	
		994,456	•	729,596	
Creditors: amounts falling due within one year	14	(606,668)		(551,672)	
Net current assets	•		387,788	<u> ,</u>	177,924
Total assets less current liabilities			10,598,915		10,581,128
Creditors: amounts falling due after more than one year	15		(2,836,837)		(2,996,398)
Total net assets			7,762,078		7,584,730
Charity funds					
Restricted funds	16		56,139		•
Unrestricted funds					
General funds	16	5,973,137		5,815,828	
Revaluation reserve	16	1,732,802		1,768,902	
Total unrestricted funds	16		7,705,939		7,584,730
Total funds			7,762,078		7,584,730

The Members of the Council acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Members of the Council and signed on their behalf by:

Mr M J Wilkinson Member of the Council Date: 14-12-2022

The notes on pages 18 to 31 form part of these financial statements.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash used in operating activities	19	390,258	92,269
Cash flows from investing activities	.•	-	
Investment income		239	4,354
Withdrawal from listed investments		•	483,253
Net cash provided by investing activities	•	239	487,607
Cash flows from financing activities	•	•	
Interest paid		(75,783)	(75,706)
Repayments of borrowings		(145,290)	(138,602)
Net cash used in financing activities		(221,073)	(214,308)
Change in cash and cash equivalents in the year		169,424	365,568
Cash and cash equivalents at the beginning of the year		604,510	238,942
Cash and cash equivalents at the end of the year	20	773,934	604,510

The notes on pages 18 to 31 form part of these financial statements

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1. Accounting policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

St. Luke's Oxford 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.

1.2 Going concern

St Luke's was severely impacted by the Covid pandemic in 2020/21 which caused occupancy levels to drop significantly. However, through the year under review, this has been reversed, with occupancy levels returning to budgeted levels of 85% or above, resulting in a considerable strengthening of our financial position. The organisation has a healthy cash balance and the number of enquiries for admission have returned to pre pandemic levels.

We have met all our bank loan covenants since July 2021 and recently made a post balance sheet capital repayment on our long term loan of £100,000. This returns us to the repayment position pre the pandemic, during which we negotiated a six month capital repayment 'holiday'. The outcomes noted here are enlarged upon within the Risk Statement section of the Council's Report.

Based on the analysis within this Report the Member's of Council are of the opinion that the going concern principle is appropriate and that the Company has the necessary resources to continue its operations for the foreseeable future.

1.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

Voluntary income

This represents donations received by the charity.

Investment income

This represents investment income which is included on an accruals basis.

Incoming resources from charitable activities

This represents fee income from patients together with rental income from consultants using the premises as offices and consulting rooms.

1.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1. Accounting policies (continued)

1.4 Expenditure (continued)

All expenditure is inclusive of irrecoverable VAT.

1.5 Government grants

Government grants, including the Covid-19 job retention scheme grant, are credited to the Statement of financial activities as the related expenditure is incurred.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Freehold property is initially recognised at cost. After recognition, under the revaluation model, freehold property whose fair value can be measured reliably shall be carried at a revalued amount, being its fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting date.

Fair values are determined from market-based evidence by appraisal that is normally undertaken by professionally qualified valuers. If there is no market-based evidence of fair value because of the specialised nature of the tangible fixed asset and it is rarely sold, except as part of a contributing business, a Company may need to estimate fair value using an income or depreciated replacement cost approach.

Gains and losses on revaluation are recognised in the Statement of financial activities, with a separate revaluation reserve being shown in the Statement of funds note.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Freehold property Mechanical and electrical - over 50 years

equipment

Medical equipment

- over 2 to 3 years - over 3 to 4 years

X-ray equipment

- over 5 to 10 years

Fixtures and fittings Computer equipment

- over 2 years

over 2 years

Leased assets - over the lease term

Where existing assets such as furniture and IT equipment have to be replaced due to normal 'wear and tear' the expenditure is taken directly to repair costs.

1.7 Stock

Stock is valued at the lower of cost and net realisable value.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1. Accounting policies (continued)

1.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.9 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.

1.10 Liabilities

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

1.11 Financial instruments

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.12 Pensions

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

1.13 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Members of the Council in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

2. Critical accounting estimates and areas of judgement

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.

Critical accounting estimates and assumptions:

The Company 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.

Tangible fixed assets

Tangible fixed assets are depreciated over their useful lives taking into account residual valued, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. Residual value assessments consider issues such as the remaining life of the asses and projected disposal values.

Freehold properties are valued at market value, which is assessed by the Trustees on an annual basis.

