COLLEGE OF ST BARNABAS

England & Wales · Charity number 205220

Details

Other names	THE HOME OF ST BARNABAS INC
Status	Registered
Legal form	Charitable company
Company number	00061253
Registered	1962-05-02
Register	View on the Charity Commission register

Contact

Address	Blackberry Lane Lingfield Surrey RH7 6NJ
Phone	01342870260
Email	chiefexecutive@collegeofstbarnabas.com
Website	www.st-barnabas.org.uk

Activities

Objects: (A) TO PROVIDE PERMANENT HOMES FOR THOSE DETAILED IN SUB-PARAGRAPH (D) WHO ARE RETIRED FROM WORK OR WHO ARE INCAPACITATED BY DISABILITY, DISEASE OR OTHER CAUSES ON THE UNDERSTANDING THAT THE FIRST PRIORITY SHOULD ALWAYS BE GIVEN TO RETIRED CLERGY AND THEN THEIR SPOUSES, WIDOWS OR WIDOWERS (SEE CLAUSE 3 FOR FURTHER OBJECTS)

Activities: The College of St. Barnabas was established in 1895 to provide retirement homes for Anglican Clergy, Church Workers, Readers licensed by a Bishop and their wives and widows. In 2005 those in communion with Church of England are included. There is also a care wing for those requiring care and medical support. The full objectives of the Charity can be found in the Memorandum of Association.

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Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** The Advancement Of Health Or Saving Of Lives, Accommodation/housing, Religious Activities
- **Who:** Elderly/old People

Geography

- Surrey

Finances

Period end	Income	Expenditure	Assets	Employees
2024-08-31	£2,403,889	£2,490,651	£2,479,535	80
2023-08-31	£2,141,486	£2,198,120	£2,544,730	114
2022-08-31	£1,887,000	£2,336,000	£2,611,000	123
2021-08-31	£2,157,000	£2,207,000	£3,148,000	112
2020-08-31	£2,148,000	£2,177,000	£3,126,000	106

Trustees

Name	Role	Appointed
Rev Stephen Ronald Taylor	Chair	2025-05-19
Alexandra Durrant		2024-05-20
Dr Ursula Mary Hodges		2021-05-10
Rev David Ivorson		2021-04-12
Rev Ian Peter Whitley		2022-04-24
Rev Wendy Jane Edwards		2021-04-12
Richard Edwin Peter Diggory		2017-06-03
Ruth Alicia Martin		2023-05-11
Sally Martin		2024-05-20

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COLLEGE OF ST BARNABAS

England & Wales - Charity number 205220

Accounts

The College of
St Barnabas

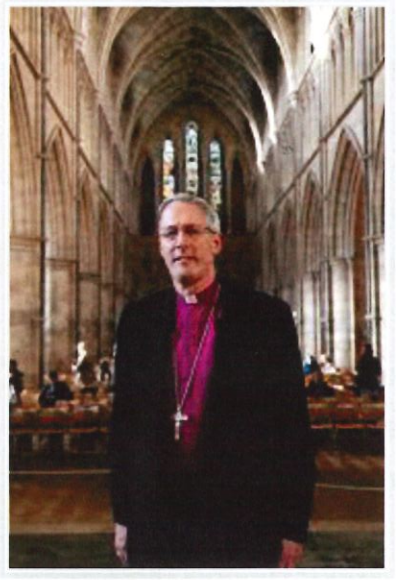


The College of St Barnabas

Report of the Council for the year ended 31 August 2024

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Back cover, Canon William Cooper, Founder of the College



One of the particular pleasures afforded me as Visitor of the College of St Barnabas is to attend quarterly for Evensong and to meet with residents and staff. The word college comes from the Latin collegium which for the ancient Romans was a society of common bonds for a mutual aim. St Barnabas was founded to allow clergy to retire after their long labours into a community which is more than board and lodging. It is as the name, St Barnabas, indicates a place of consolation and care and encouragement. It is a place of rest, prayer and study.

I pay tribute to trustees and staff that these constant aims are upheld for today's residents with good purpose as they were for clergy at the end of the nineteenth century. Matters of care and funding remain complex and at the national level are, as yet, unresolved. I express appreciation to those moving on having served so well, not least the chair, The Revd David Williams J.P. and I am delighted that The Venerable Stephen Taylor, currently Priest in Charge at St Mary, Battersea, will succeed him. I assure the whole College community of my prayers and blessing.

+Christopher Southwark

The Right Reverend Christopher Chessun

The Bishop of Southwark & Visitor for the College of St Barnabas

Who's Who *(as of May 2025)*

Visitor

Bishop of Southwark, the Right Reverend Christopher Chessun *(ex-officio)*

Patrons

Archbishop of Canterbury *(ex-officio, position vacant)*

Archbishop of York, The Most Reverend Stephen Cottrell *(ex-officio)*

Archbishop of Wales, The Most Reverend Andrew John *(ex-officio)*

Lord Lieutenant of Surrey, Mr Michael More-Molyneux *(ex-officio)*

Right Reverend and Right Honourable Lord Williams of Oystermouth

Reverend Les Isaac	Founder of Street Pastors and Ecumenical Canon, Southwark Cathedral
Right Reverend Rosemarie Mallett	Bishop of Croydon
Very Reverend Mark Oakley	Dean of Southwark
Right Reverend Stephen Platten	Formerly Bishop of Wakefield
Right Reverend Martin Warner	Bishop of Chichester

Members of Council

Reverend David Williams JP, BA (Hons), MA, Dip Lib, FSA, FRSA (Chairman) *retired AGM 2025*

Venerable Stephen Taylor MBE (Chairman Designate) *From AGM 2025*

Venerable Moira Astin BA, MA (Ex-officio)

Peter Beynon BA, CEng, MICE. *Retired AGM 2025*

Richard Diggory BA (Hons)

Alexandra Durrant, FCA

Reverend W. Jane Edwards Cert. Ed. Dip Couns, BA (Hons), MA

Dr Ursula Hodges MA, PGCE, MBBS, BSc (Hons)

Reverend David Ivorson MA (Oxon)

Ruth Martin, Lay Canon, BA (Hons), MA (Treasurer)

Sally Martin BSc, SRN

Dr Eileen Phillips MD, FRCP, MBBS, BSc (Hons), Phys Educator

Reverend Ian Whitley

Secretary to the Council

Monty Erskine BA, MBA, MSc.

Members of the Council

Reverend David Williams was Clerk to the General Synod of the Church of England and Head of the Central Secretariat of the Archbishops' Council up to his retirement from the National Church Institutions in 2011. He was subsequently Vicar of four village churches and Area Dean of the Vale of White Horse in south-west Oxfordshire until 2019 when he retired to Dorking. He has been a member/chairman of several trustee bodies, and a magistrate since 1986. *(Retired AGM 2025)*

Venerable Stephen Taylor began his ordained ministry in the Durham diocese. Latterly being the Provost of Sunderland Minster before moving to be Archdeacon of Maidstone in the Canterbury Diocese. After a brief period of being Senior Chaplain to the Bishop of Dover and local Chaplain to the Archbishop, he became Canterbury's Diocesan Secretary.

Currently he is the Interim Minister at St Mary's Battersea and later in 2025 will be offering sabbatical cover in the Truro diocese. He is a Commissioner at the Lansdowne Club in London and a trustee of a charity supporting the Diocese of the Rift Valley Tanzania. He also chairs the charity the European Christian Environmental Network.

Venerable Moira Astin is Archdeacon of Reigate. The Archdeacon is appointed by the Bishop of Southwark as an ex-officio member of the Council.

Peter Beynon is a Chartered Civil Engineer who was employed on major projects in the UK, Portugal, Upper Egypt and Mexico, and in design and construction coordination roles for the London Olympics. He is churchwarden of the church of St. Peter and St. Paul Lingfield. *(Retired AGM 2025)*

Richard Diggory spent his career in the financial services sector, the majority of it at the Bank of England. In retirement he was for ten years a Trustee at Burrswood Health and Wellbeing. His wife Sue was Vicar of Holy Trinity, Crockham Hill for seven years, and they now live in Groombridge.

Alexandra Durrant Alexandra Durrant is a chartered accountant. Until retirement she ran her practice in East Grinstead, providing audit, tax and accounting services to clients. She now focuses her time on training and consultancy. Alexandra is a member of the parochial church council of St Swithun's Church East Grinstead and in April 2023 became treasurer for the church. She is a trustee for a number of local charities.

Reverend Jane Edwards has Permission to Officiate in Rochester Diocese, where she is Bishop's Advisor for Retired Clergy, having retired herself from full-time parish ministry in 2018. She is on the Vocations Team and offers Spiritual Accompaniment. She previously worked in counselling, supervision and teaching in a variety of settings including medical and educational. She is married to a retired GP.

Dr. Ursula Hodges trained in anaesthetics and was a lecturer with the University of London. She then worked as a school leader in secondary schools with responsibilities including sixth form progression into university education and increasing female participation in and uptake of STEM courses. She is a Licensed Lay Minister at St Andrew's Church, Ham with roles on local, regional and national Church of England committees and charity trusteeships.

Reverend David Ivorson's secular career was in finance, for many years at Commercial Union, where he was Financial Controller. After taking early retirement in 2001, he was appointed Bursar of Lady Margaret School. He was ordained in 2008, and since 2011 he has been Chaplain of Whittington College.

Ruth Martin retired as the Diocesan Secretary in the Diocese of Southwark in September 2023 and currently works part time as the Bishop's Lead for Strategic Development including Property Strategy. Prior to this Ruth worked in the City in financial regulation and ethics as Managing Director of the Chartered Institute of Securities and Investment. She is a Lay Canon of Southwark Cathedral.

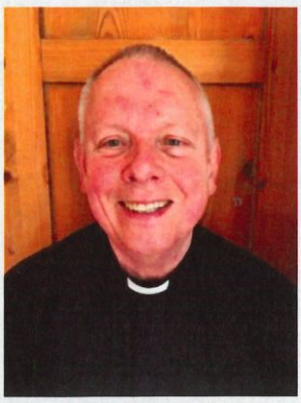
Sally Martin is a retired nurse, having worked in burns and plastics, and district and practice nursing; and was deputy, then nursing manager of Burrswood Health and Wellbeing, taking particular interest in palliative care. She is churchwarden of the church of St. Peter and St. Paul, Lingfield, and a pastoral visitor.

Dr. Eileen Phillips started personal consultant-led Gastroenterology and Endoscopy at Redhill Hospitals, 1975-2008. Elected University of London quality and training representative on Area Health Authority until 1980. Latterly Director of 13 Medical specialities at East Surrey Hospital and Regional Adviser to the Royal College of Physicians. Married Dr. John Gayford, consultant psychiatrist, who was ordained in the Church of England on retirement and is now assistant priest at St. Mary's Church East Grinstead with PTO in the Dioceses of Chichester and Southwark.

Reverend Ian Whitley was a police officer for 30 years in the Metropolitan Police Service. After retirement in 2013, he spent four years as Parish Missioner at All Saints Weston Green during which time he trained as an Ordained Pioneer at CMS and Ripon College Cuddesdon. He was ordained in 2017 and after serving his curacy at All Saints Banstead, he was appointed incumbent of the United Benefice of Lingfield and Dormansland in 2021.



Chairman's Preface



This Preface to the Annual Report, reflecting the third year of my Chairmanship, is written towards the end of my term of office, and I would like to take this opportunity of reflecting both on the year in focus and on the whole four-year period covered by my tenure. I do so on behalf of the Council and the senior staff team who have continued to give me their warm friendship, support and encouragement throughout my time, for which I am immensely grateful.

Building on the Council's Vision

This year we have built upon the new Vision for the College, which originated at the Council's Away Day in March 2022 and was formally adopted by the Council later that year. In 2022 we extended the residency qualification at the College from communicant Anglicans to Christians of all denominations recognised by Churches Together in England, and we are now welcoming members of different Christian churches as residents. We continue to maintain our Anglican foundation, and we believe that we are enhancing this through offering ecumenical hospitality.

The Council met for a further Away Day in May 2024, to take stock of the Vision and to consider its future development, as well as helping to build the Council's communal and spiritual life, and to gain a sense of the wider context of church and society in which we seek to operate. We were inspired by a keynote talk from our new ecumenical Patron, the Reverend Les Isaac (founder of Street Pastors) who encouraged us to develop organically a diverse and outward-looking community, with a heart for inter-generational engagement with the wider community. It has indeed been a pleasure, for example, to see how local schools have already begun to interact with the College community.

Financial focus

In her Treasurer's report Ruth Martin gives a financial overview of the year in focus and a picture of the Council's financial strategy. Suffice it to say that the year in focus has been one of reasonable financial stability and enhanced financial monitoring and reporting.

Effective governance

In September 2023 the Council agreed a number of changes to its committee structure and pattern of meetings, as part of a programme of making our governance more effective and fit for purpose.

In particular, it was decided to merge the Finance and General Purposes Committee and the Fundraising and Marketing Committee to form a new Finance and Fundraising Committee. The new committee, which met for the first time in November 2023 was thus able to consider issues of financial

and fundraising strategy in a more integrated way; and it endorsed the report of a fundraising strategy review (that the Council had commissioned from the consultancy Action Planning), which re-positioned fundraising at the heart of the Council's policy making and stewardship of resources.

In 2023 the Council also re-configured the pattern and *modus operandi* of its meetings and that of its committees, so that there are now three (instead of four) meetings per annum, with the committee chairs acquiring an enhanced role in monitoring and oversight of their respective areas. Agendas for meetings have been re-structured to give them a sharper focus, and there is now a clearer distinction between trustee and management responsibilities.

In September 2023, the Council appointed Richard Diggory as Vice-Chairman; and I would like to thank Richard for the sterling support which he has given, both in this role and as convenor of the new risk reference panel (including the committee chairs) which is putting in place a new risk management regime for the College.

Our energetic and enterprising CEO Monty Erskine is continuing to reform the College's administrative and IT systems, management structure and staffing, and he describes these elsewhere in this Report. Monty has also been very effective in engaging with the residents through regular channels of communication, particularly the monthly residents' meetings in which individual Council members regularly engage.

Care and welfare

Dr. Eileen Phillips retired from the Care and Welfare Committee with effect from the 2024 AGM, although she remains a valued member of the Council. She was succeeded as Chair by the Reverend Jane Edwards, an experienced member of the Committee who also holds the particular brief on the Council for safeguarding matters.

With Jane's encouragement the Committee has focused much of its attention this year on the Care Quality Commission's key assessment criteria for residential care homes, and the trustee inspections which are an integral part of demonstrating our effective scrutiny. The high standard of care provided by the care wing staff has now been underpinned by the new and very effective LogMyCare IT system.

We have also been considering the possibility of providing domiciliary care for those residents in the cloister flats who need additional support; and we are pleased that when cloister residents are no longer able to look after themselves, they do not have to leave the College but can move home to the care wing. This is one of the distinctive and much valued features of the College of St Barnabas.

Enhanced presentation and publicity

The Standing Committee's remit has been widened to include marketing and publicity. The Committee is overseeing the implementation of the report on marketing strategy that was commissioned from the Sue Land consultancy, which has included adopting both a new logo and a new strapline for the College *(the love of Christ at the heart of retirement)*, enhancing the décor and lighting of the College, introducing new signage and re-designing the website. We are now turning our attention to upgrading our access and security, and the further improvement of the College estate.

We have begun to burnish our links with kindred bodies, and Monty and I recently spent a day at Whiteley Village, discussing matters of mutual interest with the CEO and Finance Director of the Whiteley Homes Trust. We have also reached out to the local community through Heritage Open Days, which have proved very popular. Renewing links with dioceses and furthering contact with our Patrons will be our next objective.

Hail and farewell

At the AGM in May 2024, Ruth Martin succeeded Martyn Williams as Treasurer and Chair of the Finance Committee, having joined the Council (and the Finance and Fundraising Committee) the previous year. Ruth was formerly the Southwark Diocesan Secretary, and her wide-ranging experience of finance and property matters in a range of senior management roles has already been of great value to the College, especially in developing its strategic financial planning and reporting. In May 2024, Alexandra Durrant, a locally based chartered accountant who is also an almshouse trustee also joined the Council and the Finance and Fundraising Committee and has been of considerable assistance in scrutinising the detailed monthly management accounts and the annual accounts.

Peter Beynon retires from the Council at the AGM in May 2024, after eight years of much-valued service. Peter has done sterling work on the Finance and Fundraising Committee, and with his professional background in civil engineering has been of particular assistance with matters relating to the College buildings and estate and its physical infrastructure. We now welcome as a co-opted member of the Committee, Eric Williamson, a senior building surveyor who works with the Diocese of Southwark, and we are glad that he will be able to share with us his expertise on property matters.

Passing on the baton

It is now time for me to hand on the chairmanship of the Council, having served for my allotted term of three years plus a further year to help see our new Treasurer Ruth Martin well established in post. My period of office has seen both challenges (particularly with my COVID-clouded first year) but also considerable opportunities; and I am encouraged that the College is in good heart and is looking confidently and faithfully towards the future. It has been a privilege and honour to serve the church in this special place.

It is with great pleasure that we welcome as my successor Canon Stephen Taylor, who has a distinguished record of being successively Provost of Sunderland Minster, Archdeacon of Maidstone and Diocesan Secretary of Canterbury. He brings much relevant experience to the role. He has a heart for the College and a strong sense of vocation, and I am sure that he will carry forward the vision and extend the outreach of the College.

A community inspired by St Barnabas

The wider community of the College of St Barnabas encompasses residents, their family and friends, Trustees, staff, members of the Friends and other volunteers, visitors, and those who support the College in many different ways. It is a fellowship which has been richly blessed with the love of Christ at the heart of retirement for the past 135 years.

All those who form this unique community are united in a common vision, which is to honour and develop the original concept of Canon Cooper; to provide holistic care in a Christian environment; to model principles of creation care and stewardship; and to make best use of our historic buildings and estate for the welfare of all who make the College their home. At the heart of this is the spiritual life of the College, expressed in worship and prayer, and in word and sacrament.

Our patron saint is St. Barnabas, who gives us a model of Christian ministry and outreach, but above all inspires us with the gift of encouragement. May this quality always be a hallmark of our community life and our service in the name of Jesus Christ.

Rev David Williams

Chairman

The College Vision – 2025 and onwards

In the Summer of 2022, the Council confirmed its long-term vision, setting out four areas of focus that will define the College's future. Realising our vision is an exciting challenge organisationally and financially, and we are starting to transition from 'having a vision' to developing plans. The vision has four elements, each of which address a different facet of the College's life.

We will honour and develop our founder Canon Cooper's original charitable purposes, understanding that while the circumstances that he found have changed, there are similar needs among potential resident groups that our charitable mandate impels us to address.

In 2024, in the face of continuing rising pressures on personal finances we saw more potential residents whose financial resources were no longer able to support them. Getting word of the College out into the appropriate communities (dioceses, parishes, retirement teams etc) is now more important than ever as our assessment is that this need will increase in the years ahead.

The College aspires to become expert at addressing ageing issues in a Christian environment. We aim to be a centre of learning, modelling this learning through our services. We provide holistic care in a safe environment and the well-being of residents is our main concern.

In 2024 we have continued the long-term work of developing, events, services and activities for College residents. As the average age of our community rises we are particularly keen to make existing and new services accessible to those with mobility issues. A focus has been on ensuring worship (in all its forms) is accessible to all, and takes place not just in the College Chapel, but in spaces that are open to those who cannot easily use the Chapel.

Creation care and stewardship are an integral part of our operation. We do this because it is the right thing to do for reasons that can be articulated in both spiritual and secular terms. The implications of this objective are appreciated by residents, staff, and stakeholders alike.

In 2024 we have launched a number of initiatives to reduce and control consumption, deal with waste and reduce our overall carbon footprint. These have included the roll-out of recycling routines covering all areas of College residential and operational life, the gradual replacement of traditional lights with LED and participation in Surrey County Council's '1.2 Million Tree' strategy.

Our estate and buildings have value and are a viable base from which to develop our services. We seek to develop and conserve what we have with innovation and creativity, ever mindful of our residents' needs.

As the four elements of the vision outlined above take shape they will feed into our plans for the buildings and estate. However, before making changes to the building, we need to confirm what's needed in order to provide the better services we have identified, and what those changes will look like if done in an environmentally responsible manner. This means that developing the building and estate comes last; however, we can begin to sound out statutory and professional bodies.

Meeting the vision, especially the buildings element, will involve a major capital fundraising campaign, and this will be a focus for the Council in 2025-6.

Please get in touch with the CEO (chiefexecutive@collegeofstbarnabas.com) if you have questions about the vision or our plans.

Fundraising

The College is a fundraising organisation but does not have an endowment. In order to be able to provide our day to day services to residents we rely on the generosity of individuals, churches and grant-making bodies. We are fortunate to have our full-time Fundraising Manager, Mike Herbert, who coordinates all of our fundraising efforts. Thank you to all those who have supported us this year; we could not have looked after our residents without your help.

A highlight of the year saw our enterprising Activities Coordinator, David Jack, who undertook a sponsored Wing Walk (the airborne theme in keeping with the previous year's sponsored skydive) which raised £12,000 for the College, with a particular focus on the staff who look after the residents so diligently.

Another achievement was the successful fundraising for a significant community project designed to give computer training to elderly residents in the College and local community. This application has involved a significant research, planning and coordination effort by the Fundraising Manager, liaising with local Dormansland community groups. The funding arrived in 2024, and the year-long project is scheduled to begin in the Autumn of 2024. This represents a new type of initiative for the College and brings both the chance to engage better with the local community as well as a responsibility to deliver the programme.

Over the rest of the year, we ran another successful Christmas appeal, and we are grateful for the support of all those individuals who give by standing order and who responded generously to appeals during the year. Alongside individuals and churches, the College was supported by a number of trusts, listed below. Over the course of the year, we benefitted from a number of legacies, and the Fundraising Manager continues to advocate the option of legacies to our supporters.

After discussion of the Action Planning Fundraising Review in last year's Annual Report the implementation of the recommendations has been considered by the new Finance and Fundraising Committee. Progress has been informed by a cost review of the College, work that was completed in the Autumn of 2024. The Committee, CEO and Fundraising Manager are now in a position to develop a full Fundraising Strategy that incorporates the Action Planning recommendations.



We thank all those individuals, churches and grant-making trusts and bodies who have supported the College and individual residents over the year. Except for those bodies who have asked not to be listed, our grant and church donors are listed below.

Trust and PCC supporters 2023/24

The Caterham Valley Parish Hall Co Ltd
The Clergy Support Trust
The Fulmer Charitable Trust
The Beatrice Laing Trust
The Ofenheim Charitable Trust
The Loseley Christian Trust
The Rootes Charity Trust
Awards for All
St Alban Great Ilford Trust
Erica Leonard Trust
The Tufton Charitable Trust
Nias Wheatley Charitable Trust
PF Charitable Trust
Alton Abbey
Society of St Margaret
The Community of the Holy Cross

All Saints' Dingley PCC
All Saints Braishfield PCC
All Saints Chigwell Row PCC
Boxford PCC
Chaceley PCC
Christ Church Chorleywood PCC
Christ Church Waterloo PCC
Christ Church Waltham Cross PCC
Cublington PCC
Hever PCC
Higham with Merston PCC
Holy Saviour West Croydon PCC
Holy Trinity Crockham Hill PCC
Kirkby Underwood PCC
The Royal Chapel, Windsor Great Park
The United Benefice of Elland

St. Augustine's Bolton PCC
St. Clement Leigh PCC
St. Giles Shipbourne PCC
St. James Ireby PCC
St. James Newbold de Verdun PCC
St. John the Baptist Royston PCC
St John w St James & St Paul Plumstead PCC
St Lawrence Willington PCC
St. Michael's Horton PCC
St. Mary's at Latton PCC
St. Mary the Virgin & All Saints Potters Bar PCC
St. Mary Winterbourne Gunner PCC
St. Michael & All Angels Bunwell PCC
St. Michael & All Angels Withyham PCC
St Peter Hever PCC
St. Peter & St. Paul Edenbridge PCC

Review of the Year

Over the year we have concentrated on meeting the Council's objectives while dealing with constant financial headwinds. Our hard working staff team have risen to the occasion and over the course of twelve months have cared for existing residents, welcomed new ones, upgraded and refurbished large areas of the College and set up and learned to use new software and operational systems. All this has been done with a firm control of expenses that has meant, in some cases, smaller staff teams working to tighter schedules.

Outside the College, a local firm built an all-weather accessible path through the woods, funded from Robert Raikes' 2023 parachute jump; and we commissioned and installed a range of new exterior signage, starting with the main entrance sign showing our new strapline, 'The Love of Christ at the Heart of Retirement'. We also continued to redecorate the exterior cloister woodwork, and by the end of the year both cloisters had been repaired and repainted, continuing the work to improve the exterior appearance of the buildings.

Inside the building, the Estates Team worked hard to refurbish and redecorate rooms in the Cloisters and Care Wing. We have now refurbished a majority of flats including, where necessary, upgrading bathrooms. Led by the Operations Manager we have now reviewed and replaced a number of behind-the-scenes support systems (consumables, procurement, lighting) that have resulted in significant cost efficiencies.

In last year's Annual Report, we commented on our wish to develop Home Care services for supported living residents, and this is still our intention though plans were not finalised during the year. The Care and Welfare Committee are now overseeing this planning, and we expect to have made progress in 24/25.

Resident Life

With the disruptive threat of Covid behind us, we continued to rebuild the range of activities that make up daily life for residents. Over the year the staff team, the Friends, residents themselves and family and friends supported a wide range of weekly and one-off activities. These included music: fortnightly piano recitals in the Autumn and Winter of 2023, one-off harp, guitar and recorder concerts and the resident run monthly 'Music to the Ears' sessions, along with regular visits by a local church choir to support choral evensong. Once again we were delighted to welcome Dormansland School pupils to sing Carols at Christmas.

Social and community events were run regularly by the Friends of the College charity, and these included evening 'socials', regular clothes exchanges, hand-pampering sessions and more. We are very grateful to the members of the 'Friends' who provide a key support to residents across activities, visits and last but not least by underwriting the purchase of equipment used by residents. They also ran the annual Autumn Fair where the local community meet to enjoy tours of the College, stalls and refreshments.

We continued to run the normal range of monthly film, music and poetry meetings, and our fortnightly 'extend' exercise classes were assessed and expanded to offer sessions for Care Wing residents as well as supported living residents. The twice weekly taxi service was well supported, and Care Wing residents especially enjoyed their weekly visits from Rosie, our PAT dog. The College shop has continued operate each Monday supporting those residents who find getting out to the shops too difficult.

