

Charity registration number: 1168031

Samaritans of Horsham and Crawley

(A charitable incorporated organisation)

Annual Report and Financial Statements

for the Year Ended 31 March 2021

Samaritans of Horsham and Crawley

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Samaritans of Horsham and Crawley

Reference and Administrative Details

Trustees

Mr Kevin Hawkes (director)
Michael Head (treasurer)
Alison Cornell (secretary)
Nic Field
Denis Shakesheff
Jeffrey Thomas
Caroline Thomas

Principal Office

21 Denne Road
Horsham
West Sussex
RH12 1JE

Charity Registration Number

1168031

Independent Examiner

S D Ritchie FCA
Ritchie Phillips LLP
Ground Floor South Suite
Afon House
Worthing Road
Horsham
West Sussex
RH12 1TL

Samaritans of Horsham and Crawley

Trustees' Report

The trustees present the annual report together with the financial statements of the charity for the year ended 31 March 2021.

Objectives and activities

Objects and aims

The charity exists to provide support 24 hours a day, to any persons, irrespective of race, creed, age or status, who are experiencing feelings of distress or despair, including those which may lead to suicide.

Public benefit

The trustees confirm they have referred to the Charity Commission's guidance on public benefit when reviewing the charity's aims, objectives and services and consider how the current and any proposed services and facilities will contribute to them.

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.

Achievements and performance

Samaritans of Horsham and Crawley provides emotional support to people in distress or despair. Our traditional methods of providing support by telephone and email were all available during the period but face to face support ceased in March 2020 due to the situation with Covid 19.

During the year, our volunteers provided support to callers as follows: 16,490 telephone calls and 4,170 emails.

It is because of the dedication of our volunteers that we are able to continue to provide our service during the pandemic and at the end of 2020 we had 79 active listening volunteers and another 10 active support volunteers. We are grateful to everyone who has given time through the Branch to those requiring our support during the period and to those who underpin our listening work by doing a myriad of other tasks which are often unseen but which enable our core work to continue. We have opened more shifts during the pandemic thanks to the volunteers who were prepared to undertake additional shifts to support some of those most at need in our community.

Sadly, again due to Covid 19, all our outreach work ceased in March 2020. We hope to be able to re-start this important aspect of our work locally in the near future.

To ensure that we are aware of other local initiatives and to be able to contribute to them, we are represented on the Steering Committee of the West Sussex Suicide Prevention Group. We have worked with the Community Team on Horsham District Council and with Crawley Community and Voluntary Service. Many of these meetings have taken place online during 2020 and they have been a source of mutual support for many voluntary organisations during the pandemic.

We remain grateful to all our charity partners for their support, both financial and in raising the profile of Samaritans in the local community.

Samaritans of Horsham and Crawley

Trustees' Report

The financial support we have received during the year from Trusts, Foundations and individual supporters makes a huge difference to the way we are able to run the Branch. The pandemic meant that we were unable to hold any store collections in the financial year but we are very grateful for all the funding we receive which is all used to maintain and sustain the service we provide.

Our Patrons also show a commitment to our work and we remain especially indebted to Dame Julie Walters and to the Rt Hon Jeremy Quin MP for their pro-active support of Samaritans in our local community.

Structure, governance and management

Nature of governing document

The Charitable Incorporated Organisation was registered with the Charity Commission on 5 July 2016, number 1168031, and is governed by a Model Constitution dated 23 August 2016 approved by the Charity Commission. Samaritans of Horsham and Crawley is now an affiliated member of Samaritans, a company limited by guarantee on 11 April 1963 whose registered office is The Upper Mill, Kingston Road, Ewell, KT17 2AF.

Recruitment and appointment of trustees

The minimum number of trustees is three and the maximum is thirteen. The trustees of the charity comprise the branch director, trustees elected by the members for the roles of treasurer and secretary, up to eight additional trustees elected by the members and up to two co-opted trustees appointed by the trustees, so long as the number of trustees does not exceed thirteen. The names of the current trustees are stated on page 1. They all served throughout the year.

