

Company registration number: 04004207

Charity registration number: 1088284

# Dover Operatic and Dramatic Society

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 March 2023

Batchelor Coop Ltd  
Independent Examiner  
The New Barn  
Mill Lane  
Eastry  
Kent  
CT13 0JW

# **Dover Operatic and Dramatic Society**

## **Contents**

Reference and Administrative Details	1
Trustees' Report	2 to 5
Independent Examiner's Report	6
Statement of Financial Activities	7 to 8
Balance Sheet	9
Notes to the Financial Statements	10 to 18

# **Dover Operatic and Dramatic Society**

## **Reference and Administrative Details**

**Chairman**

M Moore

**Charity Registration Number**

1088284

**Company Registration Number**

04004207

**Registered Office**

The charity is incorporated in England and Wales.

DODS  
Mill Street  
Temple Ewell  
Dover  
Kent  
CT16 3DN

**Independent Examiner**

Batchelor Coop Ltd  
Independent Examiner  
The New Barn  
Mill Lane  
Eastry  
Kent  
CT13 0JW

# **Dover Operatic and Dramatic Society**

## **Trustees' Report**

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 31 March 2023.

### **Objectives and activities**

The Charity's objectives are to rehearse and perform a variety of different musical and non musical theatrical productions for the benefit of members and the public.

### **Public benefit**

Membership of the Society is open to all members of the public over the age of 8 years. Subscriptions may be paid by cash or standing order and if necessary spread over the year. Members benefit personally and socially from rehearsing and performing together on stage, while other members may use and enhance a variety of skills behind the scenes - carpentry, painting, lighting, sound, costumes, make-up and hairdressing. The audience benefit from the coming together of these skills which aim to spread the theatrical arts to as wide a public as possible.

The trustees confirm that they have complied with the requirements of section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

The Trustees believe that the activities undertaken in the year for achieving the objectives of the Charity have met the public benefit requirement.

### **Achievements and performance**

During the period 2022/23 the Society maintained its role as a provider of theatrical entertainment for the local area by providing support to other societies, loaning equipment/costumes. However, the Society did not perform the full programme of productions due to lack of venues and other restrictions in the performing arts sector. Due to removal of two venues in Dover, this year the society produced one show, which coupled with successful applications for grants helped us maintain our financial existence.

As part of the Trustess aim to promote the profile of the society to the general public, it was decided to allow the Mill to be made available for hire, both to current members and any interested third parties. This had the added benefit of contributing to the running costs and upkeep of our home. We have a number of regular hirers which enabled the board to hire a cleaner, twice a month to maintain a high standard of house cleaning. The regular income helps support and maintain the running costs of the Mill.

We lost a number of key venues in the town which has impacted on our timetable for 2022/23. Through our agreement with a local school, the society were able to perform in their hall. We have supported a successful campaign to object to a decision to remove a venue, the Roundhouse Theatre. We await a decision on the tender of this theatre. We hope that this will see a return of community theatre in the town. We await the outcome of the Town Hall restoration. In the meantime, the society continue to strive to perform more productions next year.

# **Dover Operatic and Dramatic Society**

## **Trustees' Report**

### **Financial review**

#### **Policy on reserves**

Although the Charity's reserves total £247,646 at 31 March 2023, £225,051 is tied up in fixed assets. This leaves free reserves of £22,595 which is sufficient to cover a fall in incoming resources and the up front costs necessary to put on each show. The charity considers reserves equivalent to 3-6 months expenditure being appropriate. Free reserves at the year end are slightly in excess of this which provides a small buffer. The Trustees have examined the charity's requirements and are working together to develop a coherent forward plan for the charity. It is the view of the Trustees that prudence is advisable to ensure that there are sufficient free reserves to provide financial flexibility over future years.

#### **Plans for future periods**

The Trustees plan to rebuild the profile of the society within the local community. This financial year has seen the society experience a period of considerable flux and upheaval, and if this positive aim could be realised, a number of benefits to the society: improvement in hire income, an increase in membership revenue (and hopefully on-stage talent!).

# **Dover Operatic and Dramatic Society**

## **Trustees' Report**

### **Trustees and officers**

The trustees and officers serving during the year and since the year end were as follows:

Trustees:

- M Goldsack
- S J Cox
- M Christian (Resigned 23/05/2021)
- S Cain
- W P Parker-Gorman
- E Yarrow
- C Watson
- N Goodwin

Chairman: M Moore

### **Structure, governance and management**

#### **Nature of governing document**

The Charity was incorporated England on 30 May 2000 as a Company limited by guarantee and is governed by its Memorandum and Articles of Association. It is also registered with the Charity Commission with effect from 31 August 2001. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

#### **Recruitment and appointment of trustees**

The Trustees during the period are set out as above. The Trustees of the Charity are also Directors of the charitable Company for the purposes of Company law. Under the requirements of the Memorandum and Articles of Association, at every AGM one third of the Trustees are subject to retire by rotation.