Our engagement with U3A involved teaching chess and croquet, with residents enjoying the chance to welcome members of the local community into the College and impart some of their enthusiasm and knowledge.

This year a resident and staff group attended the Dormansland Carnival, and after an absence of several years were able to spread the word of about the College to the local community. It was interesting to meet so many local residents who didn't know that the College was just across the railway from the village, and we will make sure that our participation in local events is now routine.

There were two other events that residents enjoyed. First the Summer BBQ for residents and staff and their families, put on by the College in June. Second was the Open Day that saw a great turn out of local visitors who enjoyed tours of the College, displays of vintage cycles and cars, stalls and the official opening, by Robert Raikes and the Chairman, of the woodland path.

We give thanks for the lives of the following residents who have passed away this year; Nora Cleaver, Michael Johnson, Donald Maxfield, Vi Johnson, John Trueman, Jean Lorrimer, Jean Forshaw and Frank Gough. We also said goodbye to Mary Watts who moved to the south coast to be nearer family.

Over the year we welcomed Paul Baker, Susan Campbell, Victor de Waal, Iain Forbes, Andrew Hamilton, Shiona Monfries, Sue Bailey (who later in the year moved to Andorra to be nearer family), Margaret King, Ann Treen, Diana Bolton and Trevor Crowhurst to the College.

Staff, management and operations

The year saw the development of the Senior Leadership Team consisting of the CEO, Deputy CEO (post now vacant), Registered Manager and Operations Manager. This team is designed to give more focus to the delivery of College objectives and meets weekly to assess budget and delivery issues. This grouping coincides with the arrival of the new Treasurer, Ruth Martin, and a wish to achieve a clearer focus on delivery and productivity.

At the start of the year, we welcomed Emmanuel Eyiolorunse as Senior Carer, and towards the end of the year, we welcomed Emma Kaufmann as the new College Administrator, replacing Elisabeth Gibson. A new post was developed during the year, Operations Administrator, and was filled by Angela LeRiche. The post is designed to offer the same support to the Ops Team that the College Administrator and Deputy Manager give to the Admin and Care teams respectively.

During the year we introduced a new digital phone system for the staff team throughout the building, the final piece of software development for the time being.

The Care Wing

Registered Manager Suzan Jack and her team have again delivered excellent care over the year, looking after a range of residents with differing needs, and getting to grips with the new Log My Care software. The College is finding that we are welcoming residents into the Care Wing who have, on average, a greater need for personal care, and this can mean higher staff to patient ratios and a higher workload. Our thanks to the Care Wing team for managing these changing and sometimes difficult circumstances.

The College Chaplaincy

Chaplaincy Team and Duty Chaplains

The Chaplaincy operates at the College seven days per week, with the full time Chaplain, Rev Derek Chandler on site Sunday to Thursday inclusive. In the absence of the Chaplain, a voluntary team of assistant chaplains exists among the residents. The provision of assistant chaplains means that a Duty Chaplain is available each day and night via a mobile phone number clearly displayed on the College noticeboards.

We are most grateful to those residents who have volunteered to support the Chaplain as assistants. This team depends on there being residents willing and able to volunteer, and this cohort will vary depending on the current resident population. Ideally this team will consist of both men and women, ordained and lay. Over the last two years we have found that fewer women have been available to serve, and we look to forward to new arrivals redressing this imbalance.

The Chaplain meets regularly with the assistant chaplains.

Worship at the College of St Barnabas

In 2023-2024 the Chaplain continued to plan and oversee worship at the College, now on a pattern of two services a day between the two chapels, with the evening service moved to the earlier time of 5pm. This change was designed to allow Care Wing residents and staff more time to attend worship without interfering with evening meal and bedtime routines.

These two services run alongside a schedule of prayer meetings, Songs of Praise and festival services. We have also been pleased to welcome Bishop Christopher to evensong four times a year.

Alongside weekly worship routines, the Chaplain has continued to consider and develop ideas for worship, thinking about how we serve a community of residents who are increasingly less able to access the chapel, how we will serve residents who come from a non-Anglican background, how we develop a standard College liturgy and how we will develop forms of worship that might take place in other parts of the building. These ideas have been run past residents at monthly meetings.

The Chaplain and Assistant Chaplains have also been responsible for delivering spiritual care and pastoral support to residents, and for encouraging those residents who seek to maintain their ministry within the confines of the College.

The Chaplain also serves as the Croydon Episcopal Area Clergy Retirement Officer, and as well as providing a service to the Diocese this role allows the Chaplain, and so the College, to understand the needs of retiring clergy.

Programmes for Residents

During the year the Chaplain has continued to source and develop courses and programmes in direct support of our aim to provide our Christian residents with an engaging and thought-provoking environment.

These have included programmes under the heading of 'The Theology of Ageing', as well as Lent Creation Care courses.

Structure, Governance and Management

Function and Constitution

The College of St Barnabas was incorporated on 10th March 1899 as a company limited by guarantee not having a share capital. The liability of the Members of the Association on winding up is limited to £10. The Company is governed by its Memorandum of Association, which was last amended by Special Resolution on the April 25th, 2022, and its Articles of Association.

The objects of the Charity are to provide a permanent home for clergy of the Church of England and of Churches in full communion with it, clergy spouses, licensed Church Workers and members of all churches which are members of Churches Together in England. In accordance with these objects there are sheltered flats for up to 8 couples and 21 single or widowed people, and 27 care rooms which are registered with the Care Quality Commission.

The activities of the Company are directed by the Council, the members of which, apart from its ex officio and delegate members, are elected by the Members of the Association.

Applications for membership of the Association are approved at its Annual General Meeting; membership is limited to 100. The Annual General Meeting is also the forum for the election and re-election of members of Council. Candidates must be members of the Association. One third of the elected members of the Council retire each year but they are eligible for re-election.

At Annual General Meetings, five members constitute a quorum. Questions at meetings of the Association are decided by a majority of votes with the Chairman having a casting vote.

The Council has authority to delegate any of its powers and duties to individual members or to any committee or sub-committee of members and to set the quorum necessary for the transaction of business.

Members of Council may not receive remuneration other than professional fees, which are subject to the restrictions contained in Clause 5 of the Memorandum, and reasonable out of pocket expenses.

Governance and Oversight

The Council meets regularly three times a year and at other times as required. It has oversight across all aspects of the College's operation and exercises strategic direction of policy and resources. In 2023-24, it met four* times.

** The start of this period covers the planned transition from a cycle of four sets of governance meetings per year to a cycle of three sets of governance meetings per year. The College Council, for example, met for a final time in September 2023 under the old quarterly cycle of meetings before moving onto the new termly cycle of meetings in December/April/August.*

The Council delegates elements of oversight and decision-making to committees, accountable to Council. Members of the committees are appointed by Council. They each meet three times a year and at other times when necessary (apart from the Remuneration Committee which meets annually) and they report regularly to all meetings of the Council. The Council may from time to time establish ad hoc working groups to oversee major projects, which may be accountable to the Council directly or through its committees.

In 2023 – 2024 the committees comprised the Standing Committee, the Finance and Fundraising Committee, the Care and Welfare Committee and the Remuneration Committee.

The Standing Committee has enhanced co-ordination between the Finance and Fundraising Committee and the Care and Welfare Committee. It considers over-arching issues concerning governance and effective preparation for meetings of the Council. It consists of the Chairmen of the committees and the Chairman and Vice-Chairman of the Council, with the CEO in attendance.

The Finance and Fundraising Committee was created in 2023 as a merger between the Finance and General Purposes Committee and the Fundraising and Marketing Committee. The new Committee has responsibility for all matters relating to finance, fundraising and marketing, property, facilities and general administration. It ensures that a suitable system of internal financial control is in place, and it prepares the budget, monitors income and expenditure and sets levels of authorisation. It also has oversight of the fundraising strategy and marketing plan, which includes ensuring we have a sound strategy to raise funds for specific appeals and encouraging regular giving to the work of the College. A specific focus is to ensure we can assist those who live in the College on limited means, where there is a shortfall between social funding and the full cost of residence. The marketing function aims to attract new residents, through delivery of the College Marketing Plan.

The Care and Welfare Committee has overseen matters relating to the care and welfare of residents, ensuring that appropriate policies and procedures are in place and that the standards of care satisfy the expectations of the Care Quality Commission for residential Care Homes; it has sought to enable and maintain the best possible care for all residents.

The Remuneration Committee meets annually to consider the general level of salary increase appropriate to all staff, and the specific remuneration of each member of the Senior Management Team. Its recommendations are submitted to the Council for approval.

Council members carry out Trustee Inspections, a random monthly inspection of one area of care and welfare using the Care Quality Commission fundamental standards as a guide. This process was reviewed and revised in 2023/4 to allow a better focus on our standards of compliance and service delivery. They involve private interviews with three residents of the Care Wing, Cloisters or staff, seeking their views on standards of care and working practices. The inspection process also checks levels of compliance via the care, health and safety and staffing frameworks that we have in place.

Council members also attend the regular monthly Residents' Meetings chaired by the CEO. These are an important opportunity to communicate and interact with residents, and also for residents to meet and air concerns with Trustees. In 2025/26 we will ensure that residents are aware of all the times that trustees will be in the building so that there are ample opportunities to interact.

Senior Personnel and management

The CEO is responsible for the oversight of all day-to-day activities of the Charity and for ensuring that the objectives approved by the Council are followed. The CEO is supported by the Senior Leadership Team, consisting of the CEO, Registered Manager Suzan Jack and Operations Manager Eifion Davies. This group meets weekly and focuses on delivery of the College Vision and Objectives.

A staff management team consisting of Department Heads and Operational and Support Team meets weekly to oversee day to day operations in the College. This group consists of the Senior Leadership Team plus the Chaplain Reverend Derek Chandler, Fundraising Manager Mike Herbert, Finance Manager Bernadette Jenkins, HR Administrator Amy Stolton and others as required.

The CEO attends all meetings of the Council and each of the committees, and members of staff attend meetings of the Council and the committees as appropriate.

Risk Management

The Council is responsible for the management of strategic, financial and operational risks faced by the College. During the year, led by the Vice Chairman Richard Diggory, work was put in hand to develop and implement a new risk management framework based around CQC standards. This framework builds on the College's existing risk management practice, through the staff team's responsibility for managing operational risks, overseen by the Standing Committee and other Committees, and now reinforced by a newly created Risk Reference Panel responsible for ensuring consistency of risk measurement and evaluation across all aspects of the College.

Particular areas of risk are identified under categories expressed in the Regulations for Service Providers and Managers under the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014, and the Care Quality Commission (Registration) Regulations 2009.

Care and Welfare

The Council membership includes those with expertise and experience in the care sector who exercise effective oversight, underpinned by robust policies, procedures and monitoring. Through the Care and Welfare Committee the Council ensures that policy and practice comply with the high standards of care expected by the Care Quality Commission.

Safeguarding

The trustees are aware of the need to maintain the highest systems and standards with regard to safeguarding. The College Safeguarding Policy is clearly sign-posted both online and around the building and is backed by procedures including training for all staff. Amy Stolton is our designated Safeguarding lead, and the Reverend Jane Edwards is the trustee with responsibility for oversight of Safeguarding.

Professional Advisors

Investment Manager

Charles Stanley and Co Ltd. Investments are overseen by the Finance and General Purposes Committee. The investment summary for year to 31st August 2024 is available below.

Auditors

Xeinadin Audit, Chartered Accountants and Statutory Auditors, Nightingale House, 46 – 48 East Street, Epsom, Surrey, United Kingdom, KT17 1HQ

Bankers

Barclays Bank, 17/21 High Street, East Grinstead RH19 3AH

Capital Expenditure

The Council ensures that capital expenditure is pre-authorised within prescribed limits; and that capital investment is predominantly resourced from funds which are designated or otherwise raised for particular projects. General funds many only be used for capital projects when reserves leave sufficient funds to provide cover for cash-flow and other contingencies.

Public Benefit

The Council confirms that in carrying out its responsibilities as the College's Trustee body, it has regard to public benefit guidance issued by the Charity Commission. Although the College was initially established as a community of retired Anglican priests, the now broader criteria for eligibility mean that, in addition to those who have worked for and within the Anglican Church, any communicant member of a Church affiliated to Churches Together in England can apply to benefit from the accommodation and service that the College provides.

The principal source of public benefit that the College delivers is that where its residents are unable to meet the full economic costs of the services provided to them from their own resources and/or from grants they are eligible to receive, the shortfall in their contributions is covered by the College, drawing for this purpose on its charitable income from various fundraising activities. The College's charitable income also helps to meet the substantial costs of maintaining its Grade 2 listed building.

In the year to 31 August 2024 the total subsidy provided by the College in this way to supported living residents amounted to approximately £10,000 each month, equivalent, to over 15% of the total residents' contributions. The College does not currently set a limit to the number of residents who can benefit from this support.

In addition, the College seeks to engage in local community events and always looks at ways of making its facilities more widely available, subject to the primary function of the College.



Statement of Trustees' Responsibilities

The Trustees (who are also the directors of the College of St. Barnabas for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

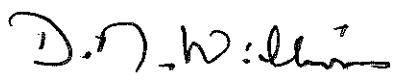
Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charity SORP.
- make judgements and estimates that are reasonable and prudent.
- prepare the financial statements on the going concern basis until it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 confirm that, in the case of each person who was a Trustee at the time when this report was approved, the following applies:
- So far as each Trustee is aware, there is no relevant audit information needed by the charitable company's auditors in connection with preparing their report of which the auditors are unaware and.
- Each Trustee has taken all the steps that he or she ought to have taken as a Trustee/Director in order to become aware of any relevant audit information and to establish that the auditors are aware of that information.

Approved by order of the Board of Trustees on 7th April 2025 and signed on its behalf by:



Reverend David Williams JP, BA (Hons), MA, Dip Lib, FSA, FRSA
Chairman

Financial Review

Summary.

The resilient financial result for the college in the year reflects the close attention to cash of the CEO and his team during a financial year in which the broader financial environment was buffeted by a general election and the financial priorities of the respective governments especially in respect of the remit of the Care Quality Commission Regulator.

At St Barnabas costs rose during the year in the care department in particular - greater than income could - and towards the end of the financial year a significant cost review was undertaken. This demonstrated the substantial variations in the cost of the different levels of service, support and care provided by the College to our residents. Whilst the number of staff has fallen, the overall costs of staff had risen, reflecting also the amounts of overtime and numbers of contract personnel, which in 2024 also became part of the cost review. This has spurred on the team to focus more on the funding to be gained from Tandridge and Surrey Councils for individual residents and the means to obtain it, work that started in this financial year and is continuing. In addition, it has given us some direction regarding priorities to focus on in our fund-raising

During the year the CEO also successfully developed his senior team to take greater responsibility for the management of their departmental budgets and this generated some innovative ideas for cost control and a greater understanding of the connections between operational activities and costs. This lays the foundation for continued good financial monitoring and management across the college.

Financial Results Summary.

Total incoming resources were £2,404,000 (2023 £2,140,000), an increase of £264,000. This includes the committed donation of £84,000 from the Clergy Support Trust, which was larger than in 2023 (£66,000). In addition, a one off receipt of £91,000 was received for the lease of the mast which was agreed during the year and enabled us to avoid drawing on investments.

Total expenditure was £2,490,000 (2023 - £2,198,000) and is mostly the costs of employing our dedicated and professional staff providing the levels of service, support and care for which St Barnabas is recognised by the family and friends of our residents as well as our residents themselves.

Contributions from residents were £1,833,000 (2023 - £1,662,000). Donations, Gifts and Legacies were broadly equivalent to 2023 with 2024 at £412,000 (2023 - £407,000.)

The balance sheet is broadly stable, notwithstanding aged debtors had increased which resulted in some of our cash reserves having to be used.

During the year capital spending was £42,000 of which £37,000 was used to upgrade computers and improve our IT systems and infrastructure.

Investments and Reserves.

Cash was drawn down from our investments to ensure the smooth running of the College through some challenging months when a number of our residents passed on and when unusually we had a very small waiting list at the time. The cash balance consequently fell to £56000 by year end. We continue to manage our reserves.

Our investments are managed by Charles Stanley & Co Ltd under delegated authority from the Council. The current policy is to maximise total return. Our reserves position aims to have a holding of three months operational costs in reserve.

Fundraising.

We continue to be enormously grateful for the generous donations given to the college, and for those donors willing to commit over a significant time frame. Donations and legacies at £412,000 are highly valued and work began discerning the areas of college life that our principal donors are most interested in supporting financially, initiated though a dinner to thank them and talk though ideas for fundraising.

We are particularly grateful to our enterprising Activities Coordinator, David Jack, who undertook a sponsored Wing Walk, (the airborne theme in keeping with the previous year's sponsored skydive), which raised £12,000 for the College, with a particular focus on the staff who look after the residents so diligently.

Fund raising is one of the most promising means by which income can be raised for charities and inviting donors to share their giving preferences was part of the preparations to launch the fund raising strategy. It was not possible to launch the new website, pending the conclusion of the cost review and discerning the most valuable direction of our marketing.

Future Plans and Challenges.

Having reviewed costs assiduously during 2024, future plans will focus on College Objectives:

1. to invest in our new and agreed fundraising strategy which includes marketing and launching the new website.

2. building up our cash reserves and investments, this will include an appraisal of options on the future of the Lodge.

3. building significant network of organisations with similar challenges in relation to the CQC and working to maximise financial benefits due from public authorities for individual residents.

4. preparing to review audit provision for the financial year beginning September 2026, including a wide sweep of potential auditors with substantial experience in the CQC and hotel sector as well as charity expertise.

5. continuing the necessary improvements to external and internal decoration, internal and external signage

There is no doubt that the current, broader economic context is increasingly challenging for the college and the strong grasp on costs is a prerequisite to being able to raise funds to invest in our future, enabling us to provide high quality support, service and care, in an environment where government policy will continue to have a growing and significant impact.



Ruth Martin, Lay Canon, BA (Hons), MA (Treasurer)

Honorary Treasurer

Independent Auditor's Report to the Members of the College of St Barnabas

Opinion

We have audited the financial statements of The College of St Barnabas (the 'College') for the year ended 31 August 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including 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 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice). In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs at 31 August 2024 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.
- 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 College in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe 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 Council members 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 College'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 Council with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. 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 must report that fact. We have nothing to report in this regard.

Independent Auditor's Report to the Members of the College of St Barnabas

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Council members report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the Council members report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the College and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Council members report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Council were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Council members report and from the requirement to prepare a strategic report.

Responsibilities of Council

As explained more fully in the statement of Council members responsibilities, the Council, who are also the directors of the College for the purpose 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 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 Council are responsible for assessing the College'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 Council either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Independent Auditor's Report to the Members of the College of St Barnabas

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

However, future events or conditions may cause the company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

H.E. Day

Hazel Day BSc (Hons) FCA DChA (Senior Statutory Auditor)

For and on behalf of Xeinadin Audit Limited, Statutory Auditor
Chartered Accountants
46-48 Esat Street
Epsom, Surrey
KT17 1HQ
United Kingdom

Date. 29th May 2025

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2024

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Income from:							
Donations and legacies	3	376,647	35,427	412,074	393,693	13,350	407,043
Charitable activities							
Contributions by Residents for accommodation and care	4	1,832,919	-	1,832,919	1,662,142	-	1,662,142
Other trading activities	5	150,207	-	150,207	61,510	-	61,510
Investments	6	8,689	-	8,689	10,790	-	10,790
Total Income		2,368,462	35,427	2,403,889	2,128,135	13,350	2,141,485
Expenditure on:							
Raising funds	7	75,970	7,033	83,003	69,590	13,350	82,940
Charitable activities							
Residential care costs	8	1,070,305	6,795	1,077,100	854,604	-	854,604
Collegiate	8	1,324,351	6,197	1,330,548	1,260,575	-	1,260,575
Total charitable expenditure		2,394,656	12,992	2,407,648	2,115,179	-	2,115,179
Total expenditure		2,470,626	20,025	2,490,651	2,184,769	13,350	2,198,119
Net gains/(losses) on investments	13	21,567	-	21,567	(9,527)	-	(9,527)
Net income/(expenditure)		(80,597)	15,402	(65,195)	(66,161)	-	(66,161)
Transfers between funds		136,833	(136,833)	-	121,833	(121,833)	-
Net movement in funds	10	56,236	(121,431)	(65,195)	55,672	(121,833)	(66,161)
Reconciliation of funds:							
Fund balances at 1 Sept 23		2,408,564	136,166	2,544,730	2,352,892	257,999	2,610,891
Fund balances at 31 Aug 24		2,464,800	14,735	2,479,535	2,408,564	136,166	2,544,730

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 29 to 44 form part of these financial statements.

BALANCE SHEET
AS AT 31 AUGUST

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	**15**		2,209,770		2,273,829
Investments	**16**		259,498		240,346
			2,469,268		2,514,175
Current assets					
Stocks	17	7,679		14,372	
Debtors	18	103,971		54,226	
Cash at bank and in hand		55,730		121,459	
		167,380		190,057	
Creditors: amounts falling due within one year	20	(146,363)		(138,252)	
Net current assets			21,017		51,805
Total assets less current liabilities			2,490,285		2,565,980
Creditors: amounts falling due after more than one year	21		(10,750)		(21,250)
Net assets			2,479,535		2,544,730
The funds of the College					
Restricted income funds	23		14,735		136,166
Unrestricted funds	24		2,464,800		2,408,564
			2,479,535		2,544,730

The financial statements were approved by the Council on ..... April 7th 2025

and were signed on its behalf by:

Rev David Williams, Trustee.....

Ruth Martin, Trustee.....

The notes on pages 29 to 44 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	27		(10,518)		3,027
Interest paid			(3,195)		(3,424)
Investing activities					
Purchase of tangible fixed assets		(41,780)		(27,163)	
Proceeds from disposal of investments		-		95,000	
Interest received		264		599	
Net cash (used in)/generated from investing activities			(41,516)		68,436
Financing activities					
Repayment of bank loans		(10,500)		(10,500)	
Net cash used in financing activities			(10,500)		(10,500)
Net (decrease)/increase in cash and cash equivalents			(65,729)		57,539
Cash and cash equivalents at beginning of year			121,459		63,920
Cash and cash equivalents at end of year			55,730		121,459

The notes on pages 29 to 44 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

1 Accounting policies

Charity information
The College of St Barnabas is a private company limited by guarantee incorporated in England and Wales. The registered office is Blackberry Lane, Lingfield, Surrey, RH7 6NJ, United Kingdom.

1.1 Accounting convention
The financial statements have been prepared in accordance with the College's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "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)". The College is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the College. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of investments. The principal accounting policies adopted are set out below.

1.2 Going concern
At the time of approving the financial statements, the Council have a reasonable expectation that the College has adequate resources to continue in operational existence for the foreseeable future. Thus, the Council continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds
Unrestricted funds are available for use at the discretion of the Council in furtherance of their charitable objectives.

When resources are received by the College for a donor specified purpose or as a result of an appeal for particular project funding, the income is shown in the statement of financial activities as restricted income and attributed to a specific restricted fund. Application of those resources in accordance with the donors' wishes is shown as restricted fund expenditure with the balance of unexpended resources shown as restricted funds on the balance sheet. Fixed assets purchased from restricted funding are capitalised and depreciated over their expected useful lives. The depreciation applicable to the funding provided from the restricted fund is charged to that fund. The net book value of such assets is held within restricted funds. Where such funds are raised or donated to be held as capital assets by the College, these are shown as restricted funds whilst the income from the appeal continues.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the College.

1.4 Income
Income is recognised when the College is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

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

Legacies are recognised on receipt or otherwise if the College has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

(continued)

Income from events is recognised when the event takes place.

Income from rental is recognised for the period the rental relates to.
Income from Residents is recognised in the Statement of Financial Activities based on the dates of occupancy.

Events income is recognised once the Event has taken place unless the income is non-returnable.

1.5 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. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

Direct costs are allocated based on the nature of the cost. Any costs relating to more than one charitable activity are split equally between the activities as this is believed to best represent the nature of these costs.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold property	1% on cost
Refurbishments	25% on cost and 5% on cost
Equipment	17.5% on cost
Computers	25% on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in the statement of financial activities.

In the opinion of the Council, the net realisable value of the property is not materially in excess of its carrying value in the accounts and therefore no impairment has taken place.

Depreciation would not normally be provided on land; however, the original cost of the land is unknown although it is believed to be immaterial to the total carrying cost of land and buildings. The land element in that cost has therefore been ignored for depreciation purposes.

Assets costing less than £500 are not capitalised but are expensed through the Statement of Financial Activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

1.8 Impairment of fixed assets

At each reporting end date, the College reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.11 Financial instruments

The College has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the College's balance sheet when the College becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments, discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the College's contractual obligations expire or are discharged or cancelled.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the College is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements

Depreciation

Assets are written down over their estimated useful lives. The actual lives of the assets may differ from these estimates. The lives of the assets are kept under review and adjusted as appropriate.

Allocation of costs between activities

As a small charity many costs incurred, including staff time, cover more than one activity. These costs are allocated to activities based on an equal split which is based on the best estimate of the usage of the costs.

3 Income from donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Donations and gifts	266,173	-	266,173	393,693	13,350	407,043
Legacies	80,967	-	80,967	-	-	-
Grants	29,507	35,427	64,934	-	-	-
	376,647	35,427	412,074	393,693	13,350	407,043

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

4 Income from charitable activities

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Contributions by Residents for accommodation and care	1,832,919	1,662,142

5 Income from other trading activities

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Fundraising events	-	392
Telephone mast income	90,849	8,090
Staff rental income	22,100	15,067
Lodge rental	37,258	37,961
Other trading activities	150,207	61,510

6 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Income from listed investments	8,361	10,156
Interest receivable	328	634
	8,689	10,790

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

7 Expenditure on raising funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Fundraising and publicity						
Other fundraising costs	13,125	-	13,125	1,401	13,350	14,751
Staff costs	60,368	7,033	67,401	64,142	-	64,142
	73,493	7,033	80,526	65,543	13,350	78,893
Investment management	2,477	-	2,477	4,047	-	4,047
Total costs	75,970	7,033	83,003	69,590	13,350	82,940

8 Expenditure on charitable activities

	Residential Care costs 2024 £	Collegiate 2024 £	Total 2024 £	Residential Care costs 2023 £	Collegiate 2023 £	Total 2023 £
Direct costs						
Staff costs	672,486	602,802	1,275,288	588,508	519,560	1,108,068
Depreciation and impairment	52,920	52,920	105,840	(62,649)	150,010	87,361
Other care costs	137,842	-	137,842	138,977	-	138,977
Premises costs	598	296,321	296,919	-	254,765	254,765
Housekeeping costs	-	164,765	164,765	-	138,415	138,415
Sundry	-	486	486	-	8,057	8,057
	863,846	1,117,294	1,981,140	664,836	1,070,807	1,735,643
Share of support and governance costs (see note 9)						
Support	196,271	196,271	392,542	171,301	171,301	342,602
Governance	16,983	16,983	33,966	18,467	18,467	36,934
	1,077,100	1,330,548	2,407,648	854,604	1,260,575	2,115,179
Analysis by fund						
Unrestricted funds	1,070,305	1,324,351	2,394,656	854,604	1,260,575	2,115,179
Restricted funds	6,795	6,197	12,992	-	-	-
	1,077,100	1,330,548	2,407,648	854,604	1,260,575	2,115,179

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

9 Support costs allocated to activities

	2024 £	2023 £
Staff costs	288,606	236,890
Advertising	8,214	20,692
Bank loan interest	500	500
Bank charges	3,195	3,424
Training	4,113	-
Bad debts	(1,795)	-
Recruitment	1,702	-
Office costs	88,007	81,096
Governance costs	33,966	36,934
	426,508	379,536
Analysed between:		
Residential Care costs	213,254	189,768
Collegiate	213,254	189,768
	426,508	379,536

10 Net movement in funds

	2024	2023
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	8,090	7,000
Depreciation of owned tangible fixed assets	105,840	87,361

11 Council

None of the Council (or any persons connected with them) received any remuneration or benefits from the College during the year.