Financial review

The financial results are set out on pages 5 and 6 in the Statement of Financial Activities and on page 7 in the Balance Sheet. The charity has recorded a surplus for the year of £11,970 as against a deficit of £8,114 for the previous year. The trustees expect in the forthcoming year to maintain the charity's existing activities out of income raised in the forthcoming year or by utilising reserves brought forward.

Policy on reserves

The reserves held by the charity at 31 March 2021 were £86,954 (31 March 2020 - £74,984). The reserves comprise of £86,599 (31 March 2020 - £74,984) unrestricted funds and are represented by the fixed assets used by the charity, investments, debtors, bank and cash balances less creditors and £355 (31 March 2020 - £nil) of restricted funds represented by cash balances. The unrestricted reserves at 31 March 2021 are at a level of reserves the trustees consider appropriate to fund normal annual running costs of the charity for a two year period and a contingency to cover unforeseen expenditure.

The annual report was approved by the trustees of the charity on 27 July 2021 and signed on its behalf by:



Mr Kevin Hawkes (director)
Trustee

Samaritans of Horsham and Crawley

Independent Examiner's Report to the trustees of Samaritans of Horsham and Crawley

I report on the accounts of the charity for the year ended 31 March 2021 which are set out on pages 5 to 16 .

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent examiner's statement

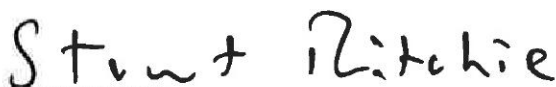
In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



.....
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27 July 2021

Samaritans of Horsham and Crawley

Statement of Financial Activities for the Year Ended 31 March 2021 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

| | Note | Unrestricted funds £ | Restricted funds £ | Total 2021 £ |
|------------------------------------|------|-------------------------|-----------------------|--------------------|
| Income and Endowments from: | | | | |
| Donations and legacies | 3 | 21,888 | 8,400 | 30,288 |
| Other trading activities | 4 | 7,291 | - | 7,291 |
| Investment income | 5 | 384 | - | 384 |
| Total Income | | <u>29,563</u> | <u>8,400</u> | <u>37,963</u> |
| Expenditure on: | | | | |
| Raising funds | 6 | (1,695) | - | (1,695) |
| Charitable activities | 7 | <u>(26,250)</u> | <u>(6,390)</u> | <u>(32,640)</u> |
| Total Expenditure | | <u>(27,945)</u> | <u>(6,390)</u> | <u>(34,335)</u> |
| Gains/losses on investment assets | | <u>8,342</u> | <u>-</u> | <u>8,342</u> |
| Net income | | 9,960 | 2,010 | 11,970 |
| Transfers between funds | | <u>1,655</u> | <u>(1,655)</u> | <u>-</u> |
| Net movement in funds | | 11,615 | 355 | 11,970 |
| Reconciliation of funds | | | | |
| Total funds brought forward | | <u>74,984</u> | <u>-</u> | <u>74,984</u> |
| Total funds carried forward | 14 | <u>86,599</u> | <u>355</u> | <u>86,954</u> |
| | Note | Unrestricted funds £ | Restricted funds £ | Total 2020 £ |
| Income and Endowments from: | | | | |
| Donations and legacies | 3 | 27,059 | - | 27,059 |
| Other trading activities | 4 | 5,569 | - | 5,569 |
| Investment income | 5 | <u>167</u> | <u>-</u> | <u>167</u> |
| Total Income | | <u>32,795</u> | <u>-</u> | <u>32,795</u> |
| Expenditure on: | | | | |
| Raising funds | 6 | (2,513) | - | (2,513) |
| Charitable activities | 7 | <u>(34,791)</u> | <u>(5,130)</u> | <u>(39,921)</u> |
| Total Expenditure | | <u>(37,304)</u> | <u>(5,130)</u> | <u>(42,434)</u> |
| Gains/losses on investment assets | | <u>1,525</u> | <u>-</u> | <u>1,525</u> |
| Net expenditure | | (2,984) | (5,130) | (8,114) |
| Transfers between funds | | <u>4,156</u> | <u>(4,156)</u> | <u>-</u> |
| Net movement in funds | | 1,172 | (9,286) | (8,114) |