Many skills are represented by the Trustees. In an effort to maintain this broad skill mix, Trustees are requested to provide a Job Description and in the event of particular skills being lost due to retirements, other individuals are approached to offer themselves for election to the Board of Trustees.

#### **Induction and training of trustees**

Most Trustees are already familiar with the practical work of the Charity, having been members and taken part in productions.

Additionally, new Trustees are invited and encouraged to attend meetings to familiarise themselves with the Charity and the context within which it operates. These are led by the Chair of the Trustees.

#### **Organisational structure**

The Dover Operatic and Dramatic Society have Trustees' meetings of up to 9 members who meet regularly and are responsible for the strategic direction and policy of the Charity.

A scheme of delegation is in place, with sub committees for each production.

# Dover Operatic and Dramatic Society

## Trustees' Report

### Major risks and management of those risks

The Trustees have conducted a review of the major risks to which the charity is exposed. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. In establishing this process, Trustees agree that it will be prudent to review the risks and the steps taken to mitigate them periodically to ensure that they continue to meet the needs of the charity.

### Statement of trustees' responsibilities

The trustees (who are also the directors of Dover Operatic and Dramatic Society for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

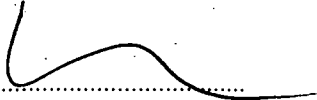
Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including its 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 apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, comprising FRS 102 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 can 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.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The annual report was approved by the trustees of the charity on 3 July 2023 and signed on its behalf by:



M Moore  
Chairman

## **Dover Operatic and Dramatic Society**

### **Independent Examiner's Report to the trustees of Dover Operatic and Dramatic Society ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2023.

#### **Responsibilities and basis of report**

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

#### **Independent examiner's statement**

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of Dover Operatic and Dramatic Society as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Graham Rennells  
Independent Examiner  
Chartered Accountant

The New Barn  
Mill Lane  
Eastry  
Kent  
CT13 0JW

4 July 2023



# Dover Operatic and Dramatic Society

## Statement of Financial Activities for the Year Ended 31 March 2023 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted £	Total 2023 £
<b>Income and Endowments from:</b>			
Donations and legacies	3	761	761
Charitable activities	4	10,816	10,816
Investment income	5	44	44
Other income	6	1,370	1,370
<b>Total Income</b>		<u>12,991</u>	<u>12,991</u>
<b>Expenditure on:</b>			
Charitable activities	7	(21,546)	(21,546)
<b>Total Expenditure</b>		<u>(21,546)</u>	<u>(21,546)</u>
<b>Net expenditure</b>		<u>(8,555)</u>	<u>(8,555)</u>
<b>Net movement in funds</b>		(8,555)	(8,555)
<b>Reconciliation of funds</b>			
Total funds brought forward		141,201	141,201
Total funds carried forward	16	<u>132,646</u>	<u>132,646</u>

The notes on pages 10 to 18 form an integral part of these financial statements.

## Dover Operatic and Dramatic Society

### Statement of Financial Activities for the Year Ended 31 March 2023 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Total 2022 £
<b>Income and Endowments from:</b>			
Donations and legacies	3	16,319	16,319
Charitable activities	4	4,354	4,354
Investment income	5	4	4
Other income	6	2,934	2,934
Total income		<u>23,611</u>	<u>23,611</u>
<b>Expenditure on:</b>			
Charitable activities	7	(29,862)	(29,862)
Total expenditure		<u>(29,862)</u>	<u>(29,862)</u>
Net expenditure		<u>(6,251)</u>	<u>(6,251)</u>
Net movement in funds		(6,251)	(6,251)
<b>Reconciliation of funds</b>			
Total funds brought forward		<u>147,452</u>	<u>147,452</u>
Total funds carried forward	16	<u>141,201</u>	<u>141,201</u>

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2022 is shown in note 16.

The notes on pages 10 to 18 form an integral part of these financial statements.

# Dover Operatic and Dramatic Society

(Registration number: 04004207)  
Balance Sheet as at 31 March 2023

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	11	225,051	225,101
<b>Current assets</b>			
Debtors	12	4,405	4,512
Cash at bank and in hand	13	19,420	27,818
		23,825	32,330
<b>Creditors: Amounts falling due within one year</b>	14	(1,230)	(1,230)
<b>Net current assets</b>		22,595	31,100
<b>Net assets</b>		247,646	256,201
<b>Funds of the charity:</b>			
<b>Unrestricted income funds</b>			
Unrestricted funds		132,646	141,201
Unrestricted revaluation reserve		115,000	115,000
<b>Total unrestricted funds</b>		247,646	256,201
<b>Total funds</b>	16	247,646	256,201

For the financial year ending 31 March 2023 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

## Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements on pages 7 to 18 were approved by the trustees, and authorised for issue on 3 July 2023 and signed on their behalf by:



M Goldsack  
Trustee

The notes on pages 10 to 18 form an integral part of these financial statements.