12 Employees

The average monthly number of employees during the year was:

	2024 Number	2023 Number
Staff directly involved in delivering services	72	105
Fundraising	1	1
CEO	1	1
Administration	6	6
Total	80	113

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

(Continued)

Employment costs	2024	2023
	£	£
Wages and salaries	1,453,756	1,253,002
Social security costs	129,682	105,740
Other pension costs	47,855	50,358
	1,631,293	1,409,100

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2024	2023
	Number	Number
60,000-70,000	1	1

Remuneration of key management personnel
The remuneration of key management personnel was as follows:

	2024	2023
	£	£
Aggregate compensation	350,364	244,928

13 Gains and losses on investments

	Unrestricted funds 2024	Unrestricted funds 2023
Gains/(losses) arising on:	£	£
Revaluation of investments	15,065	(5,488)
Sale of investments	6,502	(4,039)
	21,567	(9,527)

14 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

15 Tangible fixed assets

	Freehold property	Refurbish-ments	Equipment	Computers	Total
	£	£	£	£	£
Cost					
At 1 September 2023	1,834,761	1,297,039	764,990	-	3,896,790
Additions	-	3,195	1,515	37,070	41,780
At 31 August 2024	1,834,761	1,300,234	766,505	37,070	3,938,570
Depreciation and impairment					
At 1 September 2023	519,804	388,882	714,274	-	1,622,960
Depreciation charged in the year	18,347	64,958	20,331	2,204	105,840
At 31 August 2024	538,151	453,840	734,605	2,204	1,728,800
Carrying amount					
At 31 August 2024	1,296,610	846,394	31,900	34,866	2,209,770
At 31 August 2023	1,314,956	908,157	50,716	-	2,273,829

16 Fixed asset investments

	Listed investments	Cash in portfolio	Total
	£	£	£
Cost or valuation			
At 1 September 2023	230,062	10,284	240,346
Additions	107,080	124,588	231,668
Valuation changes	21,567	-	21,567
Disposals	(124,524)	(109,559)	(234,083)
At 31 August 2024	234,185	25,313	259,498
Carrying amount			
At 31 August 2024	234,185	25,313	259,498
At 31 August 2023	230,062	10,284	240,346

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

(Continued)

Fixed asset investments

	2024	2023
Liontrust Investments Ltd Monthly Income bond	7,785	7,194
Smith(DS) Ord GBP0.10	-	7,673
3I Infrastructure Ord NPV	9,976	8,984
Roche Holdings AG Genusscheine NPV	6,695	13,953
The Renewables Infrastructure GRP Ord NPV	8,671	9,141
Tesco Ord GBP0.05	-	11,566
Microsoft Corp Com USD0.00000625	11,422	9,312
Pennon Group Ord GBP0.407	-	9,378
Astrazeneca Ord USD0.25	7,433	11,941
Texas Instruments Inc Com USD1.00	6,523	11,669
Rentokil Inital Odg GBP0.01	10,042	12,511
Siemens AG Npv(Regd)	6,312	10,576
Wellington Mgmt Funds (Ireland) Global High Yield BD	8,249	7,765
Toyota Motor Corp NPV	5,148	10,866
Amazon Com Inc	9,235	15,246
Greencoat UK Wind PLC	10,484	10,484
Invesco Global Investments	-	11,249
Schroeder Inv FD	11,777	11,147
Gresham House Energy Ord GBO0.01	-	9,004
Shin-Etsu Chemical NPV	-	13,890
RELX PLC GBP0.1444	5,769	9,075
UK (Govt of) 5% SNR 07/03/2025 GBP1000	7,450	7,436
First Sentier Invrs (UK) FDS Ltd First Sentier	6,685	-
Unilever PLC Ord GBP0.031111	7,751	-
OTIS WORLDWIDE CORP COM USD0.01	7,921	-
COPART INC COM USD0.0001	6,286	-
INDITEX (IND.DE DISENO TEXTIL SA) EUR0.03	7,674	-
Segro PLC Ord GBP0.10	6,133	-
Apple Inc Com USD0.00001	7,140	-
UNITED KINGDOM(GOVERNMENT OF) 4.25%	5,871	-
UNITED KINGDOM(GOVERNMENT OF) 4%	6,366	-
Xylem Inc Com USD	6,488	-
Alphabet Inc Capital Stock USD0.001	6,585	-
Experian Plc Ord USD0.10	6,926	-
Mastercard Incorporated Com USD	6,249	-
Novo Nordisk A/S SER'B	6,687	-
United Kingdom Gov of 4.125%	6,449	-

17 Stocks

	2024	2023
	£	£
Finished goods and goods for resale	7,679	14,372

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

18 Debtors

Amounts falling due within one year:	2024 £	2023 £
Trade debtors	10,301	44,754
Other debtors	3,897	3,331
Prepayments and accrued income	89,773	6,141
	103,971	54,226

19 Loans and overdrafts

	2024 £	2023 £
Bank loans	21,250	31,750
Payable within one year	10,500	10,500
Payable after one year	10,750	21,250

The loan relates to a loan taken out in the year ended 31st August 2017 for a term of 10 years from the National Almshouse Association which is secured on the Freehold premises. The loan attracts an equivalent interest rates of 1% p.a.

20 Creditors: amounts falling due within one year

	Notes	2024 £	2023 £
Bank loans	19	10,500	10,500
Other taxation and social security		32,795	29,167
Trade creditors		28,899	38,019
Other creditors		6,097	9,594
Accruals and deferred income		68,072	50,972
		146,363	138,252

21 Creditors: amounts falling due after more than one year

	Notes	2024 £	2023 £
Bank loans	19	10,750	21,250

22 Retirement benefit schemes

Defined contribution schemes	2024 £	2023 £
Charge to profit or loss in respect of defined contribution schemes	47,855	50,358

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

(Continued)

Retirement benefit schemes

The Charity has no funded pension scheme, but employees are members of either the Pension Builder Scheme section of the Church Worker Pension Fund or the NEST auto enrolment scheme.

Members who either joined the scheme prior to 1st July 2014 or are members of the senior management team are members of the Church Worker Pension Fund. The College contributes at the rate of 10% of members' salaries for those who joined before 1st September 2000. The College contributes 8% of members' salaries for members of the Church Workers Pension Fund who joined after 1st September 2000 and make employees contributions of 4%.

Pension contributions are recorded in an account for each member. This account may have bonuses added by the Board before retirement. The bonuses depend on investment experience and other factors. There is no requirement for the Board to grant any bonuses. The account, plus any bonuses declared, is payable from members' normal pension age.

There is no sub-division of assets between employers in each section of the Pension Builder Scheme. The scheme is considered to be a multi-employer scheme as described in Section 28 of FRS 102. This means it is not possible to attribute the Pension Builders Scheme's assets and liabilities to specific employers and that contributions are accounted for as if the Scheme were a defined contribution scheme. The pensions costs charged to the SoFA in the year are contributions payable.

A valuation of the scheme is carried out every three years. The most recent scheme valuation completed was carried out as at 31st December 2022. This revealed, on the ongoing assumptions used, the fund is showing a surplus of assets over liabilities. There is therefore no requirement for deficit payments at the current time. The legal structure of the scheme is such that, if another Responsible Body fails, College of St Barnabas could become responsible for paying a share of that Responsible Body's pension liabilities.

Employees who are not part of the senior management team and join a pension scheme after 1st July 2014 are enrolled into the NEST scheme with the College making contributions of 3% of the members' salary and the employee contributing a minimum of 5%.

At 31 August 2024 amounts owing to the schemes and included within other creditors amounted to £653 (2023: £6,772). Total contributions paid in the year to defined contribution schemes amounted to £44,208 (2023 £43,701).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

23 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 September 2023	Incoming resources	Resources expended	Transfers	At 31 August 2024
	£	£	£	£	£
Walsingham Pilgrimage	3,284	-	-	-	3,284
Nursing wing laundry	3,094	-	-		3,094
Underfunded contributions	121,833	-	-	(121,833)	-
Chapel Lighting fund	2,305	-	-	-	2,305
Future boiler replacement	1,750	-	-	-	1,750
Green agenda	900	-	-	-	900
Prayer Pavillion	3,000	-	-	-	3,000
Confident Community Computing	-	19,427	(19,427)	-	-
Staff laptops	-	15,000	-	(15,000)	-
Deafguard fire alarm project	-	1,000	(598)	-	402
	136,166	35,427	(20,025)	(136,833)	14,735

Previous year:	At 1 September 2022	Incoming resources	Resources expended	Transfers	At 31 August 2023
	£	£	£	£	£
Walsingham Pilgrimage	3,284	-	-	-	3,284
Care Wing laundry	3,094	-	-	-	3,094
Underfunded contributions	243,666	-	-	(121,833)	121,833
Chapel Lighting Fund	2,305	-	-	-	2,305
Future Boiler replacement	1,750	-	-	-	1,750
Green Agenda	900	-	-	-	900
Prayer Pavilion	3,000	-	-	-	3,000
IT Project	-	2,000	(2,000)	-	-
Opera	-	2,400	(2,400)	-	-
Care Wing Fund	-	1,000	(1,000)	-	-
Stair Lift Fund	-	7,950	(7,950)	-	-
	257,999	13,350	(13,350)	(121,833)	136,166

Transfers between funds represent:

- Transfer between unrestricted General and Tangible Fixed Assets Fund, to equate the balance on the Fixed Assets Fund to the related fixed assets, less associated loans, at 31st August 2023.
- Transfer from individual restricted funds of a capital nature to General unrestricted fund, being essentially capital expenditure in the year on specific projects.
- Transfer from restricted Underfunded Contribution fund to the unrestricted general fund. This represents the shortfall in the year between amounts received in the year from Government funding state-supported Residents and the equivalent amount receivable at normal contribution rates.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

(Continued)

Designated Funds

The Tangible Fixed Assets fund has been created to cover the value of those assets.
Underfunded Contributions The Council approved the establishment of an additional designated Underfunded Contributions Fund towards the shortfall of contributions in respect of residents who are state funded. During the year the trustees decided this was no longer appropriate and released these funds to the unrestricted fund.

Restricted Funds:

Walsingham Pilgrimage comprises money specifically for the annual trip to Walsingham.
Care Wing laundry comprises of funds received towards the maintenance of the washing machine to provide clean linens to tenants
Underfunded contributions comprises funds received towards the shortfall of contributions in respect of residents who are state funded.
Chapel Lighting Fund comprises money received towards work required on the Lighting in the Chapel.
Future Boiler Replacement comprises money towards replacing the boilers in the future.
Green Agenda comprises money received for the College's Creation Care Vision
Prayer Pavilion comprises money received to create an outdoor pavilion to enable the grounds to be better utilised and be more accessible all year round.
Confident Community Computing comprises funds for delivery of a year-long community computing course at the College, aimed at older members of the local community.
Staff Laptops comprises funds towards the purchase of new laptops for the staff
Deafguard Fire alarm project comprises money raised to provide specialist fire alarm systems in flats and rooms occupied by those with impaired hearing.

24 **Unrestricted funds**

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 Sept 2023	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 August 2024
	£	£	£	£	£	£
General funds	2,408,564	2,368,462	(2,470,626)	136,833	21,567	2,464,800

Previous year:	At 1 Sept 2022	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 August 2023
	£	£	£	£	£	£
Tangible Fixed Assets	2,291,779	1	(87,359)	37,662	-	2,242,083
General funds	61,113	2,128,134	(2,097,410)	84,171	(9,527)	166,481
	2,352,892	2,128,135	(2,184,769)	121,833	(9,527)	2,408,564

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

25 Analysis of net assets between funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 August 2024:			
Tangible assets	2,209,770	-	2,209,770
Investments	259,498	-	259,498
Current assets/(liabilities)	6,282	14,735	21,017
Long term liabilities	(10,750)	-	(10,750)
	2,464,800	14,735	2,479,535

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
At 31 August 2023:			
Tangible assets	2,273,829	-	2,273,829
Investments	240,346	-	240,346
Current assets/(liabilities)	(84,361)	136,166	51,805
Long term liabilities	(21,250)	-	(21,250)
	2,408,564	136,166	2,544,730

26 Related party transactions

There were no disclosable related party transactions during the year (2023 - none).

27 Cash (absorbed by)/generated from operations

	2024 £	2023 £
Deficit for the year	(65,196)	(66,161)
Adjustments for:		
(Gain)/loss on disposal of investments	(6,502)	4,039
Fair value gains and losses on investments	(15,065)	5,488
Depreciation and impairment of tangible fixed assets	105,840	87,360
Interest received	(328)	(634)
Interest paid	3,195	3,424
Investment managers fees deducted from portfolio	2,477	4,047
Movements in working capital:		
Decrease/(increase) in stocks	6,693	(144)
(Increase) in debtors	(49,744)	(36,954)
Increase in creditors	8,112	2,562
Cash (absorbed by)/generated from operations	(10,518)	3,027

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2024

28 Analysis of changes in net funds

	At 1 September 2023	Cash flows	At 31 August 2024
	£	£	£
Cash at bank and in hand	121,459	(65,729)	55,730
Loans falling due within one year	(10,500)	-	(10,500)
Loans falling due after more than one year	(21,250)	10,500	(10,750)
	89,709	(55,229)	34,480

Your portfolio summary

1 September 2023 - 31 August 2024

COLLEGE OF ST BARNABAS
ACCOUNT: 0328486

CHARLES STANLEY

The College of St Barnabas

Valuation

Value

£260,435

Estimated gross annual income

£6,981

Estimated gross yield (excluding cash)

2.98%

Performance

Portfolio total return

11.71%

Asset allocation



%	Asset class	(£)
20.78	Fixed Income	54,113
16.92	UK Equity	44,054
38.54	International Equity	100,366
13.75	Alternatives	35,816
10.02	Cash	26,085

Portfolio profile

Service level — **Discretionary**

Risk category — Lower | **Medium Low** | **Medium High** | Higher

Medium Low risk investing implies a lower level of investment in non-equity securities and investors would take a modest degree of risk with greater exposure to the more volatile asset classes, particularly equities, in search of potentially improved returns from investments. Overall risk would be deemed moderately low.

Investment objective — Growth | Income | **Balanced**

This objective is to produce a balance between capital growth and income. The income requirement should not erode the potential to maintain the capital value of the portfolio in real terms. The investment decisions will usually have an equity bias, but fixed interest stocks may be included to meet any income requirement.

Portfolio returns shown are net of fees.

Your contact: A F King T: 020 7739 8200
Charles Stanley, Ropemaker Place, 25 Ropemaker Street, London EC2Y 9LY

Charles Stanley is a trading name of Charles Stanley & Co. Limited which is authorised and regulated by the Financial Conduct Authority.
Registered in England No. 1903304. Registered office: Ropemaker Place, 25 Ropemaker Street, London EC2Y 9LY. VAT number: GB 524732945

Registered Office: The College of St Barnabas, Blackberry Lane, Lingfield, Surrey, RH7 6NJ
Company Number: 00061253 (Eng & Wales) **Charity Number:** 205220 **Phone:** 01342 870260

Your portfolio performance

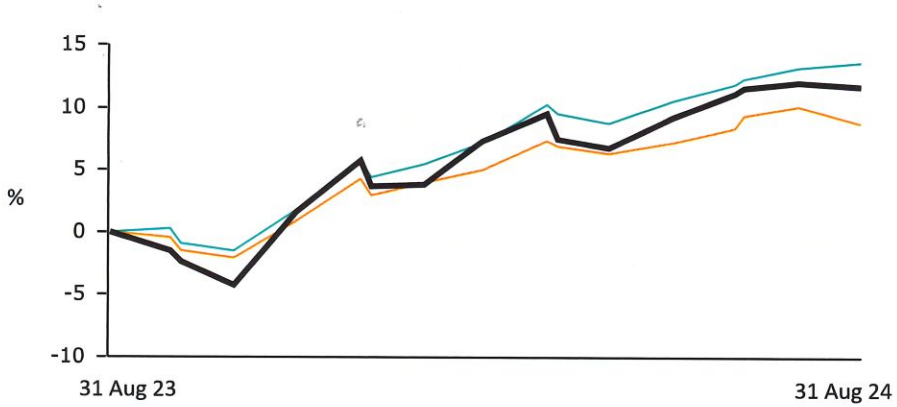
1 September 2023 - 31 August 2024

COLLEGE OF ST BARNABAS
ACCOUNT: 0328486

CHARLES STANLEY

The College of St Barnabas

Return



	This period
Portfolio total return	**11.71%**
MSCI PIMFA PRIVATE INV INCOME (TR)	13.62%
ARC BALANCED ASSET	8.81%

Summary

Start value
£241,180.80

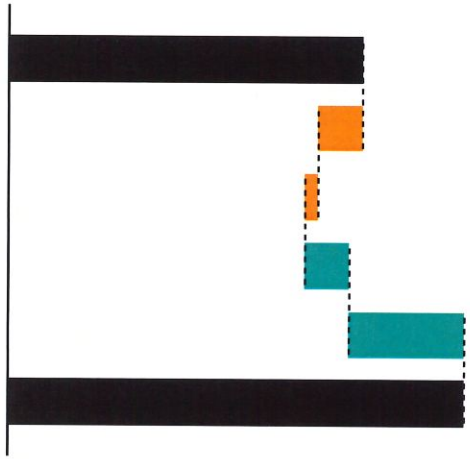
Net adjustments
-£8,430.12

Fees and charges
-£2,477.71

Income received
£8,388.08

Market movement
£21,773.82

End value
£260,434.87



Net adjustments - this is the net result of any additional cash or stock added to or removed from the portfolio during the performance period.

This chart is not to scale.

ARC indices reflect their daily estimates, so recent data may be subject to change

Portfolio returns shown are net of fees.

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Date issued 23/10/24
E & O E.

Registered Office: The College of St Barnabas, Blackberry Lane, Lingfield, Surrey, RH7 6NJ
Company Number: 00061253 (Eng & Wales) **Charity Number:** 205220 **Phone:** 01342 870260



Canon William Henry Cooper

Founder of the College

COLLEGE OF ST BARNABAS

England & Wales - Charity number 205220

Accounts

The College of
St Barnabas

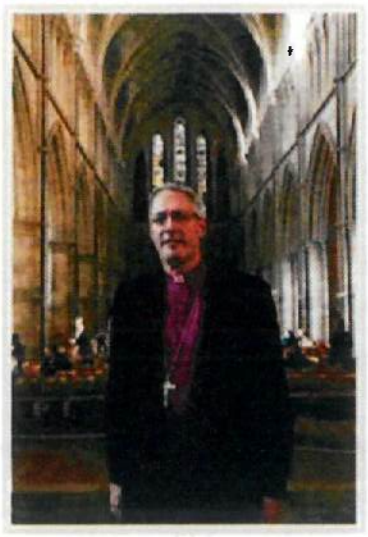


The College of St Barnabas

Report of the Council for the year ended 31 August 2023

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Back cover, Canon William Cooper, Founder of the College



I always enjoy my visits to the College of St Barnabas. Usually this is for Evening Prayer and supper with the residents as Visitor. Given who some of those residents have been it has felt to be "compassed about with so great a cloud of witnesses". But all those who make their home at St Barnabas have a long story of faith and labour to share and I have benefited from spending time with them.

The year covered by this report proves the dictum in Lampedusa's *The Leopard* that things must change to stay the same. A great deal of change in the governance and finance of the College has been put in place in order that the high levels of service to residents is maintained and the tranquillity so often observed by visitors is undisturbed. Added to this, a number of individuals who have given many years of unstinting service to the College have stepped back and others of no less talent have taken their place. That the College now accepts residents of other Christian Churches is an ecumenical development to be welcomed and symbolised by the appointment of the founder of Street Pastors, the Revd Les Isaac as one of the College Patrons.

In all this the residents retain their priority that the love of Christ might be shown to them as they have so often shown it to others.

+Christopher Southwark

The Right Reverend Christopher Chessun

The Bishop of Southwark & Episcopal Visitor

Who's Who *(as at May 2024)*

Visitor

Bishop of Southwark, the Right Reverend Christopher Chessun *(ex-officio)*

Patrons

Archbishop of Canterbury, the Most Reverend Justin Welby *(ex-officio)*

Archbishop of York, The Most Reverend Stephen Cottrell *(ex-officio)*

Archbishop of Wales, The Most Reverend Andrew John *(ex-officio)*

Lord Lieutenant of Surrey, Mr Michael More-Molyneux *(ex-officio)*

Right Reverend and Right Honourable Lord Williams of Oystermouth

Reverend Les Isaac	Founder of Street Pastors and Ecumenical Canon, Southwark Cathedral
Right Reverend Rosemarie Mallett	Bishop of Croydon
Very Reverend Mark Oakley	Dean of Southwark
Right Reverend Stephen Platten	Formerly Bishop of Wakefield
Right Reverend Martin Warner	Bishop of Chichester
Very Reverend Robert Willis	Formerly Dean of Canterbury

Members of Council

Reverend David Williams JP, BA (Hons), MA, Dip Lib, FSA, FRSA (Chairman)

Venerable Moira Astin BA, MA (Ex-Officio)

Peter Beynon BA, CEng, MICE

Richard Diggory BA (Hons)

Reverend W. Jane Edwards Cert. Ed. Dip Couns, BA (Hons), MA

Dr Ursula Hodges MA, PGCE, MBBS, BSc (Hons)

Reverend David Ivorson MA (Oxon)

Mr Adrian Johnson. *Retired AGM 2024*

Ruth Martin, Lay Canon, BA (Hons), MA

Sally Martin BSc, SRN

Dr Eileen Phillips MD, FRCP, MBBS, BSc (Hons), Phys Educator

Mr Anthony Proctor, FRICS. *Retired December 2023*

Mrs Cynthia Taylor, RGN. *Retired AGM 2024*

Reverend Ian Whitley

Mr Martyn Williams, MA (Cantab), FCA (Treasurer). *Retired AGM 2024*

Secretary to the Council

Monty Erskine BA, MBA, MSc.

Members of the Council

Reverend David Williams was Clerk to the General Synod of the Church of England and Head of the Central Secretariat of the Archbishops' Council up to his retirement from the National Church Institutions in 2011. He was subsequently Vicar of four village churches and Area Dean of the Vale of White Horse in south-west Oxfordshire until 2019 when he retired to Dorking. He has been a member/chairman of several trustee bodies, and a magistrate since 1986.

Venerable Moira Astin is Archdeacon of Reigate. The Archdeacon is appointed by the Bishop of Southwark as an ex-officio member of the Council.

Peter Beynon is a Chartered Civil Engineer who was employed on major projects in the UK, Portugal, Upper Egypt and Mexico, and in design and construction coordination roles for the London Olympics. He is churchwarden of the church of St. Peter and St. Paul Lingfield.

Richard Diggory spent his career in the financial services sector, the majority of it at the Bank of England. In retirement he was for ten years a Trustee at Burrswood Health and Wellbeing. His wife Sue was Vicar of Holy Trinity, Crockham Hill for seven years, and they now live in Groombridge.

Reverend Jane Edwards has Permission to Officiate in Rochester Diocese, where she is Bishop's Advisor for Retired Clergy, having retired herself from full-time parish ministry in 2018. She is on the Vocations Team and offers Spiritual Accompaniment. She previously worked in counselling, supervision and teaching in a variety of settings including medical and educational. She is married to a retired GP.

Dr. Ursula Hodges trained in anaesthetics and was a lecturer with the University of London. She then worked as a school leader in secondary schools with responsibilities including sixth form progression into university education and increasing female participation in and uptake of STEM courses. She is a Licensed Lay Minister at St Andrew's Church, Ham with roles on local, regional and national Church of England committees and charity trusteeships.

Reverend David Ivorson's secular career was in finance, for many years at Commercial Union, where he was Financial Controller. After taking early retirement in 2001, he was appointed Bursar of Lady Margaret School. He was ordained in 2008, and since 2011 he has been Chaplain of Whittington College.

Mr. Adrian Johnson's connections with the College go back to 1983 when his late parents became residents and lived at the College for nearly 20 years. Adrian is an investor in private companies. He was previously CEO of Legal and General's private equity business and now manages his own investment firm. *(Retired AGM 2024)*

Ruth Martin retired as the Diocesan Secretary in the Diocese of Southwark in September 2023 and currently works part time as the Bishop's Lead for Strategic Development including Property Strategy. Prior to this Ruth worked in the City in financial regulation and ethics as Managing Director of the Chartered Institute of Securities and Investment. She is a Lay Canon of Southwark Cathedral.

Sally Martin is a retired nurse, having worked in burns and plastics, and district and practice nursing; and was deputy, then nursing manager of Burrswood Health and Wellbeing, taking particular interest in palliative care. She is churchwarden of the church of St. Peter and St. Paul, Lingfield, and a pastoral visitor.

Dr. Eileen Phillips started personal consultant-led Gastroenterology and Endoscopy at Redhill Hospitals, 1975-2008. Elected University of London quality and training representative on Area Health Authority until 1980. Latterly Director of 13 Medical specialities at East Surrey Hospital and Regional Adviser to the Royal College of Physicians. Married Dr. John Gayford, consultant psychiatrist, who was ordained in the Church of England on retirement and is now assistant priest at St. Mary's Church East Grinstead with PTO in the Dioceses of Chichester and Southwark.