Samaritans of Horsham and Crawley

Statement of Financial Activities for the Year Ended 31 March 2021 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

| | Note | Unrestricted funds £ | Restricted funds £ | Total 2020 £ |
|--------------------------------|-------------|-------------------------------------|-----------------------------------|-----------------------------|
| Reconciliation of funds | | | | |
| Total funds brought forward | | <u>73,812</u> | <u>9,286</u> | <u>83,098</u> |
| Total funds carried forward | 14 | <u>74,984</u> | <u>-</u> | <u>74,984</u> |

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

The funds breakdown for 2020 is shown in note 14.

Samaritans of Horsham and Crawley

(Registration number:1168031)
Balance Sheet as at 31 March 2021

| | Note | 2021 £ | 2020 £ |
|---|------|----------------|----------------|
| Fixed assets | | | |
| Tangible assets | 10 | 2,945 | 2,771 |
| Investments | 11 | 50,470 | 32,128 |
| | | <u>53,415</u> | <u>34,899</u> |
| Current assets | | | |
| Debtors | 12 | 2,874 | 3,459 |
| Cash at bank and in hand | | <u>34,386</u> | <u>39,048</u> |
| | | 37,260 | 42,507 |
| Creditors: Amounts falling due within one year | 13 | <u>(3,721)</u> | <u>(2,422)</u> |
| Net current assets | | <u>33,539</u> | <u>40,085</u> |
| Net assets | | <u>86,954</u> | <u>74,984</u> |
| Funds of the charity: | | | |
| Restricted funds | | 355 | - |
| Unrestricted income funds | | | |
| Unrestricted funds | | <u>86,599</u> | <u>74,984</u> |
| Total funds | 14 | <u>86,954</u> | <u>74,984</u> |

The financial statements on pages 5 to 16 were approved by the trustees, and authorised for issue on 27 July 2021 and signed on their behalf by:



Mr Kevin Hawkes (director)
Trustee

Samaritans of Horsham and Crawley

Notes to the Financial Statements for the Year Ended 31 March 2021

1 Charity status

The charity is a Charitable Incorporated Organisation registered with the Charity Commission.

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) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

Basis of preparation

Samaritans of Horsham and Crawley 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 notes.

Exemption from preparing a cash flow statement

The charity opted to early adopt Bulletin 1 published on 2 February 2016 and have therefore not included a cash flow statement in these financial statements.

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.

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.

Legacy gifts are recognised on a case by case basis following the grant of probate when the administrator/executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title to the asset having been transferred to the charity.

Samaritans of Horsham and Crawley

Notes to the Financial Statements for the Year Ended 31 March 2021

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. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Raising funds

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

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.

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.

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:

| Asset class | Depreciation method and rate |
|--------------------|---------------------------------------|
| Office equipment | Over 3 years on a straight line basis |

Fixed asset investments

Fixed asset investments, other than programme related investments, are included at market value at the balance sheet date. Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the Statement of Financial Activities in the period of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the Statement of Financial Activities based on the market value at the year end.

Samaritans of Horsham and Crawley

Notes to the Financial Statements for the Year Ended 31 March 2021

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits.

Fund structure

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

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

3 Income from donations and legacies

| | Unrestricted funds | | | |
|-----------------------------------|-----------------------|--------------------------|--------------------|--------------------|
| | General £ | Restricted funds £ | Total 2021 £ | Total 2020 £ |
| Donations and legacies; | | | | |
| Donations | 18,358 | - | 18,358 | 23,398 |
| Legacies | 1,000 | - | 1,000 | - |
| Gift aid reclaimed | 1,930 | - | 1,930 | 3,661 |
| Grants, including capital grants; | | | | |
| Grants from other charities | 600 | 7,400 | 8,000 | - |
| Grants from companies | - | 1,000 | 1,000 | - |
| | <u>21,888</u> | <u>8,400</u> | <u>30,288</u> | <u>27,059</u> |