3. Other incoming resources

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Other income	5,484	-	5,484	40,390
Covid-19 job retention scheme grant	8,882	-	8,882	122,905
Infection control grant	-	85,234	85,234	43,943
TVWD partnership grant	•	1,243	1,243	1,800
Google grant	-	-	-	12,186
	14,366	86,477	100,843	221,224
Total 2021	163,295	57,929	221,224	
Total 2021	163,295	57,929	221,224	

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

4. Analysis of expenditure on charitable activities

Summary by fund type

		Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Patient services and facility costs	6	3,154,974	98,338	3,253,312	3,229,970
Managing and administration co- governance)	sts (including	475,443	-	475,443	512,061
		3,630,417	98,338	3,728,755	3,742,031
Total 2021	·	3,684,102	57,929	3,742,031	
Summary by expenditure type					
	Staff costs 2022 £	Depreciation 2022 £	Other costs 2022 £	Total funds 2022 £	Total funds 2021 £
Patient services and facility	2 400 507	402.077	074 620	2 252 240	2 220 070
costs Managing and administration	2,189,597	192,077	871,638	3,253,312	3,229,970
costs (including governance)	314,466	-	160,977	475,443	512,061
	2,504,063	192,077	1,032,615	3,728,755	3,742,031
Total 2021	2,545,602	192,077	1,004,352	3,742,031	

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

5. Patient services and facility costs

	2022 . £	2021 £
Nursing services	1,980,703	1,995,115
Medical supplies	43,365	108,341
Non clinical services including catering and domestic	709,113	628,251
Premises and plant	300,107	278,199
Coffee shop	27,947	27,987
Depreciation	192,077	192,077
	3,253,312	3,229,970
Managing and administration costs (including governance)	2022	2021
	£	£
Salaries	259,727	285,688
Finance costs - other	2,193	2,146
Interest payable	75,783	75,706
Insurance	39,001	40,132
Office and administration costs	91,173	90,949
Governance	7,566	17,440
	475,443	512,061

7. Auditor's remuneration

The auditor's remuneration amounts to an auditor fee of £6,300 (2021 - £5,950), and preparation of the financial statements of £2,700 (2021 - £2,550).

8. Staff costs

6.

	2022 £	2021 £
Wages and salaries	2,247,658	2,279,015
Social security costs	202,003	203,882
Pension costs	54,402	62,705
	2,504,063	2,545,602

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

8. Staff costs (continued)

The average number of persons employed by the Company during the year was as follows:

	2022 No.	2021 No.
Patient services and facility costs	81	84
Managing and administration (including governance)	6	6
		
	87	90

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022 No.	2021 No.
In the band £90,001 - £100,000	1	1

The key management personnel of the charity comprise the Members of the Council, the Chief Executive Officer, Finance Manager and Matron. The total employee benefits of the Key Management Personnel of the charity were £210,132 (2021: £271,352).

9. Members of the Council's remuneration and expenses

During the year, no Members of the Council received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, no Member of the Council expenses have been incurred (2021 - £ NIL).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

10. Taxation

The company is considered to pass the tests set out in Sch.6, para.1 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Pt.11, Ch.3 of the Corporation Tax Act 2010 or s.256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

11. Tangible fixed assets

	Freehold property £	Other fixed assets £	Total £
Cost or valuation			
At 1 April 2021	10,500,000	901,661	11,401,661
At 31 March 2022	10,500,000	901,661	11,401,661
Depreciation			
At 1 April 2021	178,000	820,457	998,457
Charge for the year	178,000	14,077	192,077
At 31 March 2022	356,000	834,534	1,190,534
Net book value			·
At 31 March 2022	10,144,000	67,127	10,211,127
At 31 March 2021	10,322,000	81,204	10,403,204

Freehold land at valuation included above and not depreciated amount to £1,600,000 (2021: £1,600,000).

The Company has adopted a policy of revaluation for tangible fixed assets. Had these assets been measured at historic cost, the carrying values would have been as follows:

	2022	2021
	£	£
Freehold property	8,338,998	8,516,998
	· · · · · · · · · · · · · · · · · · ·	

The freehold land and buildings were professionally revalued by Lambert Smith Hampton on 4 November 2019 at £10,500,000. The valuation was an independent external valuation based on vacant possession. The Members of the Council consider this valuation to remain appropriate as at 31 March 2022.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

12. Stocks

	2022 £	2021 £
Food and provisions	7,000	7,000
Domestic items	4,600	4,600
	11,600	11,600

The difference between purchase price or production cost of stocks and their replacement cost is not material.