Mr Anthony Proctor is a retired chartered surveyor, has been a partner in an estate agency and also an auctioneer for Prudential. *(Retired December 2023)*

Mrs. Cynthia Taylor was a Registered General Nurse and midwife. For 37 years she worked in the operating theatres at Queen Victoria Hospital, East Grinstead. As a churchwarden she chaired building projects at her local church. She has chaired the Friends of the College from 2004 to 2022. *(Retired AGM 2024)*

Reverend Ian Whitley was a police officer for 30 years in the Metropolitan Police Service. After retirement in 2013, he spent four years as Parish Missioner at All Saints Weston Green during which time he trained as an Ordained Pioneer at CMS and Ripon College Cuddesdon. He was ordained in 2017 and after serving his curacy at All Saints Banstead, he was appointed incumbent of the United Benefice of Lingfield and Dormansland in 2021.

Mr. Martyn Williams stepped down from full-time executive roles in 2012 after working in international manufacturing and service companies, latterly as CEO of a LSE-listed biotech company. His roles have involved raising some £250 million. He now assists companies in an advisory capacity. *(Retired AGM 2024)*



Chairman's Preface



It is my pleasure and privilege to offer this Preface to our Annual Report, reflecting the second year of my Chairmanship, and I do so on behalf of the Council who have continued to give me their warm friendship, support and encouragement, for which I am immensely grateful.

Building on new foundations

Following the substantial changes which I highlighted in last year's Annual Report, this year has been a time of consolidation, as we have built on the foundation of the new Vision for the College, which originated at the Away Day in March 2022 and was formally adopted by the Council three months later. It is set out in the CEO's report. The Away Day also agreed in principle to widen the residency qualification at the College from communicant Anglicans to Christians of all denominations recognised by Churches Together in England, and this decision was formally approved by the Council in April and the AGM in May 2022. The Vision has given us a strong basis to develop our ministry and outreach, and our Christian ministry of hospitality.

The Council has now agreed to hold another Away Day in May 2024, to take stock of the Council's Vision and consider its future direction, as well as helping to build the Council's collective, communal and spiritual life, and to gain a sense of the wider context of church and society in which we seek to operate.

Although there have been a few challenging moments in the year, the overall pattern is of greater financial stability as we have emerged from the shadow of Covid restrictions. The occupancy rate in the College is encouraging, and the efficiency savings achieved by the CEO and his senior team have assisted the financial picture.

Widening our horizons

The outworking of the Vision gives encouragement to broadening the horizons of the College and of establishing new links with the wider church and community. In particular, the Council has refreshed its list of Patrons, a number of whom have signified their renewed interest in the College, and some of whom have decided to retire. We are delighted that we have two new Patrons, Bishop Rosemarie Mallett (Bishop of Croydon) and the Reverend Les Isaac (who gives us a substantial ecumenical presence), both of whom have helped to give us a greater breadth and diversity.

The College has been blessed by a number of distinguished speakers coming to talk to residents and Council members and to engage in conversation afterwards. In particular, we welcomed Bishop Colin Fletcher (Chairman of the Retired Clergy Association) and Debbie Thrower, founder of the Anna Chaplaincy (for ministry amongst older people) who gave us valuable new perspectives; and we have also benefited from a visit from John Clark (CEO) and senior colleagues from the Church of England Pensions Board.

Effective governance

During the year the Council has continued to look at ways in which its governance may become yet more efficient, effective and fit for purpose, and in September 2023 agreed a number of changes to its committee structure and pattern of meetings.

In particular, it was decided to merge the Finance and General Purposes Committee and the Fundraising and Marketing Committee to form a new Finance and Fundraising Committee. The new committee, which met for the first time in November 2023 was thus able to consider issues of financial and fundraising strategy in a more integrated way, and broadly endorsed the report of a fundraising strategy review (which the Council had commissioned from Action Planning) in the wider context of the Council's finances.

With the establishment of the new Finance and Fundraising Committee, the Standing Committee's remit has been widened to include marketing. Consequently, the Standing Committee is overseeing the implementation of the report on marketing strategy which was commissioned from the Sue Land consultancy, and this includes a new logo and strapline for the College *(the love of Christ at the heart of retirement)*, a new website and new signage.

In order to lighten the administrative weight of its corporate structure, the Council decided to reduce the number of its meetings and the meetings of its committees, from four to three per annum – with the proviso that the committee chairs had a greater role in maintaining an active watching brief between meetings and calling additional meetings as required. In fact, the Council held one additional meeting, in April 2023 to focus on a strategic discussion of finance and resources.

In September 2023, the Council appointed Richard Diggory as Vice-Chairman (after a few months' hiatus following the retirement of Keith Luckhoo); and I would like to thank Richard for the sterling support which he is already providing in this role.

Richard is also convenor of the Council's new Risk Reference Panel, which also includes the Chairs of the Care and Welfare Committee and Finance and Fundraising Committee and is formulating a new and more sharply focused risk regime for the College.

Our energetic and enterprising CEO Monty Erskine is continuing to make a number of significant administrative reforms to the College's systems, infrastructure and staffing, and he describes these elsewhere in this Report. Monty has also done a great deal to engage the residents in matters concerning the College, through monthly residents' meetings which individual Council members regularly attend.

Hail and farewell

At the AGM in May 2023, the appointment to the Council of Ruth Martin was confirmed; and Ruth was subsequently appointed as a member of the new Finance and Fundraising Committee. Ruth was until recently the Southwark Diocesan Secretary, and has wide, strategic experience of finance and property matters. Martyn Williams has indicated that he wishes to retire from the Council at the AGM

in May 2024, and we are pleased that Ruth has agreed to succeed Martyn as Honorary Treasurer and Chair of the Committee. Martyn has served as a Council member for eleven years and for three years as Treasurer and has done much to transform our financial analysis and reporting which is warmly appreciated.

Tony Proctor retired from the Council in December 2023 after thirteen years' service, and we record our thanks to him for his valuable advice and wisdom on property matters, on the Finance and General Purposes Committee. From January 2024, his place on the Council has been taken by Sally Martin, who has attended Council meetings in her capacity as Chair of the Friends of the College. Sally, who has wide experience at senior level of nursing and residential care, has joined the Care and Welfare Committee.

Cynthia Taylor will be retiring from the Council at the AGM in May 2024, after 23 years' service. Cynthia had a significant role in the establishment of the predecessor to the Care and Welfare Committee and has been a much valued member of that committee. She also had a major role in the development of the Friends of the College, and we are immensely grateful to her for all that she has contributed to the life and work of the College over so many years.

Adrian Johnson comes to the end of his three year term on the Council in May 2024, and in view of current personal pressures, is not seeking re-election as a trustee at the present time; but we are very pleased that he has agreed to become a fundraising consultant to the College, to help us with our new fundraising strategy. We are grateful to Adrian for his valued contribution to the (former) Finance and Fundraising Committee.

Dr Eileen Phillips has decided to retire from the Care and Welfare Committee with effect from the 2024 AGM, although she will remain on the Council. She has chaired the Committee with skill, professional wisdom and commitment over the past three years, and we record our warmest thanks to her. She will be succeeded as Chair by the Reverend Jane Edwards, who is not only a member of the Committee but also the Council member with a particular brief for safeguarding matters. The Committee will be focusing much of its time and attention this coming year on the Care Quality Commission's new inspection regime for residential care homes.

The love of Christ at the heart of retirement

Many people form the wider community of the College of St Barnabas: residents, their family and friends, staff, members of the Friends, other volunteers, visitors, and those who support us in so many different ways. It is a remarkable enterprise of teamwork, and we are committed to the well-being and flourishing of those for whom the College is their home.

As trustees, we seek to remain true to the original vision for the College of its founder, Canon Cooper, whilst looking prayerfully to ways in which that vision can find renewed expression in the present and the future. But above all, the heart of our service, and our stewardship of that which is entrusted to us, is the love of Christ at the heart of retirement.

Rev David Williams

Chairman

The College Vision – 2024 and onwards

In the Summer of 2022, the Council confirmed its long-term vision, setting out four areas of focus that will define the College's future. Realising our vision is an exciting challenge organisationally and financially, and we are starting to transition from 'having a vision' to developing plans. The vision has four elements, each of which address a different facet of the College's life.

We will honour and develop our founder Canon Cooper's original charitable purposes, understanding that while the circumstances that he found have changed, there are similar needs among potential resident groups that our charitable mandate impels us to address.

In 2023 we continued to research the demographics relating to retiring and elderly Christians. We are considering the statutory financial resources available to those unable to meet rising living costs and how these might be accessed to help the College support potential residents. The financial elements of the College application process have been made simpler and remove any financial thresholds.

The College aspires to become expert at addressing ageing issues in a Christian environment. We aim to be a centre of learning, modelling this learning through our services. We provide holistic care in a safe environment and the well-being of residents is our main concern.

In 2023 we have been trialling a number of new courses, events, services and activities for College residents. These range from theological courses and programmes for residents run by the Chaplain, more social events run by the Friends of the College charity, redesigned patterns of worship to allow for greater participation (for example for less mobile residents).

Creation care and stewardship are an integral part of our operation. We do this because it is the right thing to do for reasons that can be articulated in both spiritual and secular terms. The implications of this objective are appreciated by residents, staff, and stakeholders alike.

A resident and staff group has started meeting to discuss Creation Care and how the College can implement change to meet our 'green' agenda. The discussions range from what small scale changes we can make in terms of personal waste and consumption to larger questions of College-wide energy consumption. In 2024 we will be widening this discussion to include external experts.

Our estate and buildings have value and are a viable base from which to develop our services. We seek to develop and conserve what we have with innovation and creativity, ever mindful of our residents' needs.

As the three elements of the vision outlined above take shape they will feed into our plans for the buildings and estate. However, before making changes to the building, we need to confirm what's needed in order to provide the better services we have identified, and what those changes will look like if done in an environmentally responsible manner. This means that developing the building and estate comes last, however we can begin to sound out statutory and professional bodies.

Meeting the vision, especially the buildings element, will involve a major capital fundraising campaign, and this will be a focus for the Council in 2024-5.

Please get in touch with the CEO (chiefexecutive@collegeofstbarnabas.com) if you have questions about the vision or our plans.

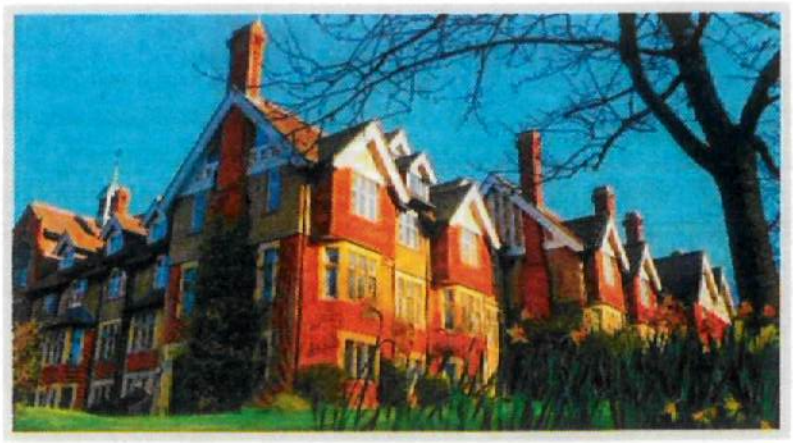
Fundraising

The College is a fundraising organisation but does not have an endowment. In order to be able to provide our day to day services to residents we rely on the generosity of individuals, churches and grant-making bodies. We are fortunate to have our full-time Fundraising Manager, Mike Herbert, who coordinates all of our fundraising efforts. Thank you to all those who have supported us this year; we could not have looked after our residents without your help.

A highlight of the year came in August 2023 when we benefitted from an amazing personal fundraising effort by one of our residents, Rev Robert Raikes, who celebrated his 90th birthday by making a sponsored parachute jump in support of the College. He was particularly keen to raise funds to make the grounds of the College more accessible for residents. Between them Robert and Mike launched a publicity campaign that resulted, after a couple of delays for bad weather, with Robert successfully completing his jump and raising over £30K. We are incredibly thankful for and impressed by Robert's effort, reports of which found their way into local and national media. In 2024 there are plans for a wing-walk, though this time by a staff member.

Over the rest of the year we repeated our Summer open-air Opera, welcoming back Rogue Opera for a second year, this time in less scorching weather. We ran another successful Christmas appeal, and we are grateful for the support of all those individuals who give by standing order and who responded generously to appeals during the year. Alongside individuals and churches, the College was supported by a number of trusts, listed below. Over the course of the year we benefitted from a number of legacies, and the Fundraising Manager continues to advocate the option of legacies to our supporters.

In 2023 the Fundraising Committee commissioned Action Planning, a Christian charity consultancy to carry out a review of our fundraising strategy. This was prompted by the Fundraising Committee and Manager highlighting the changing national fundraising environment, and the need to ensure that our strategy is fit for purpose. The outworking of the review will take effect in 2024 and beyond and builds on the existing pattern of fundraising successfully run by Mike for many years. This will include starting to plan the capital fundraising campaign to develop our buildings and estate as part of our College vision (see p.10 above).



We thank all those individuals, churches and grant-making trusts and bodies who have supported the College and individual residents over the year. Except for those bodies who have asked not to be listed, our grant and church donors are listed below.

Trust and PCC supporters 2022/23

The Caterham Valley Parish Hall Co Ltd
The Clergy Support Trust
The Fulmer Charitable Trust
The Louis Nicholas Residuary Charitable Trust
The Ofenheim Charitable Trust
The Wilbraham Charitable Trust
The Patricia Wright Charitable Trust
The Community Of The Presentation Trust
The Brewers Foundation
F B Coales No. 4 (Family) Trust
Gatwick Airport Community Trust
Nias Wheatley Charitable Trust
The Anson Trust
Wellingborough All Hallows PCC
Braishfield All Saints PCC
Pidley All Saints PCC
Rushton All Saints PCC
Dingley All Saints' PCC
Bewdley PCC
Bickley St. George PCC
Boxford PCC
Chaceley PCC
Woodhouse Christ Church PCC
Waterloo Christ Church PCC
Crimplesham PCC
Croydon St Peter PCC
Cublington PCC
Halton Parish
Henstead PCC
Higham with Merston PCC
Holy Saviour West Croydon PCC
Holy Trinity Crockham Hill PCC
Kirkby Underwood PCC
Lockerley United Benefice
St. John Newhall PCC
Royal Chapel, Windsor Great Park
S. Michael Horton PCC
Sproatley PCC
St Bedes PCC
St Bedes PCC
St. Albans Romford PCC
St. Augustine Bolton PCC
St. Clement Leigh PCC
St. Eadmers Bleasdale PCC
St. Hilda w. St. Cyprian
St. James Newbold de Verdun PCC
St. James Ireby PCC
St. James Staunton PCC
St. John the Baptist PCC
St. John the Baptist Letton PCC
St. Mary at Latton PCC
St. Mary Winterbourne Gunner PCC
St. Mary the Virgin Little Houghton PCC
St. Mary the Virgin Dalham PCC
St. Mary's The Less Cambridge PCC
St. Michael & All Angels Bunwell PCC
St. Michael & All Angels Withyham PCC
St. Paul Walden PCC
St. Peter & St. Paul Nutfield PCC
The PCC of Chigwell & Chigwell Row
St Lawrence Willington PCC

Review of the Year

September 2022 to August 2023 had a very different feel to the previous year. Although there were incidents of Covid over the winter among both residents and staff, the lessening of statutory restrictions, improved vaccination regime and milder Covid strains meant that, while inconvenient, the College did not shut down to the same extent. As usual the staff team rose to meet the winter challenges of short care wing lockdowns and colleagues off sick, and residents were stoic about restrictions.

This year we have reorganised key areas of the College in order to improve our productivity in the face of significant financial headwinds and recruitment challenges. We introduced a new tech support regime to manage our IT infrastructure. This has also addressed significant gaps in our online security, especially important as risks to organisations have increased. We adopted Log-my-Care, a new digital Care Management system to replace Caresys. This has given the Registered Manager and Care Team a real-time CQC compliant system that speeds up and simplifies the management of care notes and records. We introduced Logit, a new digital Health & Safety management system that has streamlined all our Health and Safety processes and digitised all record storage and task notes. Along with these two new digital systems we have adopted Planday, a new online rota and shift management in an attempt to better control our shift patterns and costs.

In 2024 we will be completing the last piece of infrastructure upgrade with a new phone system. The resident side system will be similar to the existing setup, with an upgraded onsite exchange, while the staff side will be entirely digital, giving a greater level of flexibility and control to the staff team. This will also reduce the monthly costs overall.

The roll out of new software systems is also intended to help mitigate the effect of continued financial pressures from significant cost increases across all areas of College activities, not least the cost of staff, our largest single item. Digital support systems will allow the college to deliver services to residents more effectively. We have begun the process of identifying sources of funding for residents, either statutory funds and benefits or grants that we may have historically missed. As a separate project we will be undertaking a comprehensive costing and benchmarking exercise in 2024 designed to confirm our resident contribution levels for 2024 – 2025.

Over the year we continued to work on the new College website, logo and marketing plan. This has proved to be a slow process; however we ended the year having adopted our new logo and produced a draft website that will be going live in 2024. The new College strapline is 'The love of Christ at the heart of retirement'.

Last year we stated our intention to continue rebuilding community life in the College. This year the staff team put on a range of events through the year, as touched on in the report on the College Vision (p.10 above). This included regular events such as Founders Day, the Autumn Fair and Advent Concerts, as well as one-off events around the Coronation in May (coinciding with the Beating of the Bounds), a summer staff and residents BBQ, new live music recitals, schools visits and social nights.

Residents

We have now established a routine of residents' meetings, attended by a range of staff and a trustee each month. These are an opportunity for residents to feedback on College business, and to speak directly to trustees.

We have continued to increase the number of ways that residents can report back to staff on issues around food, care, buildings and other issues. As a result of residents' feedback we introduced staff 'mugshots' outside the Common Room to help residents, and family and visitors, put names to faces.

Over the year we have had ongoing discussions with residents via monthly meetings on the options for Domiciliary Care. The College is registered with the Care Quality Commission to deliver both Domiciliary and Residential Care, however we currently have no Domiciliary Care plans in place. As some of our Cloister independent living residents get older, this may be an option for them in the future.

We give thanks for the lives of the following residents who have passed away this year; Beth Gough, Oliver Forshaw, David Baker, John Loxton, George Ridding, Pat Lepine, Lorna Tongue and Allan Bucknall.

Over the year we welcomed Mary Thompson, Anselm Shobrook, Stephen Huxley, Madeline Holmes and Gill and Michael Frith.

Staff, management and operations

Aside from the roll-out of new software in support of staff outlined above, there were some significant staff changes during the year. Judy Bailey, the College Administrator left and was replaced by Elisabeth Gibson. During the year Elisabeth upgraded our new business processes and templates.

During the year Eifion Davies, the Operations Manager, recruited a new Estates Team of Zoltan Racz and John O'Hara to work alongside Charlie Messenger and replace the existing team. Zoltan and John have brought a wealth of experience and enthusiasm to the Operations Team, and a number of long standing maintenance and repair issues have now been addressed. They have worked with Eifion to review and update a range of Fire Safety and Health and Safety compliance issues. With the right skills and resources in the team the Operations Manager has been able to reintroduce the policy of refurbishing or redecorating rooms and flats before new residents move in. This includes new bathrooms where required.

During 2023 the College renewed its UKVI Sponsorship Licence. We are now able to recruit Care Staff from overseas, and our new team members have proved highly effective.

The Care Wing

Registered Manager Suzan Jack and her team have worked tirelessly over the year to support our residents. While some of the challenges of last year - the loss of Caresys Care Management software, significant staff turnover and the high point of the Covid pandemic - have passed, this year has required the team to learn the new Care Management software and processes, rebuild the Care Wing Office team and manage an increasing number of residents.

We are finding that the age and care needs of Care Wing residents is increasing, and this means that pressure on staff increases, especially where the needs of a resident are such that they need two members of staff to support them. This is an ongoing challenge, and as we work to meet our vision, changes to the provision of staff, rooms, equipment and services to support these more dependent residents will need to be carefully factored.

By the end of the reporting year Care Wing occupancy was increasing, with a stronger list of enquiries, and more trial visits.

The College Chaplaincy

Chaplaincy Team and Duty Chaplains

The Chaplaincy operates at the College seven days per week, with the full time Chaplain, Rev Derek Chandler on site Sunday to Thursday inclusive. In the absence of the Chaplain, a voluntary team of assistant chaplains exists among the residents. The provision of assistant chaplains means that a Duty Chaplain is available each day and night via a mobile phone number clearly displayed on the College noticeboards.

The Chaplain meets regularly with the assistant chaplains.

Worship at the College of St Barnabas

After reorganising patterns of worship last year, in 2022 -2023 Derek has continued to improve access to the Chapel and services, putting considerable thought into the issue of access. Our chapel is a beautiful Arts and Crafts space but unsuited to a growing number of residents either wheelchair bound or with significant mobility issues. By the end of the year the Chaplain could confirm that, taking into account the number of wheelchair users in College, there is not enough space to seat all residents in the chapel. Initial discussions with the Visitor and Chairman about the feasibility of reordering the chapel have suggested this is not currently an option. The Chaplain has now carefully allocated every resident a space in the chapel as best he can, but for many there is little incentive to visit a space that they cannot easily access.

As an alternative to services in the chapel the Chaplain launched a new 'Songs of Praise' service in the Common Room, offering an easy space for any resident to access, as well as a new format of worship designed to be accessible for all and led by lay or ordained residents. This has proved to be extremely popular with residents, and clearly meets a need over and above that of our regular services in chapel.

Consideration around the use of the chapel, and the development of new worship opportunities in the Common Room is not just a matter of logistics but speaks directly to the element of our vision covering the provis on of excellent services to our ageing residents.

Programmes for Residents

During the year the Chaplain has continued to source and develop courses and programmes in direct support of our aim to provide our Christian residents with an engaging and thought-provoking environment.

These have included programmes under the heading of 'The Theology of Ageing', as well as Lent Creation Care courses.

Structure, Governance and Management

Function and Constitution

The College of St Barnabas was incorporated on 10th March 1899 as a company limited by guarantee not having a share capital. The liability of the Members of the Association on winding up is limited to £10. The Company is governed by its Memorandum of Association, which was last amended by Special Resolution on the 21st of March 2005, and its Articles of Association.

The objects of the Charity are to provide a permanent home for clergy of the Church of England and of Churches in full communion with it, clergy spouses, licensed Church Workers and members of all churches which are members of Churches Together in England. In accordance with these objects there are sheltered flats for up to 8 couples and 21 single or widowed people, and 27 care rooms which are registered with the Care Quality Commission.

The activities of the Company are directed by the Council, the members of which, apart from its ex officio and delegate members, are elected by the Members of the Association.

Applications for membership of the Association are approved at its Annual General Meeting; membership is limited to 100. The Annual General Meeting is also the forum for the election and re-election of members of Council. Candidates must be members of the Association. One third of the elected members of the Council retire each year but they are eligible for re-election.

At Annual General Meetings, five members constitute a quorum. Questions at meetings of the Association are decided by a majority of votes with the Chairman having a casting vote.

The Council has authority to delegate any of its powers and duties to individual members or to any committee or sub-committee of members and to set the quorum necessary for the transaction of business.

Members of Council may not receive remuneration other than professional fees, which are subject to the restrictions contained in Clause 5 of the Memorandum, and reasonable out of pocket expenses.

Governance and Oversight

(At the end of the period covered by this report the Chairman put forward proposals to reduce the cycle of governance meetings from four to three per annum, and to roll the functions of the Fundraising Committee into a new Finance and Fundraising Committee. These changes will have taken effect in 2023 – 2024, and so the details below cover the period up to 31st August 2023).

The Council meets regularly four times a year and at other times as required. It has oversight across all aspects of the College's operation and exercises strategic direction of policy and resources. In 2022-23, it met five times.

The Council delegates elements of oversight and decision-making to committees, accountable to Council. Members of the committees are appointed by Council. They each meet four times a year and at other times when necessary (apart from the Remuneration Committee which meets annually) and they report regularly to all meetings of the Council. The Council may from time to time establish ad hoc working groups to oversee major projects, which may be accountable to the Council directly or through its committees.

In 2022 – 2023 the committees comprised the Standing Committee, the Finance and General Purposes Committee, the Care and Welfare Committee, the Fundraising and Marketing Committee and the Remuneration Committee.

The Standing Committee has enhanced co-ordination between the Finance and General Purposes Committee, the Care and Welfare Committee and the Fundraising and Marketing Committee. It considers over-arching issues concerning governance and to prepare more effectively for meetings of the Council. It consists of the Chairmen of the committees and the Chairman and Vice-Chairman of the Council, with the CEO in attendance.

The Finance and General Purposes Committee has been responsible for all matters relating to finance, staff, property, facilities and general administration. The Committee has ensured that a suitable system of internal financial control is in place, and it prepares the budget, monitors income and expenditure and sets levels of authorisation.

The Care and Welfare Committee has overseen matters relating to the care and welfare of residents, ensuring that appropriate policies and procedures are in place and that the standards of care satisfy the expectations of the Care Quality Commission for residential Care Homes; it has sought to enable and maintain the best possible care for all residents.

The Fundraising Committee has overseen the fundraising and marketing of the College and ensured that it is compliant with Charity Commission rules and other regulatory requirements. Its work has included raising funds for specific appeals and encouraging regular giving to the work of the College. A particular focus of its fundraising work has been to assist those who live in the College on limited means, where there is a shortfall between social funding and the full cost of residence. Its marketing function is to attract new residents, through publicity, and developing contact with enquirers and visitors.

The Remuneration Committee meets annually to consider the general level of salary increase appropriate to all staff, and the specific remuneration of each member of the Senior Management Team. Its recommendations are submitted to the Council for approval.

Council members carry out a random monthly inspection of one area of care and welfare, including private interviews with three residents or staff in the care wing, seeking their views on standards of care and working practices. They also check monthly self-assessments of the work of the senior staff in the College. Reports are made to the Care and Welfare Committee in relation to the residents and staff in the care wing and are made available to the CQC.

Council members have also attended the regular monthly Residents' meetings to hear any matters of concern.

Senior Personnel and management

The CEO is responsible for the oversight of all day-to-day activities of the Charity and for ensuring that the objectives approved by the Council are followed. The CEO is supported by the Senior Leadership Team, consisting of the CEO, Deputy CEO Kate Polley, Registered Manager Suzan Jack and Operations Manager Eifion Davies. This group meets weekly and focuses on delivery of the College Vision and Objectives.

A staff management team consisting of Department Heads and Operational and Support Team meets weekly to oversee day to day operations in the College. This group consists of the Senior Leadership Team plus the Chaplain Rev Derek Chandler, Fundraising Manager Mike Herbert, Finance Manager Bernadette Jenkins and others as required.