4 Income from other trading activities

| | Unrestricted funds | | |
|--|-----------------------|--------------------|--------------------|
| | General £ | Total 2021 £ | Total 2020 £ |
| Local fundraising and street collection income | <u>7,291</u> | <u>7,291</u> | <u>5,569</u> |
| | <u>7,291</u> | <u>7,291</u> | <u>5,569</u> |

Samaritans of Horsham and Crawley

Notes to the Financial Statements for the Year Ended 31 March 2021

5 Investment income

| | Unrestricted funds | | |
|--|-----------------------|--------------------|--------------------|
| | General £ | Total 2021 £ | Total 2020 £ |
| Income from dividends; | | | |
| Dividends receivable from other listed investments | 368 | 368 | - |
| Interest receivable and similar income; | | | |
| Interest receivable on bank deposits | 16 | 16 | 167 |
| | 384 | 384 | 167 |

6 Expenditure on raising funds

| | Unrestricted funds | | |
|----------------------|-----------------------|--------------------|--------------------|
| | General £ | Total 2021 £ | Total 2020 £ |
| Costs of fundraising | 1,695 | 1,695 | 2,513 |

Samaritans of Horsham and Crawley

Notes to the Financial Statements for the Year Ended 31 March 2021

7 Expenditure on charitable activities

| | Unrestricted funds | | | |
|--------------------------------------|-----------------------|--------------|---------------|---------------|
| | General | Restricted | Total | Total |
| | £ | funds | 2021 | 2020 |
| | | £ | £ | £ |
| Advertising and publicity | - | - | - | 220 |
| Lighting and heating | 1,967 | - | 1,967 | 2,098 |
| Premises maintenance | 1,815 | - | 1,815 | 16,790 |
| Equipment and fittings | 108 | 4,864 | 4,972 | 602 |
| Water and rates | 331 | - | 331 | 332 |
| Insurance | 742 | - | 742 | 755 |
| Postage, print and stationery | 392 | 1,000 | 1,392 | 236 |
| Telephone | 1,886 | 161 | 2,047 | 1,696 |
| Contribution to National Movement | 2,326 | - | 2,326 | 1,151 |
| Household expenses | 1,955 | 365 | 2,320 | 2,333 |
| Travelling expenses | 11,785 | - | 11,785 | 11,237 |
| Sundry expenses | 778 | - | 778 | 1,086 |
| Depreciation of office equipment | 2,165 | - | 2,165 | 1,385 |
| | <u>26,250</u> | <u>6,390</u> | <u>32,640</u> | <u>39,921</u> |

Samaritans of Horsham and Crawley

Notes to the Financial Statements for the Year Ended 31 March 2021

8 Trustees remuneration and expenses

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

Mr Kevin Hawkes (director)

£140 (2020: £352) of expenses were reimbursed to Mr Kevin Hawkes (director) during the year.

Michael Head (treasurer)

£497 (2020: £245) of expenses were reimbursed to Michael Head (treasurer) during the year.

Alison Cornell (secretary)

£267 (2020: £412) of expenses were reimbursed to Alison Cornell (secretary) during the year.

Nic Field

£99 (2020: £40) of expenses were reimbursed to Nic Field during the year.

Caroline Thomas

£Nil (2020: £133) of expenses were reimbursed to Caroline Thomas during the year.

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

9 Taxation

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

10 Tangible fixed assets

| | Land and buildings £ | Furniture and equipment £ | Total £ |
|-------------------------|----------------------------|---------------------------------|---------------|
| Cost | | | |
| At 1 April 2020 | 14,151 | 6,433 | 20,584 |
| Additions | - | 2,339 | 2,339 |
| Disposals | - | (1,250) | (1,250) |
| At 31 March 2021 | <u>14,151</u> | <u>7,522</u> | <u>21,673</u> |
| Depreciation | | | |
| At 1 April 2020 | 14,151 | 3,662 | 17,813 |
| Charge for the year | - | 2,165 | 2,165 |
| Eliminated on disposals | - | (1,250) | (1,250) |
| At 31 March 2021 | <u>14,151</u> | <u>4,577</u> | <u>18,728</u> |
| Net book value | | | |
| At 31 March 2021 | <u>-</u> | <u>2,945</u> | <u>2,945</u> |
| At 31 March 2020 | <u>-</u> | <u>2,771</u> | <u>2,771</u> |