# **Dover Operatic and Dramatic Society**

## **Notes to the Financial Statements for the Year Ended 31 March 2023**

### **1 Charity status**

The charity is limited by guarantee, incorporated in England and Wales, and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

The address of its registered office is:

DODS  
Mill Street  
Temple Ewell  
Dover  
Kent  
CT16 3DN

These financial statements were authorised for issue by the trustees on 3 July 2023.

### **2 Accounting policies**

#### **Summary of significant accounting policies and key accounting estimates**

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

#### **Statement of compliance**

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)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

#### **Basis of preparation**

The financial statements have been prepared under the historical cost convention in accordance with applicable United Kingdom Accounting Standards, the Charity Commission 'Statement of Recommended Practice: Accounting and Reporting by Charities' ('SORP 2005'), the Financial Reporting Standard 102, and the Companies Act 2006. A summary of the principal accounting policies, which have been applied consistently, except where noted, is set out below.

#### **Going concern**

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

#### **Income and endowments**

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

## **Dover Operatic and Dramatic Society**

### **Notes to the Financial Statements for the Year Ended 31 March 2023**

#### **Donations and legacies**

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

#### **Grants receivable**

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

#### **Expenditure**

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category.

#### **Charitable activities**

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

#### **Support costs**

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

#### **Governance costs**

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees meetings and reimbursed expenses.

#### **Government grants**

Government grants are recognised based on the accrual model and are measured at the fair value of the asset received or receivable. Grants are classified as relating either to revenue or to assets. Grants relating to revenue are recognised in income over the period in which the related costs are recognised. Grants relating to assets are recognised over the expected useful life of the asset. Where part of a grant relating to an asset is deferred, it is recognised as deferred income.

#### **Taxation**

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

## **Dover Operatic and Dramatic Society**

### **Notes to the Financial Statements for the Year Ended 31 March 2023**

#### **Tangible fixed assets**

Individual fixed assets costing £250.00 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

#### **Depreciation and amortisation**

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

<b>Asset class</b>	<b>Depreciation method and rate</b>
Freehold Property	At trustees valuation
Lighting Equipment	20% Straight line
Stage and Scenery	10% Straight line
Costumes	10% Straight line

#### **Debtors**

Debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

#### **Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

#### **Fund structure**

Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

# Dover Operatic and Dramatic Society

## Notes to the Financial Statements for the Year Ended 31 March 2023

### 3 Income from donations and legacies

	Unrestricted General £	Total 2023 £	Total 2022 £
Donations and legacies;			
Refreshments (net of costs)	293	293	62
Fundraising	468	468	590
Grants, including capital grants;			
Government grants	-	-	15,667
	<u>761</u>	<u>761</u>	<u>16,319</u>

### 4 Income from charitable activities

	Unrestricted funds General £	Total 2023 £	Total 2022 £
Ticket sales	7,257	7,257	-
Subscriptions	2,236	2,236	4,354
Show fees	1,323	1,323	-
	<u>10,816</u>	<u>10,816</u>	<u>4,354</u>

### 5 Investment income

	Unrestricted funds General £	Total 2023 £	Total 2022 £
Interest receivable and similar income;			
Interest receivable on bank deposits	<u>44</u>	<u>44</u>	<u>4</u>

### 6 Other income

	Unrestricted funds General £	Total 2023 £	Total 2022 £
Rental income	<u>1,370</u>	<u>1,370</u>	<u>2,934</u>

# Dover Operatic and Dramatic Society

## Notes to the Financial Statements for the Year Ended 31 March 2023

### 7 Expenditure on charitable activities

		Unrestricted	Total	Total
	Note	General	2023	2022
		£	£	£
Costs directly allocated to hosting of production		11,559	11,559	5,038
Allocated support costs		8,032	8,032	23,484
Governance costs	8	1,955	1,955	1,340
		<u>21,546</u>	<u>21,546</u>	<u>29,862</u>