The CEO attends all meetings of the Council and each of the committees, and members of staff attend meetings of the Council and the committees as appropriate.

Risk Management

The Council is responsible for the management of strategic, financial and operational risks faced by the College. During the year work was put in hand to develop and implement a comprehensive risk management framework. This framework builds on the College's existing risk management practice, through the staff team's responsibility for managing operational risks, overseen by the Standing Committee and other Committees, and now reinforced by a newly created Risk Reference Panel responsible for ensuring consistency of risk measurement and evaluation across all aspects of the College.

Particular areas of risk management are:

- Finance, including monitoring, financial controls, and appropriate intervention to address any net deficit.
- Care and Welfare, including rigorous oversight and monitoring and effective documentation.
- Infrastructure, including preventative measures, regular maintenance, checked procedures, and monitoring of systems.
- Compliance with legal and regulatory requirements, specifically those of the Care Quality Commission.

Care and Welfare

The Council membership includes those with expertise and experience in the care sector who exercise effective oversight, underpinned by robust policies, procedures and monitoring. Through the Care and Welfare Committee the Council ensures that policy and practice complies with the high standards of care expected by the Care Quality Commission.

Professional Advisors

Investment Manager

Charles Stanley and Co Ltd. Investments are overseen by the Finance and General Purposes Committee. The investment summary for year to 31st August 2023 is available below.

Auditors

Xeinadin Auditing, Chartered Accountants and Statutory Auditors, Becket House, 36 Old Jewry, London, EC2R 8DD

Bankers

Barclays Bank, 17/21 High Street, East Grinstead RH19 3AH

Capital Expenditure and Reserves

The Council ensures that capital expenditure is pre-authorised within prescribed limits; and that capital investment is predominantly resourced from funds which are designated or otherwise raised for particular projects. General funds many only be used for capital projects when reserves leave sufficient funds to provide cover for cash-flow and other contingencies.

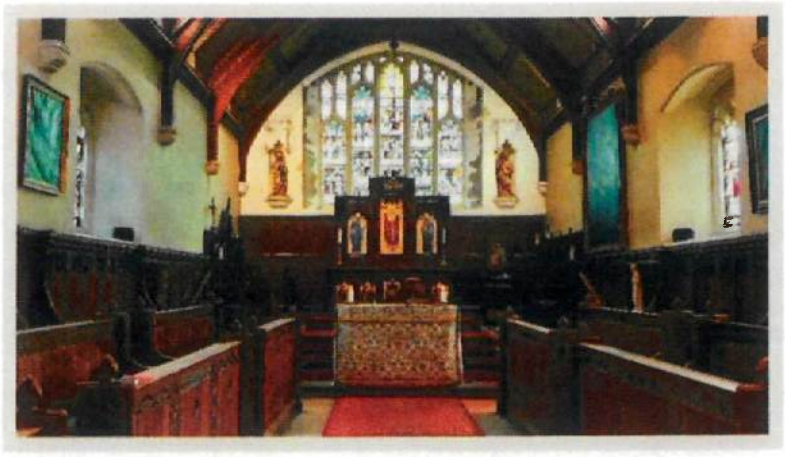
Public Benefit

The Council confirms that in carrying out its responsibilities as the College's Trustee body, it has regard to public benefit guidance issued by the Charity Commission. Although the College was initially established as a community of retired Anglican priests, the now broader criteria for eligibility mean that, in addition to those who have worked for and within the Anglican Church, any communicant member of a Church affiliated to Churches Together in England can apply to benefit from the accommodation and service that the College provides.

The principle source of public benefit that the College delivers is that where its residents are unable to meet the full economic costs of the services provided to them from their own resources and/or from grants they are eligible to receive, the shortfall in their contributions is covered by the College, drawing for this purpose on its charitable income from various fundraising activities. The College's charitable income also helps to meet the substantial costs of maintaining its Grade 2 listed building.

In the year to 31 August 2023 the total subsidy provided by the College in this way amounted to £172K, equivalent to just over 10% of the total residents' contributions. The number of residents receiving this benefit over the year was 17, representing 30% of the total number of residents at the end of that year.

In addition, the College seeks to engage in local community events and always looks at ways of making its facilities more widely available, subject to the primary function of the College.



Statement of Trustees' Responsibilities

The Trustees (who are also the directors of the College of St. Barnabas for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis until it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 confirm that, in the case of each person who was a Trustee at the time when this report was approved, the following applies:
- So far as each Trustee is aware, there is no relevant audit information needed by the charitable company's auditors in connection with preparing their report of which the auditors are unaware and;
- Each Trustee has taken all the steps that he or she ought to have taken as a Trustee/Director in order to become aware of any relevant audit information and to establish that the auditors are aware of that information.

Approved by order of the Board of Trustees on 8th April 2024 and signed on its behalf by:



Reverend David Williams JP, BA (Hons), MA, Dip Lib, FSA, FRSA
Chairman

Financial Review

Financial Result

The cautious optimism expressed in last year's Financial Review, following the arrival of our new CEO and the measures being taken to rebuild the College's income streams, has been borne out in this 2022-23 financial year.

Total incoming resources were £2,140,000 (2022 £1,887,000), an increase of 13%. This increase is primarily due to the impact of the following:

1. Contributions from Residents of £1,662,000 were £82,000 more than in the year ended 31 August 2022 as a result of the improving occupancy rate following implementation of new marketing and administrative procedures.
2. Donations and legacies of £406,000 (2022 £274,000) rebounded in the year, reflecting the improving environment and renewed focus on bringing the work of the College to potential donors.

Total resources expended were £2,197,000 (2022 £2,336,000) a decrease of £139,000 or 5.8%. Resources expended in the previous year included a £79,000 provision for bad debts dating back a number of years. Excluding this provision, the decrease in costs over the previous year was due to lower staff headcount in certain areas and reduced office costs. Our main costs relate to the remuneration of our exceptional staff.

The College recorded a significantly reduced overall deficit on unrestricted funds of £67,000 (2020 deficit £541,000), after a loss on investments of £10,000 (2022 loss of £87,000). Movements in restricted funds represent funds raised in advance for specific purposes and are not available for deployment in the normal operations of the College.

Our total capital expenditure in the year was £27,000 (2022 £83,000), principally spent on the continuing renewal of the electrical infrastructure of the College.

With the improvement in operating performance, we showed a cash deficit on operating activities of £2,000 (2022 deficit of £229,000) and an overall cash outflow for the year after capital expenditure of £29,000 (2022 outflow £313,000). The cash deficit has been funded by withdrawals from the College's investment portfolio.

The CEO and his management team and , indeed, the entire staff are to be congratulated on bringing about a strong financial recovery and at the same time still delivering outstanding care to our residents throughout the period. The initiatives introduced in the year should continue to bear fruit and the Council of Trustees with the senior management team will continue to exercise great vigilance to ensure the progress of this year is maintained.

Principal Sources of Funding

The principal sources of funding for the activities of the College are:

- Regular structured contributions from Residents able so to do, in order to cover accommodation and services provided
- Government funding for Residents whose financial situations prevent them from being able to make such contributions above
- Grants and donations from our generous supporters
- Investment income and other fundraising activities

Investments

The College's investment advisers Charles Stanley & Co Ltd have managed the College's investments under delegated authority from the Council. The current policy is to maximise total returns achievable within a medium to high risk profile.

Reserves and Funds

At 31st August 2023 the free reserves which are represented by investments and cash stood at £166,000 (2022 £61,000).

Restricted and designated funds include £122,000 (2022 £244,000) arising from grants and donations to be applied in making good the shortfall in Government funding for residents not in a position to make contributions themselves. The balance of restricted funds comprises grants and donations to be applied to particular activities or expenditure of a capital nature. Details of the funds are shown in note 21 to the Financial Statements.

Future Plans

The Trustees have been pleased to report the significant improvement in the College's finances but the underlying trends in occupancy are associated with demographic changes which are faced by most care sector providers. Broadly people are tending to come to the College (and this is true for other organisations in the general sheltered accommodation/ care home sectors) at a later stage in life, for many reasons. At the same time, the infrastructure of the College itself warrants continued investment which can be significant in some years. The Trustees are actively considering the best approach to meet these challenges whilst maintaining the high standards of care and enjoyment of facilities that the College offers. The approach includes effective marketing of the College's services, a reinvigorated fundraising strategy and funding capital projects with specific appeals wherever possible. Significant projects under consideration for the next 3 years include:

- Upgrades to the heating system
- External decoration for the West Cloister and Central Block West
- Double-glazing for first floor West Cloister Flats

Financial review and Statement of Responsibilities

approved by the Council and signed on its behalf by:



Martyn Williams, MA (Cantab), FCA
Honorary Treasurer

Report of the Independent Auditors to the Members of The College of St Barnabas (Registered number: 00061253)

Opinion

We have audited the financial statements of The College of St Barnabas (the 'charitable company') for the year ended 31 August 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (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 August 2023 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 Auditors' 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 UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 24 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the

financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

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

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

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the financial statements and the related notes from the company's accounting records and from information and explanations you have given us.

This report is made solely to the Board of Directors as a body, in accordance with our terms of engagement. Our work has been undertaken solely to prepare for your approval the financial statements and state those matters that we have agreed to state to the Board of Directors, as a body, in this report. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and its Board of Directors, as a body, for our work or for this report.

It is your duty to ensure that the Company has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the assets, liabilities, financial position and profit. You consider that the Company is exempt from the statutory audit requirement for the year.

We have not been instructed to carry out an audit or a review of the financial statements of the Company. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us, and we do not, therefore, express any opinion on the statutory financial statements.

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 Report of the Independent Auditors.

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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

H M Day (Senior Statutory Auditor)
for and on behalf of Xeinadin Auditing
Chartered Accountants and Statutory Auditors
Becket House
36 Old Jewry
London
EC2R 8DD

Date: 23rd May 2024

Statement of Financial Activities
(Incorporating and Income and Expenditure Account)
For the year ended 31 August 2023

	Notes	Unrestricted funds £'000	Restricted funds £'000	2023 Total funds £'000	2022 Total funds £'000
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	393	13	406	274
Charitable activities	5				
Contributions by Residents for accommodation and care		1,662	-	1,662	1,580
Other trading activities	3	61	-	61	19
Investment income	4	11	-	11	14
Total		2,127	13	2,140	1,887
EXPENDITURE ON					
Raising funds	6	69	13	82	185
Charitable activities	7				
Care costs		855	-	855	940
Collegiate		1,260	-	1,260	1,211
Total		2,184	13	2,197	2,336
Net gains/(losses) on investments		(10)	-	(10)	(87)
NET INCOME/(EXPENDITURE)		(67)	-	(67)	(536)
Transfers between funds	21	122	(122)	-	-
Net movement in funds		55	(122)	(67)	(536)
RECONCILIATION OF FUNDS					
Total funds brought forward		2,353	258	2,611	3,148
TOTAL FUNDS CARRIED FORWARD		2,408	136	2,544	2,612

The notes form part of these financial statements

Balance Sheet
31 August 2023

	Notes	Unrestricted funds £'000	Restricted funds £'000	2023 Total funds £'000	2022 Total funds £'000
FIXED ASSETS					
Tangible assets	13	2,274	-	2,274	2,335
Investments	14	225	16	241	348
		2,499	16	2,515	2,683
CURRENT ASSETS					
Stocks	15	14	-	14	14
Debtors	16	54	-	54	17
Cash at bank and in hand		2	120	122	66
		70	120	190	97
CREDITORS					
Amounts falling due within one year	17	(139)	-	(139)	(137)
NET CURRENT ASSETS		(69)	120	51	(40)
TOTAL ASSETS LESS CURRENT LIABILITIES		2,430	136	2,566	2,643
CREDITORS					
Amounts falling due after more than one year	18	(22)	-	(22)	(32)
NET ASSETS		2,408	136	2,544	2,611
FUNDS	21				
Unrestricted funds				2,408	2,353
Restricted funds				136	258
TOTAL FUNDS				2,544	2,611

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies' regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 30 May 2024

and were signed on its behalf by:

Rev David Williams, Trustee.....

Mr Martyn Williams, Trustee.....

The notes form part of these financial statements

Cash Flow Statement
for the year ended 31 August 2023

	Notes	2023 £'000	2022 £'000
Cash flows from operating activities			
Cash generated from operations	1	(3)	(229)
Interest paid		(3)	(4)
Dividends received		-	14
Net cash used in operating activities		(6)	(219)
Cash flows from investing activities			
Purchase of tangible fixed assets		(27)	(83)
Purchase of fixed asset investments		(209)	(76)
Sale of fixed asset investments		307	351
Interest received		1	-
Net cash provided by investing activities		72	192
Cash flows from financing activities			
Loan repayments in year		(10)	(11)
Net cash used in financing activities		(10)	(11)
Change in cash and cash equivalents in the reporting period		56	(38)
Cash and cash equivalents at the beginning of the reporting period		66	104
Cash and cash equivalents at the end of the reporting period		122	66

The notes form part of these financial statements

Notes to the Cash Flow Statement for the year ended 31 August 2023

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £'000	2022 £'000
Net expenditure for the reporting period (as per the statement of Financial Activities)	(67)	(537)
Adjustments for:		
Depreciation charges	87	139
Losses on investments	10	87
Interest received	(1)	-
Interest paid	3	4
Dividends received	-	(14)
Decrease in stocks	-	2
(Increase)/decrease in debtors	(37)	113
Increase / (decrease) in creditors	2	(23)
Net cash used in operations	(3)	(229)

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.9.22 £'000	Cash flow £'000	At 31.8.23 £'000
Net cash			
Cash at bank and in hand	66	56	122
	66	56	122
Debt			
Debts falling due within 1 year	(11)	-	(11)
Debts falling due after 1 year	(32)	10	(22)
	(43)	10	(33)
Total	23	66	89

The notes form part of these financial statements

Notes to the Financial Statements for the year ended 31 August 2023

1. ACCOUNTING POLICIES

BASIS OF PREPARING THE FINANCIAL STATEMENTS

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

The presentational currency for the Charity is GBP.

CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described below.

Depreciation
Assets are written down over their estimated useful lives. The actual lives of the assets may differ from these estimates. The lives of the assets are kept under review and adjusted as appropriate.

Allocation of costs between activities
As a small charity many costs incurred, including staff time, cover more than one activity. These costs are allocated to activities based on the key cost drivers and best estimates of staff time on each activity.

INCOME

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

Specifically, income from Residents is recognised in the Statement of Financial Activities based on the dates of occupancy. Income from legacies is recognised once the Charity is aware of their entitlement and the amount can be estimated with reasonable certainty. Donation and grant income is recognised on receipt or notification that the donation is to be made, whichever is the earlier. Events income is recognised once the Event has taken place unless the income is non-returnable.

Notes to the Financial Statements for the year ended 31 August 2023

EXPENDITURE

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

ALLOCATION AND APPORTIONMENT OF COSTS

Direct costs are allocated based on the nature of the cost. Where costs incurred cover more than one activity the nature of the cost driver is considered to allocate all other costs.

1. ACCOUNTING POLICIES

TANGIBLE FIXED ASSETS

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	-	1% on cost
Refurbishments	-	25% on cost and 5% on cost
Equipment	-	17.5% on cost

In the opinion of the council, the net realisable value of the property is not materially in excess of its carrying value in the accounts and therefore no impairment has taken place.

Depreciation would normally not be provided on land; however the original cost of the land is unknown although it is believed to be immaterial to the total carrying cost of land and buildings. The land element in that cost has therefore been ignored for depreciation purposes.

Assets costing less than £500 are not capitalised but expensed through the Statement of Financial Activities.

STOCKS

Stock is included in the balance sheet at the lower of cost and net realisable value.

TAXATION

The charity is exempt from corporation tax on its charitable activities.

RESTRICTED FUNDS (REFER TO NOTE 21)

When resources are received by the College for a donor specified purpose or as a result of an appeal for particular project funding, the income is shown in the statement of financial activities as restricted income and attributed to a specific restricted fund. Application of those resources in accordance with the donors' wishes is shown as restricted fund expenditure with the balance of unexpended resources shown as restricted funds on the balance sheet. Fixed assets purchased from restricted funding are capitalised and depreciated over their expected useful lives. The depreciation applicable to the funding provided from the restricted fund is charged to that fund. The net book value of such assets is held within restricted funds. Where such funds are raised or donated to be held as capital assets by the College, these are shown as restricted funds whilst the income from the appeal continues.

Notes to the Financial Statements for the year ended 31 August 2023

PENSION COSTS AND OTHER POST-RETIREMENT BENEFITS

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

INVESTMENTS

Investments are shown at market value

2. DONATIONS AND LEGACIES

	2023	2022
	£'000	£'000
Donations, grants and legacies	406	274

3. OTHER TRADING ACTIVITIES

	2023	2022
	£'000	£'000
Staff rental income	53	3
Telephone mast rental income	8	8
Event income	-	8
	61	19

4. INVESTMENT INCOME

	2023	2022
	£'000	£'000
UK listed investments	10	14
Deposit account interest	1	-
	11	14

5. INCOME FROM CHARITABLE ACTIVITIES

	2023	2022
	£'000	£'000
Contributions by residents for accommodation and care	1,662	1,580

6. RAISING FUNDS

RAISING DONATIONS AND LEGACIES

	2023	2022
	£'000	£'000
Staff costs	64	69
Other costs	14	28
	78	97

OTHER TRADING ACTIVITIES

	2023	2022
	£'000	£'000
Bad debts	-	79

Notes to the Financial Statements for the year ended 31 August 2023

INVESTMENT MANAGEMENT COSTS

	2023	2022
	£'000	£'000
Portfolio management	4	9
Aggregate amounts	82	185

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support Costs (see note 8)	Totals
	£'000	£'000	£'000
Residential care costs	665	190	855
Collegiate	1,070	190	1,260
	1,735	380	2,115

8. SUPPORT COSTS

	Management	Governance Costs	Totals
	£'000	£'000	£'000
Residential care costs	187	3	190
Collegiate	185	5	190
	372	8	380

9. NET INCOME / (EXPENDITURE)

Net income / (expenditure) is stated after charging /(crediting):

	2023	2022
	£'000	£'000
Auditors' remuneration	7	4
Auditors' remuneration for non-audit work	1	3
Depreciation – owned assets	88	138

10. TRUSTEE REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2023 nor for the year ended 31 August 2022

There were no trustees' expenses paid for the year 31 August 2023 nor for the year ended 31 August 2022

11. STAFF COSTS

	2023	2022
	£'000	£'000
Wages and salaries	1,253	1,271
Social security costs	106	107
Other pension costs	51	63
	1,410	1,441

Notes to the Financial Statements for the year ended 31 August 2023

The average monthly number of employees during the year was as follows:

	2023	2022
Staff directly involved in delivering care and support	105	114
Fundraising	1	2
Chief Executive	1	1
Administration	6	6
	113	123

Total remuneration paid to key management personnel in year amounted to £244,928 (2022 - £251,442)

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

	2023	2022
£60,000 - £70,000	1	1

12 COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
INCOME AND ENDOWMENTS FROM			
Donations and legacies	263	11	274
Charitable activities			
Contributions by Residents for accommodation and care	1,580	-	1,580
Other trading activities	19	-	19
Investment income	14	-	14
Total	1,876	11	1,887
EXPENDITURE ON			
Raising funds	179	6	185
Charitable activities			
Care costs	940	-	940
Collegiate	1,211	-	1,211
Total	2,330	6	2,336
Net gains/(losses) on investments	(87)	-	(87)
NET INCOME / (EXPENDITURE)	(541)	5	(536)
Transfers between funds	203	(203)	-
Net movement in funds	(338)	(198)	(536)
RECONCILIATION OF FUNDS			
Total funds brought forward	2,692	456	3,148
TOTAL FUNDS CARRIED FORWARD	2,354	258	2,612

Notes to the Financial Statements for the year ended 31 August 2023

13. TANGIBLE FIXED ASSETS

	Freehold property £'000	Refurbishments £'000	Equipment £'000	Totals £'000
COST				
At 1 September 2022	1,835	1,284	751	3,870
Additions	-	13	14	27
At 31 August 2023	1,835	1,297	765	3,897
DEPRECIATION				
At 1 September 2022	501	324	710	1,535
Charge for year	19	65	4	88
At 31 August 2023	520	389	714	1,623
NET BOOK VALUE				
At 31 August 2023	1,315	908	51	2,274
At 31 August 2022	1,334	960	41	2,335

14. FIXED ASSET INVESTMENTS

	Listed investments £'000	Cash and settlements pending £'000	Totals £'000
MARKET VALUE			
At 1 September 2022	326	23	349
Additions	61	148	209
Disposals	(147)	(160)	(307)
Revaluations	(10)	-	(10)
At 31 August 2023	230	11	241
NET BOOK VALUE			
At 31 August 2023	230	11	241
At 31 August 2022	326	23	349

There were no investment assets outside the UK.

Notes to the Financial Statements
for the year ended 31 August 2023

14. FIXED ASSET INVESTMENTS – continued

The following investments were held at 31 August 2023:

	2023 £'000	2022 £'000
Johnson Controls International PLC Com USD1.00	-	-
Tesco Ord GBP0.05	13	18
Roche Holdings AG Genusscheine NPV	11	-
Sergo PLC Ord GBP0.10	-	12
Toyota Motor Corp NPV	8	22
Wellington Mgmt Funds (Ireland) Global High Yield BD S GBP Dis Hedged	9	16
Bellway GBP0.125	-	-
Rentokil Inital Odg GBP0.01	22	21
Siemens AG Npv(Regd)	22	19
Tencent Holding Ltd HKD0.00002	-	-
Liontrust Investments Ltd Monthly Income bond	25	19
Texas Instruments Inc Com USD1.00	10	12
Kion Group AG NPV	-	-
Smith(DS) Ord GBP0.10	27	14
3I Infrastructure Ord NPV	10	14
Roche Holdings AG Genusscheine NPV	11	17
BAE Systems Ord GBP0.025	-	-
The Renewables Infrastructure GRP Ord NPV	22	26
Royal London Asset Management Ethical Bond Z GBP DIS	-	-
Lyxor International Asset Mgmt Lyxor Core FTSE Actuaries UK Gilts (DR)	-	-
First State Investments Global Listed Infrastructure B GBP Inc	-	-
Microsoft Corp Com USD0.00000625	10	19
Pennon Group Ord GBP0.407	20	14
Aviva Investors UK Svcs Ltd Higher Income Plus 2 Inc	20	17
Enel Spa EUR1	-	-
Takeda Pharmaceutical Co Ltd NPV	-	-
Compass Group PLC Ord GBP0.1105	-	-
Amazon Com Inc Com USD0.001	17	15
Greencoat UK Wind PLC ORD GBP0.01	12	12
Invesco Global Investment Series Invesco Monthly Income Plus UK Y DIS	12	12
Astrazeneca Ord USD0.25	22	27
Unilever PLC Ord GBP0.031111	-	-

The investments held at 31st August 2023 had a historical cost of £236k (2022 £329k)

15. STOCKS

	2023 £'000	2022 £'000
Stocks	14	14
	14	14

Notes to the Financial Statements for the year ended 31 August 2023

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£'000	£'000
Trade debtors	45	7
Other debtors	3	2
Prepayments	6	8
	54	17

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£'000	£'000
Other loans (see note 19)	11	11
Trade creditors	38	45
Social security and other taxes	29	23
Other creditors	10	15
Accruals and deferred income	51	43
	139	137

18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2023	2022
	£'000	£'000
Other loans (see note 19)	22	32

The loan relates to a loan taken out in the year ended 31st August 2017 for a term of 10 years from the National Almshouse Association which is secured on the Freehold premises. The loan attracts an equivalent interest rate of 1% p.a.

19. LOANS

An analysis of the maturity of loans is given below:

	2023	2022
	£'000	£'000
Amounts falling due within one year on demand:		
Other loans	11	11
Amounts falling between one and two years:		
Other loans 1 – 2 years	11	11
Amounts falling due between two and five years:		
Other loans 2 – 5 years	11	21

Notes to the Financial Statements
for the year ended 31 August 2023

20. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2023	2022
	£'000	£'000
Within one year	-	4
Between one and five years:	-	5
Other loans 2 – 5 years	-	9

21. MOVEMENT IN FUNDS

	At 1.9.22	Net movement in funds	Transfers between funds	At 31.8.23
	£'000	£'000	£'000	£'000
Unrestricted funds				
General fund	61	21	84	166
Tangible Fixed Assets	2,292	(88)	38	2 242
	2,353	(67)	122	2,408
Restricted funds				
Walsingham Pilgrimage	3	-	-	3
Care Wing laundry	3	-	-	3
Underfunded contributions	244	-	(122)	122
Chapel Lighting Fund	2	-	-	2
Future Boiler Replacement	2	-	-	2
Green Agenda	1	-	-	1
Prayer Pavilion	3	-	-	3
	258	-	(122)	136
TOTAL FUNDS	2,611	(67)	-	2,544

Net movement in funds, included in the above are as follows:

	Incoming Resources	Resources expended	Gains and losses	Movement in funds
	£'000	£'000	£'000	£'000
Unrestricted funds				
General fund	2,128	(2,098)	(9)	21
Tangible Fixed Assets	(1)	(87)	-	(88)
	2,127	(2,185)	(9)	(67)
Restricted funds				
IT Project	2	(2)	-	-
Opera	2	(2)	-	-
Care Wing Fund	1	(1)	-	-
Stair Lift Fund	8	(8)	-	-
	13	(13)	-	-
TOTAL FUNDS	2,140	(2,198)	(9)	(67)

Notes to the Financial Statements for the year ended 31 August 2023

21. **MOVEMENT IN FUNDS - continued**

Comparatives for movement in funds

	At 1.9.21 £'000	Net movement in funds £'000	Transfers between funds £'000	At 31.8.22 £'000
Unrestricted funds				
General fund	29	(403)	435	61
Tangible Fixed Assets	2,338	(139)	93	2,292
Legacy fund	180	-	(180)	-
Underfunded contributions (Designated fund)	145	-	(145)	-
	2,692	(542)	203	2,353
Restricted funds				
Walsingham Pilgrimage	3	-	-	3
Care Wing laundry	3	-	-	3
Underfunded contributions	365	1	(122)	244
Chapel Lighting Fund	2	-	-	2
Re-wiring project	81	-	(81)	-
Future Boiler Replacement	2	-	-	2
Green Agenda	-	1	-	1
Prayer Pavilion	-	3	-	3
	456	5	(203)	258
TOTAL FUNDS	3,148	(537)	-	2,611

Comparative net movement in funds, included in the above are as follows

	Incoming Resources £'000	Resources expended £'000	Gains and losses £'000	Movement in funds £'000
Unrestricted funds				
General fund	1,876	(2,192)	(87)	(403)
Tangible Fixed Assets	-	(139)	-	(139)
	1,876	(2,331)	(87)	(542)
Restricted funds				
Underfunded contributions	1	-	-	1
Green Agenda	1	-	-	1
Prayer Pavilion	3	-	-	3
Opera	6	(6)	-	-
	11	(6)	-	5
TOTAL FUNDS	1,887	(2,337)	(87)	(537)

Designated Funds

The Tangible Fixed Assets fund has been created to cover the value of those assets

Notes to the Financial Statements
for the year ended 31 August 2023

Underfunded Contributions
The Council approved the establishment of an additional designated Underfunded Contributions Fund towards the shortfall of contributions in respect of residents who are state funded. During the year the trustees decided this was no longer appropriate and released these funds to the unrestricted fund.