Samaritans of Horsham and Crawley

Notes to the Financial Statements for the Year Ended 31 March 2021

11 Fixed asset investments

| | 2021 £ | 2020 £ |
|-------------------|---------------|---------------|
| Other investments | <u>50,470</u> | <u>32,128</u> |

Other investments

| | Listed investments £ | Total £ |
|--------------------------|----------------------------|---------------|
| Cost or Valuation | | |
| At 1 April 2020 | 32,128 | 32,128 |
| Additions | 25,000 | 25,000 |
| Disposals | (12,526) | (12,526) |
| Revaluation | <u>5,868</u> | <u>5,868</u> |
| At 31 March 2021 | <u>50,470</u> | <u>50,470</u> |
| Net book value | | |
| At 31 March 2021 | <u>50,470</u> | <u>50,470</u> |
| At 31 March 2020 | <u>32,128</u> | <u>32,128</u> |

12 Debtors

| | 2021 £ | 2020 £ |
|-------------|--------------|--------------|
| Prepayments | <u>2,874</u> | <u>3,459</u> |

13 Creditors: amounts falling due within one year

| | 2021 £ | 2020 £ |
|-----------------|--------------|--------------|
| Other creditors | 2,326 | 1,083 |
| Accruals | <u>1,395</u> | <u>1,339</u> |
| | <u>3,721</u> | <u>2,422</u> |

Samaritans of Horsham and Crawley

Notes to the Financial Statements for the Year Ended 31 March 2021

14 Funds

| | Balance at 1 April 2020 £ | Incoming resources £ | Resources expended £ | Transfers £ | Other recognised gains/(losses) £ | Balance at 31 March 2021 £ |
|---------------------------|---------------------------------------|----------------------------|----------------------------|----------------|--|--|
| Unrestricted funds | | | | | | |
| <i>General</i> | | | | | | |
| Unrestricted fund | 74,984 | 29,563 | (27,945) | 1,655 | 8,342 | 86,599 |
| Restricted funds | | | | | | |
| Restricted fund | - | 8,400 | (6,390) | (1,655) | - | 355 |
| Total funds | <u>74,984</u> | <u>37,963</u> | <u>(34,335)</u> | <u>-</u> | <u>8,342</u> | <u>86,954</u> |
| | Balance at 1 April 2019 £ | Incoming resources £ | Resources expended £ | Transfers £ | Other recognised gains/(losses) £ | Balance at 31 March 2020 £ |
| Unrestricted funds | | | | | | |
| <i>General</i> | | | | | | |
| Unrestricted fund | 73,812 | 32,795 | (37,304) | 4,156 | 1,525 | 74,984 |
| Restricted funds | | | | | | |
| Restricted fund | 9,286 | - | (5,130) | (4,156) | - | - |
| Total funds | <u>83,098</u> | <u>32,795</u> | <u>(42,434)</u> | <u>-</u> | <u>1,525</u> | <u>74,984</u> |

15 Analysis of net assets between funds

| | Unrestricted funds | Restricted funds | Total funds |
|-------------------------|-----------------------|---------------------|---------------|
| | General £ | £ | £ |
| Tangible fixed assets | 2,945 | - | 2,945 |
| Fixed asset investments | 50,470 | - | 50,470 |
| Current assets | 36,905 | 355 | 37,260 |
| Current liabilities | (3,721) | - | (3,721) |
| Total net assets | <u>86,599</u> | <u>355</u> | <u>86,954</u> |

Samaritans of Horsham and Crawley

Notes to the Financial Statements for the Year Ended 31 March 2021

16 Analysis of net funds

| | At 1 April 2020 | Cash flow | At 31 March |
|--------------------------|------------------------|------------------|--------------------|
| | £ | £ | 2021 |
| | | | £ |
| Cash at bank and in hand | 39,048 | (4,662) | 34,386 |
| Net debt | <u>39,048</u> | <u>(4,662)</u> | <u>34,386</u> |