	Activity undertaken directly	Grant funding of activity	2023	2022
	£	£	£	£
Music scores and scripts	109	-	109	561
Hall hire	2,736	-	2,736	-
Costumes and make-up	-	1,847	1,847	240
Props	-	27	27	144
Sound and lighting	-	723	723	377
Orchestra fees	-	150	150	-
Printing, postage and stationery	-	-	-	30
Insurance	3,704	-	3,704	3,678
Cleaning	-	-	-	8
Transport costs	-	626	626	35
Repairs and renewals	-	2,880	2,880	21,306
Rates and water	-	581	581	317
Depreciation	-	50	50	50
Light and heat	-	3,760	3,760	1,776
Subscriptions	-	135	135	-
Royalties and licences	2,263	-	2,263	-
	<u>8,812</u>	<u>10,779</u>	<u>19,591</u>	<u>28,522</u>

In addition to the expenditure analysed above, there are also governance costs of £1,955 (2022 - £1,340) which relate directly to charitable activities. See note 8 for further details.



## Dover Operatic and Dramatic Society

### Notes to the Financial Statements for the Year Ended 31 March 2023

#### 8 Analysis of governance and support costs

##### Governance costs

	Unrestricted	Total	Total
	General	2023	2022
	£	£	£
Accountancy fees			
Accountancy fees	1,290	1,290	1,290
Charitable donations	-	-	50
Professional indemnity insurance	665	665	-
	<u>1,955</u>	<u>1,955</u>	<u>1,340</u>

#### 9 Trustees remuneration and expenses

During the year the charity made the following transactions with trustees:

##### M Goldsack

£666 (2022: £386) of expenses were reimbursed to M Goldsack during the year.

##### S J Cox

£2,208 (2022: £665) of expenses were reimbursed to S J Cox during the year.

##### N Goodwin

£19 (2022: £Nil) of expenses were reimbursed to N Goodwin during the year.

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

#### 10 Taxation

The charity is a registered charity and is therefore exempt from taxation.

# Dover Operatic and Dramatic Society

## Notes to the Financial Statements for the Year Ended 31 March 2023

### 11 Tangible fixed assets

	Land and buildings £	Furniture and equipment £	Other tangible fixed asset £	Total £
<b>Cost</b>				
At 1 April 2022	225,000	19,767	15,000	259,767
At 31 March 2023	225,000	19,767	15,000	259,767
<b>Depreciation</b>				
At 1 April 2022	-	19,666	15,000	34,666
Charge for the year	-	50	-	50
At 31 March 2023	-	19,716	15,000	34,716
<b>Net book value</b>				
At 31 March 2023	225,000	51	-	225,051
At 31 March 2022	225,000	101	-	225,101

### 12 Debtors

	2023 £	2022 £
Prepayments	3,084	3,191
Other debtors	1,321	1,321
	4,405	4,512

### 13 Cash and cash equivalents

	2023 £	2022 £
Cash at bank	19,420	27,818

### 14 Creditors: amounts falling due within one year

	2023 £	2022 £
Accruals	1,230	1,230

### 15 Reserves

	Unrestricted revaluation reserve £	Total £
At 1 April 2022	(115,000)	(115,000)

# Dover Operatic and Dramatic Society

## Notes to the Financial Statements for the Year Ended 31 March 2023

### 16 Funds

	Balance at 1 April 2022 £	Incoming resources £	Resources expended £	Balance at 31 March 2023 £
<b>Unrestricted funds</b>				
General	<u>141,201</u>	<u>12,991</u>	<u>(21,546)</u>	<u>132,646</u>
	Balance at 1 April 2021 £	Incoming resources £	Resources expended £	Balance at 31 March 2022 £
<b>Unrestricted funds</b>				
General	<u>147,452</u>	<u>23,611</u>	<u>(29,862)</u>	<u>141,201</u>

### 17 Analysis of net assets between funds

	Unrestricted funds General £	Total funds at 31 March 2023 £
Tangible fixed assets	225,051	225,051
Current assets	23,825	23,825
Current liabilities	<u>(1,230)</u>	<u>(1,230)</u>
Total net assets	<u>247,646</u>	<u>247,646</u>
	Unrestricted funds General £	Total funds at 31 March 2022 £
Tangible fixed assets	225,101	225,101
Current assets	32,330	32,330
Current liabilities	<u>(1,230)</u>	<u>(1,230)</u>
Total net assets	<u>256,201</u>	<u>256,201</u>

# Dover Operatic and Dramatic Society

## Notes to the Financial Statements for the Year Ended 31 March 2023

### 18 Analysis of net funds

	At 1 April 2022 £	Financing cash flows £	At 31 March 2023 £
Cash at bank and in hand	27,818	(8,398)	19,420
Net debt	27,818	(8,398)	19,420
	At 1 April 2021 £	Financing cash flows £	At 31 March 2022 £
Cash at bank and in hand	36,273	(8,455)	27,818
Net debt	36,273	(8,455)	27,818