21 MOVEMENT IN FUNDS - continued

Restricted Funds:

Walsingham Pilgrimage comprises money specifically for the annual trip to Walsingham.
Nursing wing laundry comprises of funds received towards the maintenance of the washing machine to provide clean linens to tenants
Underfunded contributions comprises funds received towards the shortfall of contributions in respect of residents who are state funded.
Chapel Lighting Fund comprises money received towards work required on the Lighting in the Chapel.
Re-wiring project comprises money received towards work required re-wiring the College.
Future Boiler Replacement comprises money towards replacing the boilers in the future.
Green Agenda comprises money received towards the College's vision of reducing its impact on the environment.
Prayer Pavilion comprises money received to create an outdoor pavilion to enable the grounds to be better utilised and be more accessible all year round.
Opera comprises money received towards the cost of holding an operatic event at the College.

TRANSFERS BETWEEN FUNDS REPRESENT:

- Transfer between unrestricted General and Tangible Fixed Assets Fund, to equate the balance on the Fixed Assets Fund to the related fixed assets, less associated loans, at 31st August 2023.
- Transfer from individual restricted funds of a capital nature to General unrestricted fund, being essentially capital expenditure in the year on specific projects.
- Transfer from restricted Underfunded Contribution fund to the unrestricted general fund. This represents the shortfall in the year between amounts received in the year from Government funding state-supported Residents and the equivalent amount receivable at normal contribution rates.

22 EMPLOYEE BENEFIT OBLIGATIONS

The College has no funded pension scheme, but employees are members of either the Pension Builder Scheme section of the Church Worker Pension Fund or the NEST auto enrolment scheme.

Members who either joined the scheme prior to 1st July 2014 or are members of the senior management team are members of the Church Worker Pension Fund. The College contributes at the rate of 10% of members' salaries for those who joined before 1st September 2000. The College contributes 8% of members' salaries for members of the Church Workers Pension Fund who joined after 1st September 2000 and make employees contributions of 4%.

Pension contributions are recorded in an account for each member. This account may have bonuses added by the Board before retirement. The bonuses depend on investment experience and other factors. There is no requirement for the Board to grant any bonuses. The account, plus any bonuses declared, is payable from members' normal pension age.

There is no sub-division of assets between employers in each section of the Pension Builder Scheme. The scheme is considered to be a multi-employer scheme as described in Section 28 of FRS 102. This means it is not possible to attribute the Pension Builders Scheme's assets and liabilities to specific employers and that contributions are accounted for as if the Scheme were a defined contribution scheme. The pensions costs charged to the SoFA in the year are contributions payable.

A valuation of the scheme is carried out every three years. The most recent scheme valuation completed was carried out as at 31st December 2022. This revealed, on the ongoing assumptions used, the fund is showing a surplus of assets over liabilities. There is therefore no requirement for deficit payments at the current time. The legal structure of the scheme is such that, if another Responsible Body fails, College of St Barnabas could become responsible for paying a share of that Responsible Body's pension liabilities.

Employees who are not part of the senior management team and join a pension scheme after 1st July 2014 are enrolled into the NEST scheme with the College making contributions of 8% of the members' salary and the employee contributing a minimum of 4%.

At 31 August 2023 amounts owing to the schemes and included within other creditors amounted to £6,772 (2022: £5,366). Total contributions paid in the year to defined contribution schemes amounted to £43,701 (2022 £42,282).

23 RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 August 2023.

24 FRC ETHICAL STANDARD - PROVISIONS AVAILABLE FOR SMALL ENTITIES

In common with many other businesses of our size and nature we engage our auditors to assist with the preparation of the financial statements.

Detailed Statement of Financial Activities for the year ended 31 August 2023

	2023 £'000	2022 £'000
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations, grants and legacies	406	274
Other trading activities		
Staff rental income	53	3
Telephone mast rental income	8	8
Event income	-	8
	61	19
Investment income		
UK listed investments	10	14
Deposit account interest	1	-
	11	14
Charitable activities		
Contributions by residents for accommodation and care	1,662	1,580
Total incoming resources	2,140	1,887
EXPENDITURE		
Raising donations and legacies		
Wages	54	58
Social security	6	7
Pensions	4	4
Other costs	14	28
	78	97
Other trading activities		
Bad debts	-	79
Investment management costs		
Portfolio management	4	9
Charitable activities		
Wages	994	1,014
Social security	78	79
Pensions	36	49
Sundries	8	5
Other care costs	144	113
Housekeeping costs	138	144
Premises costs	250	225
Depreciation of tangible fixed assets	87	116
	1,735	1,745

Detailed Statement of Financial Activities
for the year ended 31 August 2023

	2023 £'000	2022 £'000
Support costs		
Management		
Wages	205	199
Social Security	22	21
Pensions	11	10
Advertising	21	12
Professional charges	29	42
Office costs	81	111
Bank interest	-	2
Bank loan interest	3	2
	372	399
Finance		
Loan interest	1	1
Governance costs		
Auditors' remuneration	7	4
Auditors' remuneration for non-audit work	1	3
	8	7
Total resources expended	2,198	2,337
Net expenditure before gains and losses	(58)	(450)
Realised recognised gains and losses		
Realised gains on fixed asset investments	(4)	(57)
Net expenditure	(62)	(507)

Registered Office: The College of St Barnabas, Blackberry Lane, Lingfield, Surrey, RH7 6NJ
Company Number: 00061253 **Charity Number:** 205220 **Phone:** 01342 870260

Your portfolio summary

1 September 2022 - 31 August 2023

COLLEGE OF ST BARNABAS
ACCOUNT: 0328486

CHARLES STANLEY

Valuation

Value

£241,181

Estimated gross annual income

£8,597

Estimated gross yield (excluding cash)

3.74%

Performance

Portfolio total return

-1.19%

Asset allocation



%	Asset class	(£)
18.57	Fixed Income	44,785
25.77	UK Equity	62,145
35.46	International Equity	85,513
15.60	Alternatives	37,614
4.61	Cash	11,125

Portfolio profile

Service level Discretionary

Risk category Lower | **Medium Low** | **Medium High** | Higher

Medium Low risk investing implies a lower level of investment in non-equity securities and investors would take a modest degree of risk with greater exposure to the more volatile asset classes, particularly equities, in search of potentially improved returns from investments. Overall risk would be deemed moderately low.

Investment objective Growth | Income | **Balanced**

This objective is to produce a balance between capital growth and income. The income requirement should not erode the potential to maintain the capital value of the portfolio in real terms. The investment decisions will usually have an equity bias, but fixed interest stocks may be included to meet any income requirement.

Portfolio returns shown are net of fees.

Your contact: A F King T: 020 7739 8200
Charles Stanley & Co. Limited, 55 Bishopsgate, London EC2N 3AS

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VAT number: GB 524732945. Authorised and regulated by the Financial Conduct Authority. Member of the London Stock Exchange.

Registered Office: The College of St Barnabas, Blackberry Lane, Lingfield, Surrey, RH7 6NJ
Company Number: 00061253 Charity Number: 205220 Phone: 01342 870260

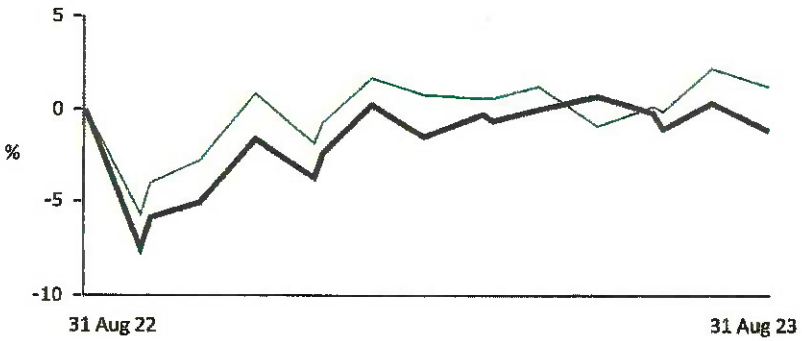
Your portfolio performance

1 September 2022 - 31 August 2023

COLLEGE OF ST BARNABAS
ACCOUNT: 0328486

CHARLES STANLEY

Return



	This period
Portfolio total return	**-1.19%**
MSCI PIMFA PRIVATE INV INCOME (TR)	1.20%

Summary

Start value
£349,245.04

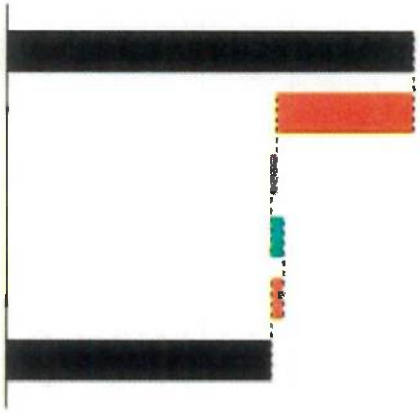
Net adjustments
-£104,681.95

Fees and charges
-£4,046.76

Income received
£9,821.19

Market movement
-£9,156.72

End value
£241,180.80



Net adjustments - this is the net result of any additional cash or stock added to or removed from the portfolio during the performance period.

This chart is not to scale.

Portfolio returns shown are net of fees.

Your contact: A F King T: 020 7739 8200
Charles Stanley & Co. Limited, 55 Bishopsgate, London EC2N 3AS

Charles Stanley & Co. Limited is registered in England No 1903304. Registered Office: 55 Bishopsgate, London EC2N 3AS Tel: 020 7739 8200. VAT number: GB 524732945. Authorised and regulated by the Financial Conduct Authority. Member of the London Stock Exchange.

Date issued 5/12/23
E & O E.

Registered Office: The College of St Barnabas, Blackberry Lane, Lingfield, Surrey, RH7 6NJ
Company Number: 00061253 **Charity Number:** 205220 **Phone:** 01342 870260

COLLEGE OF ST BARNABAS

England & Wales - Charity number 205220

Accounts

The College of St Barnabas



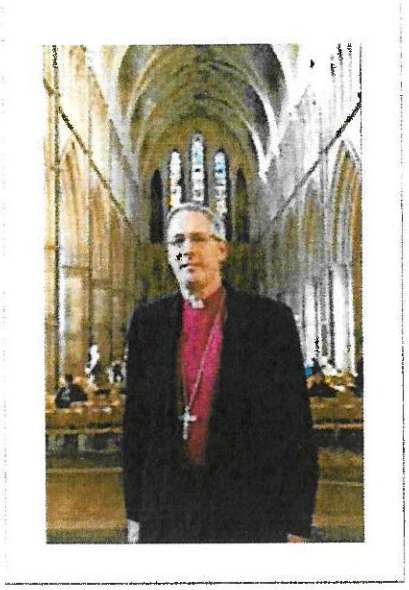
The College of St Barnabas

Report of the Council for the year ended 31 August 2022



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Back cover: Canon William Henry Cooper, founder



One of the pleasures of being Bishop of Southwark and Visitor of the College of St Barnabas is the pattern of quarterly visits I have established. This invariably includes Sung Evensong basking in the vision of Canon William Cooper and admiring the fruit of the work of all those who have followed him down to the present day. It is fitting, perhaps, in looking back on a time of constraint and restrictions to remember the original work behind the establishment of the College and of its ongoing relevance. In the Winter Sun of the magnificence of Victoria's England, Canon Cooper was alarmed to find elderly clergymen eking out their days in local workhouses. Today, the looming expense of care and nursing threatens individuals at a time in life when their options and how to address what they must face are of necessity narrow. As it struck at the very root of need in 1895, so does St Barnabas today.

The College of St Barnabas is thus well-named. Well named because not only does Barnabas mean 'Son of Encouragement' but also 'Son of Consolation'. Many have found consolation here at St Barnabas, and many have provided encouragement to those who visit them. It is a college not because it was a centre of learning (although its residents have learned much, study still, and remind us of the fruits of Christian discipleship) but because it is collegial, a true community of worship and of fellowship.

Thus it is my privilege to provide a foreword to this Annual Report.

The Right Reverend Christopher Chessun,

The Bishop of Southwark

Who's Who

Visitor

The Right Reverend the Lord Bishop of Southwark (Ex-Officio)

Patrons

The Archbishop of Canterbury, The Most Reverend Justin Welby
The Archbishop of York, The Most Reverend Stephen Cottrell
The Archbishop of Wales, The Most Reverend Andrew John
The Right Reverend and Right Honourable the Lord Williams of Oystermouth
Dame Judi Dench
Dame Sarah Goad
Mr Michael More-Molyneux, Lord Lieutenant of Surrey
Mr Adrian Plass
Mr Timothy West

Ambassadors

The Very Reverend Adrian Dorber	Formerly Dean of Lichfield
The Very Reverend Dr John Hall	Formerly Dean of Westminster
The Right Reverend Graham James	Formerly Bishop of Norwich
The Very Reverend Andrew Nunn	Dean of Southwark
The Reverend Dr Mark Oakley	Dean of St John's College, Cambridge
The Right Reverend Stephen Platten	Formerly Bishop of Wakefield
The Very Reverend Lister Tonge	Formerly Dean of Monmouth
The Right Reverend Dr Martin Warner	Bishop of Chichester
The Very Reverend Dr Robert Willis	Formerly Dean of Canterbury

Members of Council

The Reverend David Williams, JP, BA (Hons), MA, Dip Lib, FSA, FRSA (Chairman)
Mr Keith Luckhoo, LLB (Hons) Lond, FCIM (Vice-Chairman). *Retired April 2023*
The Venerable Moira Astin, BA, MA (Ex-Officio)
Mr Peter Beynon, BA, CEng, MICE
Mr Richard Diggory, BA (Hons)
The Reverend W. Jane Edwards Cert. Ed., Dip Couns, BA (Hons), MA
Dr Ursula Hodges, MA, PGCE, FRCA, MBBS, BSc (Hons)
The Reverend David Ivorson, MA (Oxon)
Mr Adrian Johnson
Dr Eileen Phillips, MD, FRCP, MBBS, BSc (Hons), Phys Educator
Mr Anthony Proctor, FRICS.
Mrs Cynthia Taylor, RGN
The Reverend Ian Whitley
Mr Martyn Williams, MA (Cantab), FCA (Treasurer)

Clerk to the Council

Mrs Judith Bailey. *Retired March 2023*

The Members of the Council *(as from April 2023)*

The Reverend David Williams was Clerk to the General Synod of the Church of England and Head of the Central Secretariat of the Archbishops' Council up to his retirement from the National Church Institutions in 2011. He was subsequently Vicar of four village churches and Area Dean of the Vale of White Horse in south-west Oxfordshire until 2019 when he retired to Dorking. He has been a member/chairman of several trustee bodies, and a magistrate since 1986.

The Venerable Moira Astin is Archdeacon of Reigate. The Archdeacon is appointed by the Bishop of Southwark as an ex-officio member of the Council.

Mr. Peter Beynon is a Chartered Civil Engineer who was employed on major projects in the UK, Portugal, Upper Egypt and Mexico, and in design and construction coordination roles for the London Olympics. He is a member of the PCC of St. Peter and St. Paul Lingfield and of its Standing Committee.

Mr. Richard Diggory spent his career in the financial services sector, the majority of it at the Bank of England. In retirement he was for ten years a Trustee at Burrswood Health and Wellbeing. His wife Sue was Vicar of Holy Trinity, Crockham Hill for seven years, and they now live in Groombridge.

The Reverend Jane Edwards has Permission to Officiate in Rochester Diocese, having retired in 2018 from full-time parish ministry. She is Bishop's Adviser for retired Clergy in the Diocese and also offers Spiritual Accompaniment. She has previously worked in counselling, supervision and teaching.

Dr. Ursula Hodges trained in anaesthetics and was a lecturer with the University of London. She then worked as a school leader in secondary schools with responsibilities including sixth form progression into university education and increasing female participation in and uptake of STEM courses. She is a Licensed Lay Minister at St Andrew's Church, Ham with roles on local, regional and national Church of England committees and charity trusteeships.

The Reverend David Ivorson's secular career was in finance, for many years at Commercial Union, where he was Financial Controller. After taking early retirement in 2001, he was appointed Bursar of Lady Margaret School. He was ordained in 2008, and since 2011 he has been Chaplain of Whittington College.

Mr. Adrian Johnson's connections with the College go back to 1983 when his late parents became residents and lived at the College for nearly 20 years. Adrian is an investor in private companies. |He was previously CEO of Legal and General's private equity business and now manages his own investment firm.

Dr. Eileen Phillips started personal consultant led Gastroenterology and Endoscopy at Redhill Hospitals, 1975-2008. Elected University of London quality and training representative on Area Health Authority until 1980. Latterly Director of 13 Medical specialities at East Surrey Hospital and Regional Adviser to the Royal College of Physicians. Married Dr. John Gayford, consultant psychiatrist, who was ordained in the Church of England on retirement and is now assistant priest at St. Mary's Church East Grinstead with PTO in the Dioceses of Chichester and Southwark.

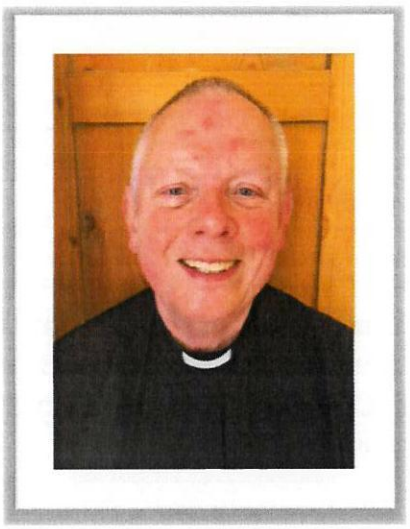
Mr Anthony Proctor is a retired chartered surveyor, has been a partner in an estate agency and also an auctioneer for Prudential.

Mrs. Cynthia Taylor was a Registered General Nurse and midwife. For 37 years she worked in the operating theatres at Queen Victoria Hospital, East Grinstead. As a churchwarden she chaired building projects at her local church. She has chaired the Friends of the College from 2004 to 2022.

The Reverend Ian Whitley was a police officer for 30 years in the Metropolitan Police Service. After retirement in 2013, he spent four years as Parish Missioner at All Saints Weston Green during which time he trained as an Ordained Pioneer at CMS and Ripon College Cuddesdon. He was ordained in 2017 and after serving his curacy at All Saints Banstead, he was appointed incumbent of the United Benefice of Lingfield and Dormansland in 2021.

Mr. Martyn Williams stepped down from full-time executive roles in 2012 after working in international manufacturing and service companies, latterly as CEO of a LSE-listed biotech company. His roles have involved raising some £250 million. He now assists companies in an advisory capacity.





Chairman's Preface

The year covered by this Annual Report has seen some substantial changes in the governance, life and work of the College of St Barnabas. It began with a time of financial uncertainty as the consequential effects of the Covid pandemic reduced the number of residents particularly in the care wing to a critical level, and the year ended with a timely and welcome stabilisation of occupancy levels and increasing financial confidence.

The Away Day: a turning point

A key event during the year was an Away Day for Council members, together with our CEO and Chaplain, which was held at nearby Whittington College. This was a rare opportunity for the Council to reflect in depth on the future of the College in a conducive environment. I would like to thank in particular the Reverend David Ivorson (Council member and Chaplain at Whittington's) and our facilitator for the day, the Reverend Karen West, for helping to make the occasion so beneficial.

A year of progressive development and reform

At the Away Day the Council made the significant decision, confirmed at a subsequent Council meeting and at the Annual General Meeting, to enlarge the residency qualification at the College from communicant Anglicans to members of all churches which are members of Churches Together in England, thus opening the College to Christians of all recognised denominations. At the same time the Council affirmed that the College will retain its priority to accommodate retired Anglican clergy and lay workers, continue to appoint an Anglican Chaplain and ensure that a foundation of regular Anglican worship is provided in the Chapel. This significant ecumenical development will now be communicated more widely through our new marketing strategy.

The year also saw a number of other reforms in the College's governance, including the establishment of a Standing Committee, consisting of the Chairman and the Vice-Chairman of the Council and the Chairs of the Council's three main committees. Together with our CEO, the Committee considers over-arching matters of policy and practice, so that they are prepared in good order to be brought to the next Council meeting.

Amongst other reforms, the Council also initiated a new framework for risk management and a clearer understanding of the distinction between governance and administration, exercised by the Council

and the CEO and senior staff team respectively. The CEO accordingly began to introduce a range of administrative reforms, resulting in a more effective and efficient operation and clearer staff structure and accountability.

Building community together: members, friends, staff, and residents

It was my first full year as Chairman, and I would like to pay tribute to my immediate predecessor Keith Luckhoo, who helpfully served as Interim Chairman during the six months since I was appointed to the Council, thus giving me time and space to become fully familiarised with the operation of the College.

It was a year where there were several new faces at the helm, including myself as Chairman, Monty Erskine as our energetic and invigorating new CEO and Derek Chandler our enterprising and (relatively) new Chaplain – all taking up our positions at much the same time, and finding considerable pleasure in working together. I would like to record our thanks to all the staff who work so diligently for the well-being of the College, and to the senior staff team as we recognise the responsibilities that they carry.

Amongst Council members, there was relatively little change this year. Dr. Ursula Hodges (as mentioned in last year's annual report) was duly elected to the Council at the AGM in 2022, having previously been co-opted to the Council, and is a valued member of our Care and Welfare Committee. The Reverend Ian Whitley (Vicar of Lingfield and Dormansland) was also appointed to the Council at the 2022 AGM and has helped to forge our links with the local churches and community.

However, at the 2023 AGM, one long serving Council member will be retiring: Keith Luckhoo, who has served for twelve years on the Council and for two years as Vice-Chairman. His expertise, particularly in the areas of law and finance, has been much appreciated.

The Council greatly values the supportive work of the Friends of the College and receives regular reports from the Chair of the Friends. Hitherto Cynthia Taylor (Council member) did sterling work in this role over many years, but in March 2022 the baton was passed to Sally Martin, who now regularly attends Council meetings, thus helping to facilitate two-way communication with the Friends.

Before I close, I would like to pay tribute to the residents who are central to the community of St. Barnabas, giving thanks for their welcome to me as the 'new boy', for many and varied conversations, and for all that they contribute to the life of the College in many different ways.

The journey forward

The Away Day also laid the foundation of a new Vision for the College, and this is set out fully by our CEO in the following pages. The Vision was unanimously adopted by the Council in June 2022, and it sets out the basis on which we seek to develop and extend the mission and outreach of the College. We do so trusting in God's provision, honouring the stewardship of the resources which have been entrusted to us, and looking prayerfully and confidently to the future.

David Williams,

Chairman

A new Vision – College development 2023 onwards

In the Summer of 2022, the Council confirmed an exciting new vision for the College, describing the key areas that will guide the development of the charity over the next phase of its life.

We are now using the four elements of our vision to focus all aspects of our medium and long-term planning, from the services we develop for residents and the local community, how we use and develop our estate and how as a charity we approach serving the changing financial and care needs of an ageing population.

- **We honour and develop our founder Canon Cooper's original purposes**, understanding that while the precise circumstances that he addressed might have changed, we have identified similar needs that our charitable mandate impels us to address. We have broadened our entry criteria in response to this awareness. We seek to help those most in need, in accordance with Canon Cooper's vision and in the context of our time.

- **Our location and buildings are historic and have value and are a worthy and viable base from which to develop our services**. We seek to develop and conserve what we have with innovation and creativity, becoming a benchmark for this type of site, ever mindful of our residents' needs.

- **Creation care and stewardship (including an integrated and sustainable, green agenda) are an integral part of our operation**. We do this because it is the right thing to do for reasons that can be articulated in spiritual and secular terms, mindful that creation care is the Anglican Communion's Fifth Mark of Mission. This objective serves residents, staff, and stakeholders alike.

- **The College aspires to be at the forefront of understanding ageing issues from a Christian perspective and in a Christian environment**. We are a centre of learning and research, as well as modelling this learning through the services we provide. We provide holistic care in an attractive environment, and the well-being and flourishing of our residents is our central concern. We aim to have a national reputation in all these fields, with the capacity to attract financial and non-financial support.

Realising our vision will be a huge challenge organisationally and financially, and we are starting to engage with our stakeholders, experts and supporters to help us transition from 'having a vision' to launching a suite of well-worked plans. With the elements of the vision clearly in mind we are now:

- Engaging with residents and staff to discuss the development of new services.
- Engaging with local community representatives (Parish, Tandridge and County Councillors) about how we can engage with them as we make our plans.
- Engaging with local planning teams for preliminary discussions about how best to work with them.
- Engaging with external experts to start to draw in ideas about elements of the vision, whether around environmental aspirations, changes to the estate or the development of new services.
- Drawing together an external advisory group to help guide our planning development and delivery.

Please get in touch with the CEO (chiefexecutive@collegeofstbarnabas.com) if you have questions about our development project.

Fundraising and support

As a charitable institution the College is a fundraising organisation. In secular terms our need to fundraise comes about because we want and need to deliver our public benefit, in Christian terms it comes from our desire to meet the challenge identified by our founder to shelter those in need.

Without the cushion of an endowment, we need to raise the funds required to meet the day-to-day needs of our residents. Accordingly, we count on the compassion and the generosity of individuals, churches and grant-making bodies to provide that help. Thank you to all of you who have supported us this year. Quite simply, we could not have looked after our residents without you.

This year has been particularly challenging as we work our way out of lockdown and navigate the economic headwinds caused by events at home and overseas. We never take your generosity for granted and know that every penny of the support you give must be used well. That is why we have been working this year to review and reorganise the College management and operations in order to increase productivity and reduce costs. You can read more about this under the Review of the Year.

Under the oversight of our Fundraising & Marketing Committee, our Fundraising Manager, Mike Herbert, has continued to run and develop our fundraising strategy. A highpoint of the year under his direction was our first open public event for many years, an open-air Opera in August that welcomed the outside community back into the College, raising over £16,000 for the benefit of our residents and, crucially, allowing us to engage with new supporters. We look forward to running a similar event in 2023. On an individual note, one of our Care Team, Jackie Teece, raised almost £11,000 by completing a sponsored parachute jump, while other staff raised money through sponsored walks.