13. Debtors

2022 £	2021 £
198,796	108,064
6,818	610
3,308	4,812
208,922	113,486
	198,796 6,818 3,308

14. Creditors: Amounts falling due within one year

	2022 £	2021 £
Bank loans .	179,271	165,000
Trade creditors	15,776	43,264
Other taxation and social security	48,539	49,675
Other creditors	102,522	127,727
Accruals and deferred income	260,560	166,006
	606,668	551,672

15. Creditors: Amounts falling due after more than one year

	2022 £	2021 £
Bank loans	2,836,837	2,996,398

The bank loan is secured against the property at 4 Latimer Road, Headington, OX3 7PF.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

16. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Balance at 31 March 2022 £
Unrestricted funds				
General funds	5,815,828	3,751,626	(3,594,317)	5,973,137
Revaluation reserve	1,768,902	-	(36,100)	1,732,802
	7,584,730	3,751,626	(3,630,417)	7,705,939
Restricted funds				
Infection control grant	•	85,234	(85,234)	-
TVWD partnership grant	-	1,243	(1,243)	•;
Development fund	-	68,000	(11,861)	56,139
	•	154,477	(98,338)	56,139
Total of funds	7,584,730	3,906,103	(3,728,755)	7,762,078

Infection control grant

This fund was provided by the government, Department of Health and Social Care (DHSC) and was granted to St Luke's through Oxfordshire County Council. The purpose of the fund is to contribute towards costs incurred by social homes for Covid-19 infection prevention, infection control and testing staff and visitors. In 2021/22 the company has received £83,524 and the fund was spent in the year in achieving the specified purpose.

Thames Valley Workforce Development (TVWD) Partnership fund

This fund was received from Skills for care. The purpose of the grant is to contribute towards skills training and development for our nursing staff. We received £1,234 in 2021/22 and the fund was spent in the same year.

Development fund

This is a project set up by the company to refurbish 20 rooms and replace essential furniture. The committee raised £68,000 in 2021/22 and there is a balance of £56,139 at the end of the year.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

16. Statement of funds (continued)

Statement of funds - prior year

•	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2021 £
Unrestricted funds						
General funds	5,914,198	3,427,529	(3,684,102)	128,013	30,190	5,815,828
Revaluation reserve	1,805,002	- .	-	(36,100)	•	1,768,902
	7,719,200	3,427,529	(3,684,102)	91,913	30,190	7,584,730
Restricted funds						
Building project	91,913	•	-	(91,913)	-	-
Google grant	-	12,186	(12,186)	-	-	-
Infection control grant TVWD	-	43,943	(43,943)	-	-	-
partnership grant	-	1,800	(1,800)	-	-	
	91,913	57,929	(57,929)	(91,913)	-	-
Total of funds	7,811,113 	3,485,458	(3,742,031)	_	30,190	7,584,730

17. Summary of funds

Summary of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Balance at 31 March 2022 £
General funds	7,584,730	3,751,626	(3,630,417)	7,705,939
Restricted funds	•	154,477	(98,338)	56,139
	7,584,730	3,906,103	(3,728,755)	7,762,078

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

17. Summary of funds (continued)

Summary of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out	Gains/ (Losses) £	Balance at 31 March 2021 £
General funds	7,719,200	3,427,529	(3,684,102)	91,913	30,190	7,584,730
Restricted funds	91,913	57,929	(57,929)	(91,913)	-	-
	7,811,113	3,485,458	(3,742,031)	•	30,190	7,584,730

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
10,211,127	-	10,211,127
938,317	56,139	994,456
(606,668)	-	(606,668)
(2,836,837)	-	(2,836,837)
7,705,939	56,139	7,762,078
	funds 2022 £ 10,211,127 938,317 (606,668) (2,836,837)	funds 2022 2022 £ £ £ 10,211,127 - 938,317 56,139 (606,668) - (2,836,837) -

Analysis of net assets between funds - prior year

	Unrestricted funds	l otal funds
	2021 £	2021 £
Tangible fixed assets	10,403,204	10,403,204
Current assets	729,596	729,596
Creditors due within one year	(551,672)	(551,672)
Creditors due in more than one year	(2,996,398)	(2,996,398)
Total	7,584,730	7,584,730

(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

19. Reconciliation of net movement in funds to net cash flow from operating activities

		2022 £	2021 £
	Net income/expenditure for the year (as per Statement of Financial Activities)	177,348	(226,383)
	Adjustments for:		-
	Depreciation charges	192,077	192,078
	Investment income	(239)	(4,354)
	Gains on investments	-	(30,190)
	Interest paid	75,783	75,706
	Decrease/(increase) in debtors	(95,436)	49,805
	Increase in creditors	40,725	41,366
	Other movements in investments	•	(5,759)
	Net cash provided by operating activities	390,258	92,269
20.	Analysis of cash and cash equivalents	2022 £	2021
	Cash in hand	773,934	£ 604,510
	Total cash and cash equivalents	773,934	604,510
21.	Analysis of changes in net debt		
	At 1 April 2021	Cash flows	At 31 March 2022 £
	£	_	_
	Cash at bank and in hand 604,510	169,424	773,934
	Debt due within 1 year (165,000)	(14,271)	(179,271)
	Debt due after 1 year (2,996,398)	159,561	(2,836,837)
	(2,556,888)	314,714	(2,242,174)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

22. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £1 for the debts and liabilities contracted before he/she ceases to be a member.

23. Related party transactions

There were no related party transactions in the year (2021: £nil).