We have continued our Winter and Summer Appeals to our existing individual and PCC supporters, and we are always trying to find new people interested in helping support our work. Community events such as this year's Opera and our annual Open Day are an important chance to find new supporters.

In giving regular, reliable gifts individual donors remain the bedrock of our fundraising and we are incredibly grateful for their Christian compassion and fantastic generosity, as shown by the loyal and faithful support they so regularly give. We are especially grateful, too, to supporters who in helping our work during their lifetime also recognise the continuing necessity for that work and help meet the needs of our current and future residents by leaving a final gift to the College in their Will. Gifts in Wills and legacy development is an increasingly important source of support for the College.

In 2023 we will be carrying out a review of our fundraising strategy to ensure that we are in a position not only to maintain and build on our current levels of support but also, looking ahead, to prepare to implement new fundraising initiatives in support of a number of specific development projects.

Our very great thanks go to the PCCs who have supported us over the year, and we thank all those grant-making trusts and bodies who have supported the College or individual residents over the year.

Finally, our thanks go to all those individuals who continue to support the College. It is a great encouragement to us to know that the work the trustees and staff are doing is recognised and supported by our family of donors.

Review of the Year

The period covered by this report, September 2021 to August 2022 was a year of two halves. It started with another difficult winter for residents, families, and staff alike, living and working under pandemic restrictions. However, by the Spring we were able to look forward as the Annual General Meeting approved Council proposals to widen the College entry criteria (see the Chairman's Report), and the year closed with the College throwing open its doors to welcome back supporters from the local community and beyond at an open air opera, the first set-piece public event for several years.

As a further twist however, wider world events have affected us significantly, not least in dealing with the twin challenges of the inflation driven spike in costs and continuing difficulty of finding staff to join our outstanding team. We have watched events in Ukraine with horror, not least as several of our staff have strong family links with the area. Ukrainian families have been hosted locally and we have been lucky to have some on the staff where they have proved outstanding additions to our team.

For the third year running the life of the College has been directly and indirectly buffeted by the Covid pandemic; directly in terms of the practical restrictions under which we have had to live and work, and indirectly as the services we rely on have continued to have to limit the support they can offer us. We now have the chance to rebuild our communal life after years of restrictions, and becoming used, once again, to having the outside world come to the College free from restrictions and getting out of the habit of leading cautious and semi-isolated lives will be a priority for us.

Residents have participated enthusiastically with the vaccination programme, and this, along with the current prevalence of a less virulent strain of Covid has enabled us to return, at the time of writing, to a daily life free of any restrictions. The whole staff team, and especially the Care Wing team under our Registered Manager Suzan Jack have got us this far with consistent professionalism and cheerful spirits under the most difficult circumstances.

This year the College reviewed marketing plans, and as a result commissioned a marketing firm to redesign our logo and website (scheduled to launch April 2023). We have also begun a long overdue redecoration of the College, starting with the common areas, giving ourselves a post-covid make over and a fresh face for visitors, residents and staff alike.

The Friends of the College of St Barnabas (reg. charity no. 1109585)

The Friends' volunteers continue to provide invaluable support to College residents through the year. They run and contribute to a range of activities including oversight of the weekly shop, resident visiting, valuable financial support of key resident focussed initiatives, seasonal events, not least the annual Autumn Fair. The College is looking forward to working with their new Chair, Sally Martin, as we rebuild our volunteer teams and re-engage with the local community.

Residents

This year residents have been getting used to the new College structures, and the new shape of the Leadership and Senior Team. The role of Chaplain has been clarified over the past year, and the Chaplaincy Team has been reorganised, along with patterns of worship. It has been a priority to make the main chapel more accessible for all residents, and we are now in a position where all residents are able to preside at or take part in services.

The frequency of residents' meetings, also attended by trustees, has increased to monthly, in order to allow for regular updates about staff decisions and provide a forum for resident feedback.

Farewell and Welcome

Between September 2021 and August 2022, we gave thanks for the lives of Michael Comer, Derek Goodrich, Ken Hewitt, Joyce Nickols, Eve Wiseman, Keith Gibson, John Vine and Brian Whitehead.

We have welcomed as residents of the College Mary Watts, Roderic Ballantine, Allan Bucknall, Violet Johnson, Brian and Sandra Llewellyn, Peter Naylor, Mavis Hewetson and Daphne Collard. Heather Rhodes and Meg Merryfield moved on from the College.

Staff, management and operations

In order to ensure that we are running the College as effectively as possible, and so making the best use of donations and residents' contributions alike, we have undertaken a significant review and reorganisation of staff, management and operations. This review has covered developing a business and marketing plan, addressing staffing levels, overhauling our antiquated IT provision, reviewing procurement costs and processes, and reviewing and setting up improved management systems and structures. Addressing these issues will put us in a better position to weather the significant financial pressures that we anticipate in the months to come.

Within the staff team, we have said farewell to Maria Tirsoaga our Deputy Registered Manager and Care Wing Team Leader Doina Agafotei, and welcomed a new Care Wing administrator, Penny Burns. We have also said farewell to our Deputy Housekeeping Manager Helen Earnell. We wish all those who have moved on the very best. In the Operations team Eifion Davies has moved from Catering Manager to Operations Manager, with oversight of the Estates and Housekeeping teams, and Kate Polley has taken up the post of Deputy CEO alongside her HR responsibilities.

In support of the staff, we purchased three software programmes to support the Care Wing, Health and Safety compliance, and HR. This software will improve our ability to manage compliance, productivity and cost control once fully rolled out during 2023.

The Care Wing

Over the past year the registered Care Wing under the Registered Manager Suzan Jack has dealt with the constant presence of Covid among residents and the staff team. It is now well practised at putting the minimum restrictions in place to ensure residents' and staff safety, while keeping the inconvenience to a minimum. We are thankful to the staff team, residents and family alike for 'learning to live with Covid'. The Care Wing team have worked incredibly hard this year to keep us safe.

The national shortage of care staff has affected the College significantly, and we have had to make use of a significant number of agency staff on a regular basis. We have taken steps to improve recruitment, with a 10% increase in care staff salaries at the end of the year, and an application for a sponsorship licence which will allow us to bring in overseas staff.

A significant challenge during the year was the breakdown of the software system the College used to keep patient records, the result of a hacking attack on the software company. This resulted in the Care Wing team having to move to a paper system, before a new software package was purchased

which is now being rolled out. The College is now making sure that its software systems are robust enough to handle future breakdowns.

The Registered Manager has overseen a reorganisation of the Care Wing office during the year, and with a Care Wing administrator we can look forward to rolling out home care services to our independent living residents in 2023.

The College Chaplaincy

The Chaplaincy team supports the College residents seven days a week. When the Chaplain is away, a voluntary team of assistant chaplains drawn from the residents take over responsibility. Currently they are Canon John Hervé and Rev Robert Raikes. The College would like to extend its thanks to Rev Canon Dr Raymond Bayley and Rev Anne Bayley, who have both stood down from this role since the last annual report. The provision of assistant chaplains means that a Duty Chaplain is available each day and night via a mobile phone number clearly displayed on the College noticeboards.

Following consultation, a freestanding altar has been placed in the Main Chapel to cater to the differing ranges of physical capacity of those leading worship. White adhesive tape marks the sanctuary step for the visually impaired. A portable keyboard is now in the Main Chapel with a selection of hymnals for use by residents unable to play the organ in the organ loft. The Chapel sound system has been reconditioned to all the residents' satisfaction. However, the speakers in the Main Chapel are still waiting to be replaced.

30 Large Print New Testament and Psalms were received from Good News International and 12 large print versions of the Book of Common Prayer from the Prayer Book Society.

A notable event was the 'Beating of the Bounds' in May which will be repeated this year to coincide with the King's Coronation Weekend. Our grateful thanks go to Rev David Ivorson who led our Patronal Festival in June 2022. This year on Sunday 11th June at St Barnabas Day, our guest president and preacher will be the Bishop of Croydon, Rt Rev Rosemarie Mallett.

The Chaplain supports the social and communal life of the College alongside the residents, staff, trustees, and Friends. Outside of services the spiritual life of the College has included our Advent Quiet Day, with a complimentary booklet for residents sourced from Redemptorist Publications called, A Season of Peace: Advent Devotions for Seniors.

Guest Speakers and their topics have included: Rev Michael Jackson *Still Love Left: Faith and Hope in Later Life*; Brother Samuel SSF *Seeing Differently: Franciscans and Creation*; Prof Alison McQuitty *Snapshots of an Archaeological Life in the Levant*; Pastor David McLachlan *Disability and Theology*; Rt Rev Colin Fletcher *The Mixed Blessings of Retirement*; Mike Hope East Grinstead Street Pastors. Booked for 6th June 2023 is Debbie Thrower, the founder of Anna Chaplaincy.

As an Assistant Retirement Officer for the Diocese of Southwark (Croydon Archdeaconry), the Chaplain has done presentations at two retirement conferences for Rochester and Southwark Diocese respectively. In October he also attended the first national retirement officer conference after Covid restrictions at Sarum Theological College in Salisbury.

Structure, Governance and Management

Function and Constitution

The College of St Barnabas was incorporated on 10th March 1899 as a company limited by guarantee not having a share capital. The liability of the Members of the Association on winding up is limited to £10. The Company is governed by its Memorandum of Association, which was last amended by Special Resolution on the 25th April 2022, and its Articles of Association.

The objects of the Charity are to provide a permanent home for clergy of the Church of England and of Churches in full communion with it, clergy spouses, licensed Church Workers and members of all churches which are members of Churches Together in England. In accordance with these objects there are sheltered flats for up to 8 couples and 21 single or widowed people, and 28 care rooms which are registered with the Care Quality Commission.

The activities of the Company are directed by the Council, the members of which, apart from its ex officio and delegate members, are elected by the Members of the Association.

Applications for membership of the Association are approved at its Annual General Meeting; membership is limited to 100. The Annual General Meeting is also the forum for the election and re-election of members of Council. Candidates must be members of the Association. One third of the elected members of the Council retire each year but they are eligible for re-election.

At Annual General Meetings, five members constitute a quorum. Questions at meetings of the Association are decided by a majority of votes with the Chairman having a casting vote.

The Council has authority to delegate any of its powers and duties to individual members or to any committee or sub-committee of members and to set the quorum necessary for the transaction of business.

Members of Council may not receive remuneration other than professional fees, which are subject to the restrictions contained in Clause 5 of the Memorandum, and reasonable out of pocket expenses.

Governance and Oversight

The Council regularly meets four times a year and at other times as required. It has oversight across all aspects of the College's operation and exercises strategic direction of policy and resources.

The Council delegates elements of oversight and decision-making to committees, accountable to Council. Members of the committees are appointed by Council. They each meet four times a year and at other times when necessary (apart from the Remuneration Committee which meets annually) and they report regularly to all meetings of the Council. The Council may from time to time establish ad hoc working groups to oversee major projects, which may be accountable to the Council directly or through its committees.

The committees comprise the Standing Committee, the Finance and General Purposes Committee, the Care and Welfare Committee, the Fundraising and Marketing Committee and the Remuneration Committee.

The Standing Committee enhances co-ordination between the Finance and General Purposes Committee, the Care and Welfare Committee and the Fundraising and Marketing Committee and considers over-arching issues concerning governance and to prepare more effectively for meetings of the Council. It consists of the Chairmen of the committees and the Chairman and Vice-Chairman of the Council, with the CEO in attendance.

The Finance and General Purposes Committee is responsible for all matters relating to finance, staff, property, facilities and general administration. The Committee ensures that a suitable system of internal financial control is in place, and it prepares the budget, monitors income and expenditure and sets levels of authorisation.

The Care and Welfare Committee oversees matters relating to the care and welfare of residents, ensures that appropriate policies and procedures are in place and that the standards of care satisfy the expectations of the Care Quality Commission for residential Care Homes, and enables and maintains the best possible care for all residents.

The Fundraising Committee oversees the fundraising and marketing of the College and ensures that it is compliant with Charity Commission rules and other regulatory requirements. Its work includes raising funds for specific appeals and encouraging regular giving to the work of the College. A particular focus of its fundraising work is to assist those who live in the College on limited means, where there is a shortfall between social funding and the full cost of residence. Its marketing function is to attract new residents, through publicity, and developing contract with enquirers and visitors.

The Remuneration Committee meets annually to consider the general level of salary increase appropriate to all staff, and the specific remuneration of each member of the Senior Management Team. Its recommendations are submitted to the Council for approval.

Council members carry out a random monthly inspection of one area of care and welfare, including private interviews with three residents or staff in the care wing, seeking their views on standards of care and working practices: and also checks monthly self-assessments of the work of the senior staff in the College. Reports are made to the Care and Welfare Committee in relation to the residents and staff in the care wing and are made available to the CQC.

Council members attend the regular monthly Residents' meetings to hear any matters of concern.

Senior Personnel and management

The CEO and the Senior Management Team (SMT) are responsible for all day-to-day activities of the Charity and for ensuring that the policies approved by the Council are followed. The SMT meets weekly under the direction of the CEO or Deputy CEO and consists of:

- CEO, Monty Erskine
- Deputy CEO and HR Manager, Kate Polley

Regulated Care

- Registered Manager, Suzan Jack

Chaplaincy

- Chaplain, Derek Chandler

Support and Finance

- Operations Manager, Eifion Davies
- Fundraising Manager, Mike Herbert
- Accounts Manager, Bernadette Jenkins
- Housekeeping Manager, Sue Lewis

The CEO attends all meetings of the Council and each of the committees, and members of the SMT attend meetings of the Council and the committees as appropriate.

Risk Management

The Council is responsible for the management of strategic, financial and operational risks faced by the College. During the year work was put in hand to develop and implement a comprehensive risk management framework. This framework builds on the College's existing risk management practice, through the SMT's responsibility for managing operational risks, overseen by the Standing Committee and other Committees, and now reinforced by a newly created Risk Reference Panel responsible for ensuring consistency of risk measurement and evaluation across all aspects of the College. Particular areas of risk management are:

- Finance, including monitoring, financial controls, and appropriate intervention to address any net deficit.
- Care and Welfare, including rigorous oversight and monitoring and effective documentation.
- Infrastructure, including preventative measures, regular maintenance, checked procedures, and monitoring of systems.
- Compliance with legal and regulatory requirements, specifically those of the Care Quality Commission.

From March 2020 a specific and acute focus of risk management has been to ensure the safety, well-being and health of residents and staff in the face of virus infection consistent with government guidance and tailored to the needs of the College.

Care and Welfare

The Council membership includes those with expertise and experience in the care sector who exercise effective oversight, underpinned by robust policies, procedures and monitoring. Through the Care and Welfare Committee the Council ensures that policy and practice complies with the high standards of care expected by the Care Quality Commission.

Professional Advisors

Investment Manager:

Charles Stanley and Co Ltd. Investments are overseen by the Finance and General Purposes Committee. The investment summary for year to 31st August 2022 is available below.

Auditors:

Xeinadin Group, Chartered Accountants and Statutory Auditors, Becket House, 36 Old Jewry, London, EC2R 8DD

Bankers:

Barclays Bank, 17/21 High Street, East Grinstead RH19 3AH

Capital Expenditure and Reserves

The Council ensures that capital expenditure is pre-authorised within prescribed limits; and that capital investment is predominantly resourced from funds which are designated or otherwise raised for particular projects. General funds many only be used for capital projects when reserves leave sufficient funds to provide cover for cash-flow and other contingencies.

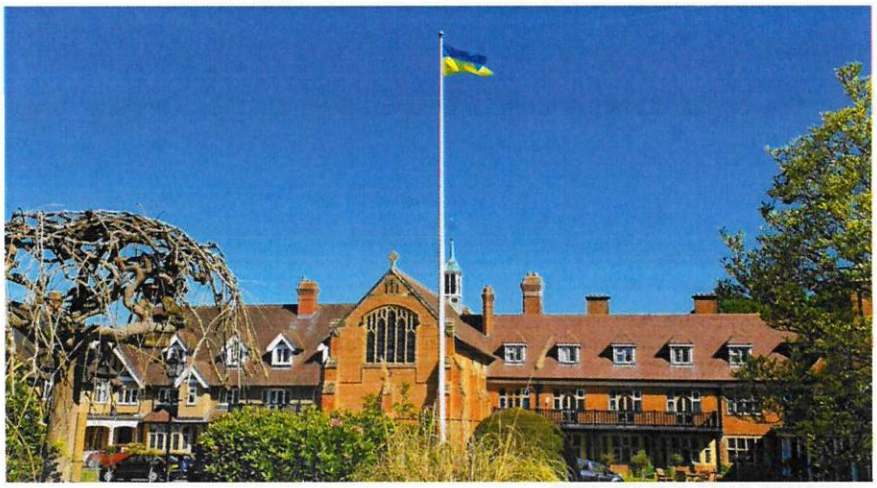
Public Benefit

The Council confirms that in carrying out its responsibilities as the College's Trustee body, it has regard to public benefit guidance issued by the Charity Commission. Although the College was initially established as a community of retired Anglican priests, the now broader criteria for eligibility mean that, in addition to those who have worked for and within the Anglican Church, any communicant member of a Church affiliated to Churches Together in England can apply to benefit from the accommodation and service that the College provides.

The principal source of public benefit that the College delivers is that where its residents are unable to meet the full economic costs of the services provided to them from their own resources and/or from grants and support they are eligible to receive, the shortfall in their contributions is covered by the College, drawing for this purpose on its charitable income from various fundraising activities. The College's charitable income also helps to meet the substantial costs of maintaining its Grade 2 listed building.

At the time of writing the number of residents receiving this benefit is 13, representing 27% of the total number of residents.

In addition, the College seeks to engage in local community events and is looking at ways of making its facilities more widely available, subject to the primary function of the College.



Statement of Trustees' Responsibilities

The Trustees (who are also the directors of the College of St. Barnabas for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis until it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 confirm that, in the case of each person who was a Trustee at the time when this report was approved, the following applies:
- So far as each Trustee is aware, there is no relevant audit information needed by the charitable company's auditors in connection with preparing their report of which the auditors are unaware and;
- Each Trustee has taken all the steps that he or she ought to have taken as a Trustee/Director in order to become aware of any relevant audit information and to establish that the auditors are aware of that information.

Approved by order of the Board of Trustees on 5th April 2023 and signed on its behalf by the Reverend David Williams - Chairman

Treasurer's Financial Review

Financial Result

Last year's Financial Review referred to the continuing challenges faced by the College as the full impact of Covid-19 on residential care homes throughout the country became clear. The arrival of the new CEO in October 2021 has meant that efforts focused on rebuilding the College's income streams and improving the effectiveness of the talented management group are well underway. The results of this will only begin to be seen in the 2022-23 financial year. It will be no surprise, then, that the College recorded an increased overall deficit on unrestricted funds of £541,000 (2020 deficit £141,000), after a loss on investments of £87,000 (2021 gain of £71,000) and a write-off of bad debts of £79,000 (2021 £nil). Movements in restricted funds represent funds raised in advance for specific purposes and are not available for deployment in the normal operations of the College.

Total incoming resources were £1,887,000 (2021 £2,157,000). This decrease is primarily due to the impact of the following:

Contributions from Residents of £1,580,000 were £145,000 less than in the year ended 31 August 2021 as a result of Covid-19 and ensuing restrictions on movement of people which affected the entry of new residents to the College.

Donations and legacies of £274,000 (2021 £393,000) reflecting the difficult environment for many charities in the period.

Total resources expended were £2,336,000 (2020 £2,207,000) an increase of £129,000 or 5.8%. £79,000 of the increase in costs is represented by a provision of £79,000 for bad debts dating back a number of years. Excluding this provision, the increase in costs over the previous year is 2.3%. Broadly, our main expenses included only inflationary increases. The cost base is substantially fixed, with few costs that vary with a fall in occupancy, since we remain committed to maintaining the high standards of care that our valued residents need and expect. Our main costs relate to the remuneration of our exceptional staff.

Our total capital expenditure in the year was £83,000 (2021 £74,000), principally spent on the continuing renewal of the electrical infrastructure of the College.

We showed a cash deficit on operating activities of £228,000 (2021 deficit of £16,000) and an overall cash outflow for the year, after capital expenditure, of £312,000 (2021 outflow £74,000). The cash deficit has been funded by withdrawals from the College's investment portfolio.

Despite the difficulties caused in the wake of the pandemic in terms of staff availability and the recruitment of new residents, the CEO and his management team and , indeed, the entire staff are to be congratulated on steering the College through unprecedented difficulties yet still delivering outstanding care to our residents throughout the period. Under the guidance of our new CEO, many initiatives are now being introduced to secure the financial future of the College. The Council of Trustees with the senior management team continue to exercise great vigilance while these initiatives are put in place and begin to bear fruit.

Principal Sources of Funding

The principal sources of funding for the activities of the College are;

- Regular structured contributions from Residents able so to do, in order to cover accommodation and services provided.

- Government funding for Residents whose financial situations prevent them from being able to make such contributions above.
- Grants and donations from our generous supporters
- Investment income and other fundraising activities

Investments

The College's investment advisers Charles Stanley & Co Ltd have managed the College's investments under delegated authority from the Council. The current policy is to maximise total returns achievable within a medium to high risk profile.

Reserves and Funds

At 31st August 2022 the free reserves which are represented by investments and cash stood at £61,000 (2021 £354,000).

Restricted and designated funds include £244,000 (2021 £510,000) arising from grants and donations to be applied in making good the shortfall in Government funding for residents not in a position to make contributions themselves. The balance of restricted funds comprises grants and donations to be applied to particular activities or expenditure of a capital nature. Details of the funds are shown in note 21 to the Financial Statements.

Future Plans

The College faces challenging financial times ahead. The underlying trends in falling occupancy are associated with demographic changes which are faced by most care sector providers. Broadly people are tending to come to the College (and this is true for other organisations in the general sheltered accommodation/ care home sectors) at a later stage in life, for many reasons. Occupancy levels have been under further threat because of the limitations on movement imposed as a result of the Covid pandemic. At the same time, there are periods, such as at present, when the infrastructure of the College itself warrants significant investment. The Trustees are actively considering the best approach to meet these challenges whilst maintaining the high standards of care and enjoyment of facilities that the College offers. The approach includes effective marketing of the College's services, a reinvigorated fundraising strategy and funding capital projects with specific appeals wherever possible. Significant projects under consideration for the next 3 years include:

- Upgrades to the plumbing system
- External decoration for the West Cloister and Central Block West
- Double-glazing for first floor West Cloister Flats

Financial review and Statement of Responsibilities approved by the Council and signed on its behalf:

Martyn Williams, MA (Cantab), FCA

Honorary Treasurer April 2023

Report of the Independent Auditors to the Members of The College of St Barnabas (Registered number: 00061253)

Opinion

We have audited the financial statements of The College of St Barnabas (the 'charitable company') for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (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 August 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 are 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 Auditors' 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 UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 24 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern.

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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.

Report of the Independent Auditors to the Members of The College of St Barnabas (Registered number: 00061253)

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception.

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

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

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

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

Report of the Independent Auditors to the Members of The College of St Barnabas (Registered number: 00061253)

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and the related disclosures made by the directors.

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to event or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors report to the related disclosure in the financial statements or, if such disclosures are inadequate to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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 Report of the Independent Auditors.

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

auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

H M Day

H M Day (Senior Statutory Auditor)

for and on behalf of Xeinadin Auditing
Chartered Accountants and Statutory Auditors

Becket House
36 Old Jewry
London
EC2R 8DD

Date: 23rd May 2023



Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the year ended 31 August 2022

	Notes	Unrestricted funds £'000	Restricted funds £'000	2022 Total funds £'000	2021 Total funds £'000
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	263	11	274	393
Charitable activities	5				
Contributions by Residents towards accommodation and residential care		1580	-	1580	1725
Other trading activities	3	19	-	19	10
Investment income	4	14	-	14	29
Total		1876	11	1887	2157
EXPENDITURE ON					
Raising funds	6	179	6	185	108
Charitable activities	7				
Care costs		940	-	940	970
Collegiate costs		1211	-	1211	1129
Total		2330	6	2336	2207
Net gains/(losses) on investments		(87)	-	(87)	71
NET INCOME/(EXPENDITURE)		(541)	5	(536)	21
Transfers between funds	21	203	(203)	-	1
Net movement in funds		(338)	(198)	(536)	22
RECONCILIATION OF FUNDS					
Total funds brought forward		2692	456	3148	3126
TOTAL FUNDS CARRIED FORWARD		2354	258	2612	3148

The notes form part of these financial statements.

Balance Sheet
31 August 2022

	Notes	Unrestricted funds £'000	Restricted funds £'000	2022 Total funds £'000	2021 Total funds £'000
FIXED ASSETS					
Tangible Assets	*13*	2335	-	2335	2390
Investments	*14*	151	197	348	709
		2486	197	2683	3099
CURRENT ASSETS					
Stocks	*15*	14	-	14	16
Debtors	*16*	17	-	17	130
Cash at bank and in hand		5	61	66	104
		36	61	97	250
CREDITORS					
Amounts falling due within one year	*17*	(137)	-	(137)	(158)
NET CURRENT ASSETS		*(101)*	61	(40)	92
TOTAL ASSETS LESS CURRENT LIABILITIES		2385	258	2643	3191
CREDITORS					
Amounts falling due after more than 1 year	*18*	(32)	-	(32)	(43)
NET ASSETS		2353	258	2611	3148
FUNDS	*21*				
Unrestricted funds				2353	2692
Restricted funds				258	456
TOTAL FUNDS				2611	3148

The notes form part of these financial statements.

Balance Sheet – continued
31 August 2022

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies' regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 10th April 2023 and were signed on its behalf by:

.....
The Reverend David Williams, Chairman of Trustees

.....
Mr Martyn Williams, Trustee and Treasurer

The notes form part of these financial statements.

Cash Flow Statement
for the year ended 31 August 2022

	Notes	2022 £'000	2021 £'000
Cash flows from operating activities			
Cash generated from operations	1	(228)	(16)
Interest paid		(4)	-
Dividends received		14	28
Net cash (used in)/provided by operating activities		(218)	12
Cash flows from investing activities			
Purchase of tangible fixed assets		(83)	(74)
Purchase of fixed asset investments		(76)	2
Sale of fixed asset investments		351	10
Interest received		-	1
Net cash provided by/(used in) investing activities		192	(61)
Cash flows from financing activities			
Loan repayments in year		(11)	(25)
Net cash used in financing activities		(11)	(25)
Change in cash and cash equivalents in the reporting period		(37)	(74)
Cash and cash equivalents at the start of the reporting period		104	178
Cash and cash equivalents at the end of the reporting period		66	104

The notes form part of these financial statements.

Notes to the Cash Flow Statement for the year ended 31 August 2022

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022 £'000	2021 £'000
Net (expenditure) / income for the reporting period (as per the Statement of Financial Activities)	(537)	21
Adjustments for:		
Depreciation charges	139	131
Losses/(gain) on investments	87	(71)
Interest received	-	(1)
Interest paid	4	-
Dividends received	(14)	(28)
Decrease/(increase) in stocks	2	(5)
Decrease/(increase) in debtors	112	(7)
Decrease in creditors	(21)	(56)
Net cash used in operations	(228)	(16)

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.9.21 £'000	Cash flow £'000	At 31.8.22 £'000
Net cash			
Cash at bank and in hand	104	(38)	66
	104	(38)	66
Debt			
Debts falling due within 1 year	(11)	-	(11)
Debts falling due after 1 year	(43)	11	(32)
	(54)	11	(43)
Total	50	(27)	23

The notes form part of these financial statements.

Notes to the Financial Statements for the year ended 31 August 2022

1. ACCOUNTING POLICIES

BASIS OF PREPARING THE FINANCIAL STATEMENTS

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

The presentational currency for the Charity is GBP

CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described below.

Depreciation

Assets are written down over their estimated useful lives. The actual lives of the assets may differ from these estimates. The lives of the assets are kept under review and adjusted as appropriate.

Allocation of costs between activities

As a small charity many costs incurred, including staff time, cover more than one activity. These costs are allocated to activities based on the key cost drivers and best estimates of staff time on each activity.

Notes to the Financial Statements for the year ended 31 August 2022

INCOME

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably. Specifically, income from Residents is recognised in the Statement of Financial Activities based on the dates of occupancy. Income from legacies is recognised once the Charity is aware of their entitlement and the amount can be estimated with reasonable certainty. Donation and grant income is recognised on receipt or notification that the donation is to be made, whichever is the earlier. Events income is recognised once the Event has taken place unless the income is non-returnable.

EXPENDITURE

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

ALLOCATION AND APPORTIONMENT OF COSTS

Direct costs are allocated based on the nature of the cost. Where costs incurred cover more than one activity the nature of the cost driver is considered to allocate all other costs.

TANGIBLE FIXED ASSETS

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	-	1% on cost
Refurbishments	-	25% on cost and 5% on cost
Equipment	-	17.5% on cost

In the opinion of the council, the net realisable value of the property is not materially in excess of its carrying value in the accounts and therefore no impairment has taken place.

Depreciation would normally not be provided on land; however, the original cost of the land is unknown although it is believed to be immaterial to the total carrying cost of land and buildings. The land element in that cost has therefore been ignored for depreciation purposes.

Assets costing less than £500 are not capitalised but expensed through the Statement of Financial Activities.

STOCKS

Stock is included in the balance sheet at the lower of cost and net realisable value.

Notes to the Financial Statements
For the year ended 31 August 2022

TAXATION

The charity is exempt from corporation tax on its charitable activities.

RESTRICTED FUNDS (REFER TO NOTE 21)

When resources are received by the College for a donor specified purpose or as a result of an appeal for particular project funding, the income is shown in the statement of financial activities as restricted income and attributed to a specific restricted fund. Application of those resources in accordance with the donors' wishes is shown as restricted fund expenditure with the balance of unexpended resources shown as restricted funds on the balance sheet. Fixed assets purchased from restricted funding are capitalised and depreciated over their expected useful lives. The depreciation applicable to the funding provided from the restricted fund is charged to that fund. The net book value of such assets is held within restricted funds. Where such funds are raised or donated to be held as capital assets by the College, these are shown as restricted funds whilst the income from the appeal continues.

PENSION COSTS AND OTHER POST-RETIREMENT BENEFITS

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

INVESTMENTS

Investments are shown at cost less provision for any fall in value.



Notes to the Financial Statements - continued for the year ended 31 August 2022

2. DONATIONS AND LEGACIES

	2022	2021
	£'000	£'000
	274	393

3. OTHER TRADING ACTIVITIES

	2022	2021
	£'000	£'000
Staff rental income	3	-
Telephone mast rental income	8	10
Event income	8	-
	19	10

4. INVESTMENT INCOME

	2022	2021
	£'000	£'000
UK listed investments	14	28
Deposit account interest	-	1
	14	29

5 INCOME FROM CHARITABLE ACTIVITIES

	2022	2021
	£'000	£'000
Contributions by residents for accommodation and care	1,580	1,725

6. RAISING FUNDS

Raising donations and legacies

	2022	2021
	£'000	£'000
Staff costs	69	73
Other costs	28	25
	97	98

Other trading activities

	2022	2021
	£'000	£'000
Bad debts	79	-

Investment management costs

	2022	2021
	£'000	£'000
Portfolio management	9	10
Aggregate amounts	185	108

Notes to the Financial Statements - continued for the year ended 31 August 2022

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 8)	Totals
	£'000	£'000	£'000
Care costs	737	203	940
Collegiate	1008	203	1211
	1745	406	2151

8. SUPPORT COSTS

	Management Totals	Governance costs	Totals
	£'000	£'000	£'000
Care costs	199	4	203
Collegiate	200	3	203
	399	7	406

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting)

	2022	2021
	£'000	£'000
Auditor's remuneration	4	4
Auditor's remuneration for non-audit work	3	3
Depreciation – owned assets	138	131

10.TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st August 2022 nor for the year ended 31st August 2021

Trustees' expenses
There were no trustees' expenses paid for the year ended 31st August 2022 nor for the year ended 31st August 2021

Notes to the Financial Statements - continued for the year ended 31 August 2022

11. STAFF COSTS

	2022	2021
	£'000	£'000
Wages and salaries	1,271	1,322
Social security costs	107	92
Other pension costs	63	48
	1,441	1,462

The average monthly number of employees during the year was as follows:

	2022	2021
Staff directly involved in delivering	114	105
Fundraising	2	2
CEO (Warden up to 2021)	1	1
Administration	6	4
	123	112

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

2022	2021
1	1

The total remuneration paid to key management personnel in the year amounted to £223,602 (2021 £244, 928)

Notes to the Financial Statements - continued for the year ended 31 August 2022

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
INCOME AND ENDOWMENTS FROM			
Donations and legacies	223	170	393
Charitable activities,			
Contributions by residents for accommodation and care	1725	-	1725
Other trading activities	10	-	10
Investment income	29	-	29
Total	1987	170	2157
EXPENDITURE ON			
Raising funds	108	-	108
Charitable activities			
Care costs	971	-	971
Collegiate	1,121	8	1,129
Other	(1)	-	(1)
Total	2,199	8	2,207
Net gains on investments	71	-	71
NET INCOME/(EXPENDITURE)	(141)	162	21
Transfers between funds	130	(129)	1
Net movement in funds	(11)	33	22
RECONCILIATION OF FUNDS			
Total funds brought forward	2,703	423	3,126
TOTAL FUNDS CARRIED FORWARD	2,692	456	3,148

Notes to the Financial Statements - continued for the year ended 31 August 2022

13. TANGIBLE FIXED ASSETS

	Freehold property	Refurbishing	Equipment	Totals
	£'000	£'000	£'000	£'000
COST				
At 1 September 2021	1,835	1,210	742	3,787
Additions	-	74	9	83
At 31 August 2022	1,835	1,284	751	3,870
DEPRECIATION				
At 1 September 2021	483	258	656	1,397
Charge for year	18	66	54	138
At 31 August 2022	501	324	710	1,535
NET BOOK VALUE				
At 31 August 2022	1,334	960	41	2,335
At 31 August 2021	1,352	952	86	2,390

14. FIXED ASSET INVESTMENTS

	Listed Investments	Cash and Settlements pending	Totals
	£'000	£'000	£'000
MARKET VALUE			
At 1 September 2021	704	6	710
Additions	77	367	444
Disposals	(368)	(350)	(718)
Revaluations	(88)	-	(88)
At 31 August 2022	325	23	348
NET BOOK VALUE			
At 31 August 2022	325	23	348
At 31 August 2021	704	6	710

There are no investment assets outside the UK

Notes to the Financial Statements - continued for the year ended 31 August 2022

The following investments were held at 31 August 2022

	2022 £'000	2021 £'000
Johnson Controls International PLC Com USD1.00		33
Tesco Ord GBP0.05	18	18
Prudential Ord £0.05	-	26
Sergo PLC Ord GBP0.10	12	34
Toyota Motor Corp NPV	22	21
Wellington Mgmt Funds (Ireland) Global High Yield BD S GBP Dis Hedged	16	19
Bellway GBP0.125	-	22
Rentokil Inital Odg GBP0.01	21	24
Siemens AG Npv(Regd)	19	26
Tencent Holding Ltd HKD0.00002	-	18
Liontrust Investments Ltd Monthly Income bond	19	24
Texas Instruments Inc Com USD1.00	12	27
Kion Group AG NPV	-	24
Smith(DS) Ord GBP0.10	14	23
3I Infrastructure Ord NPV	14	31
Roche Holdings AG Genusscheine NPV	17	35
BAE Systems Ord GBP0.025	-	24
The Renewables Infrastructure GRP Ord NPV	26	23
Royal London Asset Management Ethical Bond Z GBP DIS	-	23
Lyxor International Asset Mgmt Lyxor Core FTSE Actuaries UK Gilts	-	22
First State Investments Global Listed Infrastructure B GBP Inc	-	21
Microsoft Corp Com USD0.00000625	19	43
Pennon Group Ord GBP0.407	14	18
Aviva Investors UK Svcs Ltd Higher Income Plus 2 Inc	17	21
Enel Spa EUR1	-	22
Takeda Pharmaceutical Co Ltd NPV	-	18
Compass Group PLC Ord GBP0.1105	-	26
Amazon Com Inc Com USD0.001	15	-
Greencoat UK Wind PLC ORD GBP0.01	12	-
Invesco Global Investment Series Invesco Monthly Income Plus UK	12	-
Astrazeneca Ord USD0.25	27	22
Unilever PLC Ord GBP0.031111	-	19

The investments held at 31 August 2022 had a historical cost of £329K (2021 £618K)

Notes to the Financial Statements - continued for the year ended 31 August 2022

15. STOCKS

	2022	2021
	£'000	£'000
Stocks	14	16

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£'000	£'000
Trade debtors	7	107
Other debtors	2	3
Prepayments	8	20
	17	130

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£'000	£'000
Other loans (see note 19)	11	11
Trade creditors	45	52
Social security and other taxes	23	23
Other creditors	15	13
Accruals and deferred income	43	59
	137	158

18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2022	2021
	£'000	£'000
Other loans (see note 19)	32	43

The loan relates to a loan taken out in the year ended 31st August 2017 for a term of 10 years from the National Almshouse Association which is secured on the Freehold premises. The loan attracts an equivalent interest rate of 1% p.a

19. LOANS

	2022	2021
	£'000	£'000
Amounts falling due within one year on demand:		
Other loans	11	11

Amounts falling due between one and two years:		
Other loans – 1-2 years	11	11
Amounts falling due between two and five years:		
Other loans – 2-5 years	21	32

20. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows

	2022	2021
	£'000	£'000
Within one year	4	5
Between one and five years	5	9
	9	14

21. MOVEMENT IN FUNDS

	At 1.9.21 £'000	Net Movement in funds £'000	Transfers between funds £'000	At 31.8.22 £'000
Unrestricted funds				
General funds	29	(403)	435	61
Tangible fixed assets	2,338	(139)	93	2,292
Legacy fund	180	-	(180)	-
Underfunded contributions (Designated fund)	145	-	(145)	-
	2,692	(542)	203	2,353
Restricted funds				
Walsingham Pilgrimage	3	-	-	3
Nursing wing laundry	3	-	-	3
Underfunded contributions	365	1	(122)	244
Chapel lighting fund	2	-	-	2
Re-wiring project	81	-	(81)	-
Future boiler replacement	2	-	-	2
Green Agenda	-	1	-	1
Prayer Pavillion	-	3	-	3
	456	5	(203)	258
TOTAL FUNDS	3,148	(537)	-	2,611

Notes to the Financial Statements - continued for the year ended 31 August 2022

Net movement in funds, included in the above are as follows:

	Incoming resources £'000	Resources expended £'000	Gains and losses £'000	Movement in funds £'000
Unrestricted funds				
General fund	1,876	(2,192)	(87)	(403)
Tangible Fixed Assets	-	(139)	-	(139)
	1,876	(2,331)	(87)	(542)
Restricted funds				
Underfunded contributions	1	-	-	1
Green Agenda	1	-	-	1
Prayer Pavillion	3	-	-	3
Opera	6	(6)	-	-
	11	(6)	-	5
TOTAL FUNDS	1,887	(2,337)	(87)	(537)

Comparatives for movement in funds

	At 1.9.20 £'000	Net movement in funds £'000	Transfers between funds £'000	At 31.8.21 £'000
Unrestricted funds				
General funds	65	(66)	30	29
Tangible fixed assets	2,369	(131)	100	2,338
Legacy fund	124	56	-	180
Underfunded contributions (Designated fund)	145	-	-	145
	2,703	(141)	130	2,692
Restricted funds				
Walsingham Pilgrimage	3	-	-	3
Nursing wing laundry	5	(2)	-	3
Underfunded contributions	331	163	(129)	365
Chapel lighting fund	2	-	-	2
Re-wiring project	81	-	-	81
Future boiler replacement	1	1	-	2
	423	162	(129)	456
TOTAL FUNDS	3,126	21	1	3,148

Notes to the Financial Statements - continued for the year ended 31 August 2022

21. MOVEMENT IN FUNDS – continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £'000	Resources expended £'000	Gains and losses £'000	Movement in funds £'000
Unrestricted funds				
General fund	1,931	(2,068)	71	(66)
Tangible Fixed Assets	-	(131)	-	(131)
Legacy fund	56	-	-	56
	1,987	(2,199)	71	(141)
Restricted funds				
Nursing wing laundry	8	(8)	-	(2)
Underfunded contributions	163	-	-	163
Future boiler replacement	1	-	-	1
	170	(6)	-	162
TOTAL FUNDS	2,157	(2,207)	71	21

DESIGNATED FUNDS:

The Tangible Fixed Assets fund:

has been created to cover the value of those assets.

Legacy Fund:

The Council approved the establishment of a 'Legacy Fund' into which legacy donations will be received. It is the intention of the Council that these funds will be used to help fund capital projects. However, the Council would use the fund for general running costs if the need arose. During the year, in light of the current financial position, the trustees decided to use these funds for the general running costs of the charity and these funds were transferred to the unrestricted fund accordingly.

Underfunded Contributions:

The Council approved the establishment of an additional designated Underfunded Contributions Fund towards the shortfall of contributions in respect of residents who are state funded. During the year the trustees decided this was no longer appropriate and released these funds to the unrestricted fund.

RESTRICTED FUNDS:

Walsingham Pilgrimage:

Comprises money specifically for the annual trip to Walsingham

Underfunded contributions:

Comprises funds received towards the shortfall of contributions in respect of residents who are state funded

Chapel Lighting Fund:
Comprises money received towards work required on the Lighting in the Chapel.

Re-wiring project:
Comprises money received towards work required on the Lighting in the Chapel.

Future Boiler replacement:
Comprises money towards replacing the boilers in the future.

Green Agenda:
Comprises money received towards the College's vision of reducing its impact on the environment.

Prayer Pavilion:
Comprises money received to create an outdoor pavilion to enable the grounds to be better utilised and be more accessible all year round.

Opera:
Comprises money received towards the cost of holding an operatic event at the College

TRANSFERS BETWEEN FUNDS REPRESENT:
Transfer between unrestricted General and Tangible Fixed Assets Fund, to equate the balance on the Fixed Assets Fund to the related fixed assets, less associated loans, at 31st August 2022.

Transfer from individual restricted funds of a capital nature to General unrestricted fund, being essentially capital expenditure in the year on specific projects.

Transfer from restricted Underfunded Contribution fund to the unrestricted general fund. This represents the shortfall in the year between amounts received in the year from Government funding state-supported Residents and the equivalent amount receivable at normal contribution rates.

22. EMPLOYEE BENEFIT OBLIGATIONS

The College has no funded pension scheme, but employees are members of either the Pension Builder Scheme section of the Church Worker Pension Fund or the NEST auto enrolment scheme.

Members who either joined the scheme prior to 1st July 2014 or are members of the senior management team are members of the Church Worker Pension Fund. The College contributes at the rate of 10% of members' salaries for those who joined before 1st September 2000. The College contributes 8% of members' salaries for members of the Church Workers Pension Fund who joined after 1st September 2000 and make employees contributions of 4%.

Pension contributions are recorded in an account for each member. This account may have bonuses added by the Board before retirement. The bonuses depend on investment experience and other factors. There is no requirement for the Board to grant any bonuses. The account, plus any bonuses declared, is payable from members' normal pension age.

There is no sub-division of assets between employers in each section of the Pension Builder Scheme. The scheme is considered to be a multi-employer scheme as described in Section 28 of FRS 102. This means it is not possible to attribute the Pension Builders Scheme's assets and liabilities to specific employers and

that contributions are accounted for as if the Scheme were a defined contribution scheme. The pensions costs charged to the SoFA in the year are contributions payable.

A valuation of the scheme is carried out every three years. The most recent scheme valuation completed was carried out as at 31st December 2021. This revealed, on the ongoing assumptions used, a surplus of £560m. The legal structure of the scheme is such that, if another Responsible Body fails, College of St Barnabas could become responsible for paying a share of that Responsible Body's pension liabilities.

Employees who are not part of the senior management team and join a pension scheme after 1st July 2014 are enrolled into the NEST scheme with the College making contributions of 1% of the members' salary and the employee contributing a minimum of 1%.

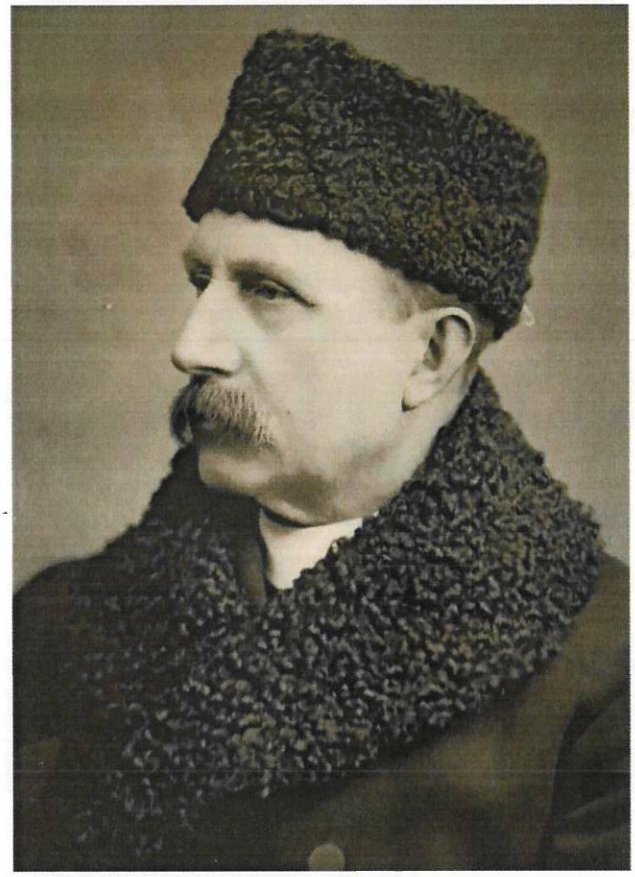
At 31 August 2022 amounts owing to the schemes and included within other creditors amounted to £5,366 (2021: £4,277). Total contributions paid in the year to defined contribution schemes amounted to £42,282 (2021 £48,261)

23. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 August 2022.

24. FRC ETHICAL STANDARD - PROVISIONS AVAILABLE FOR SMALL ENTITIES

In common with many other businesses of our size and nature we engage our auditors to assist with the preparation of the financial statements.



Canon William Henry Cooper
Founder of the College

COLLEGE OF ST BARNABAS

England & Wales - Charity number 205220

Accounts

The College of St Barnabas



Report and Financial Statements 2020 – 2021

Holistic Care in a Christian Community

The College of St Barnabas

Registered Company Office: Blackberry Lane, Lingfield, Surrey, RH7 6NJ
Tel: 01342 870 260 Fax: 01342 871 672
Registered Company number: 61253 Registered Charity number: 205220

Report of the Council for the year ended 31 August 2021

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Front cover: Croquet on the front lawn

Who's Who

Visitor

The Right Reverend the Lord Bishop of Southwark (Ex-Officio)

Members of Council

The Reverend David Williams, JP, BA (Hons), MA, Dip Lib, FSA, FRSA (Chairman)
Mr Keith Luckhoo, LLB(Hons) Lond, FCIM (Vice-Chairman)
The Venerable Moira Astin, BA, MA (Ex-Officio)
Mr Peter Beynon, BA, CEng, MICE
Mr Richard Diggory, BA (Hons)
The Reverend W. Jane Edwards Cert. Ed., Dip Couns, BA (Hons), MA
Dr Ursula Hodges, MA, PGCE, FRCA, MBBS, BSc (Hons) (co-opted)
The Reverend David Ivorson, MA (Oxon)
Mr Adrian Johnson
Dr Eileen Phillips, MD, FRCP, MBBS, BSc (Hons), Phys Educator
Mr Anthony Proctor, FRICS
Mrs Cynthia Taylor, RGN
Mr Martyn Williams, MA(Cantab), FCA (Treasurer)

Sir Paul Britton, Mr David Jessup and Mrs Shiona Monfries retired from the Council in April 2021. The Reverend David Williams, the Reverend Jane Edwards, the Reverend David Ivorson and Mr Adrian Johnson were elected to the Council in April 2021. Dr Ursula Hodges was co-opted later in 2021 with a view to being formally elected at the AGM in April 2022.

Clerk to the Council

Mrs Judith Bailey

Auditors

Tudor John Ltd., Chartered Accountants and Statutory Auditors
Nightingale House, 46-48, East Street, Epsom, Surrey KT17 1HQ

Officers and senior personnel of the College

Chief Executive Officer and Company Secretary	Mr Monty Erskine, BA, MBA, MSc
Chaplain	The Reverend Derek Chandler, BTh, MDiv
Registered Manager	Mrs Suzan Jack
Housekeeper	Mrs Susan Lewis
Fundraising Manager	Mr Michael Herbert, BA(Hons), MinstF(Dip)
Estate Manager	Mr Simon Farthing
Human Resources Manager	Ms Kate Afshar

Patrons and Ambassadors

Patrons

Our patrons have generously agreed to speak for the College, to encourage others to support us with prayer and giving, and to recommend the College to people whom we may be able to help.

The Archbishop of Canterbury, the Most Reverend Justin Welby

The Archbishop of York, The Most Reverend Stephen Cottrell

The Archbishop of Wales, The Most Reverend Andrew John

The Right Reverend and Right Honourable the Lord Williams of Oystermouth

Dame Judi Dench

Dame Sarah Goad

Mr Michael More-Molyneux, Lord Lieutenant of Surrey

Mr Adrian Plass

Mr Timothy West

Ambassadors

In addition to our patrons, we are grateful for the support of a group of Ambassadors who work alongside the Patrons in raising awareness and support for the College.

The Very Reverend Adrian Dorber	Dean of Lichfield
The Very Reverend Dr John Hall	Formerly Dean of Westminster
The Very Reverend Graham James	Formerly Bishop of Norwich
The Very Reverend Andrew Nunn	Dean of Southwark
The Reverend Mark Oakley	Dean of St. John's College, Cambridge
The Right Reverend Stephen Platten	Formerly Bishop of Wakefield
The Very Reverend Lister Tonge	Formerly Dean of Monmouth
The Right Reverend Martin Warner	Bishop of Chichester
The Very Reverend Robert Willis	Dean of Canterbury

The Members of the Council

The Reverend David Williams was Clerk to the General Synod of the Church of England and Head of the Central Secretariat of the Archbishops' Council up to his retirement from the National Church Institutions in 2011. He was subsequently Vicar of four village churches and Area Dean of the Vale of White Horse in south-west Oxfordshire prior to his retirement from the Diocese of Oxford in 2019. He has Permission to Officiate in the Dioceses of Southwark, Guildford and Oxford. He has been a member/chairman of several trustee bodies, and a magistrate since 1986.

The Venerable Moira Astin is Archdeacon of Reigate. The Archdeacon is appointed by the Bishop of Southwark as an ex-officio member of the Council.

Mr Peter Beynon is a Chartered Civil Engineer who was employed on major projects in the UK, Portugal, Upper Egypt and Mexico, and in design and construction coordination roles for the London Olympics. He is a member of the PCC of St. Peter and St. Paul Lingfield and of its Standing Committee.

Mr Richard Diggory spent his career in the financial services sector, the majority of it at the Bank of England. In retirement he was for ten years a Trustee at Burrswood Health and Wellbeing. His wife Sue was Vicar of Holy Trinity Church, Crockham Hill for seven years until January 2021. They now live in Groombridge.

The Reverend Jane Edwards has Permission to Officiate in Rochester Diocese, having retired in 2018 from full-time parish ministry. She is Bishop's Adviser for retired Clergy in the Diocese and also offers Spiritual Accompaniment. She has previously worked in counselling, supervision and teaching.

Dr Ursula Hodges trained in anaesthetics and was a lecturer with the University of London. She then worked as a school leader in secondary schools with responsibilities including sixth form progression into university education and increasing female participation in and uptake of STEM (science, technology, engineering and mathematics) courses. She is a Licensed Lay Minister (Reader) at St Andrew's Church, Ham with roles on local, regional and national Church of England committees and charity trusteeships.

The Reverend David Ivorson's secular career was in finance, for many years at Commercial Union, where he was Financial Controller. After taking early retirement in 2001, he was appointed Bursar of Lady Margaret School. During his time at the school, he felt called to explore his vocation as a priest and was ordained in 2008. Since 2011 he has been Chaplain of Whittington College.

Mr Adrian Johnson's connections with the College go back to 1983 when his late parents became residents and lived at the College for nearly 20 years. Adrian is an investor in private companies. He was previously CEO of Legal and General's private equity business and now manages his own investment firm.

Mr Keith Luckhoo is a retired barrister (Middle Temple) and a Fellow of the Chartered Institute of Marketing. Specialising in financial services for over 40 years, he held senior positions in major institutions including Royal and Sun Alliance, Aegon Scottish Equitable and The Life Association of Scotland. Subsequently he was a non executive director and consultant in financial services.

Dr Eileen Phillips trained in gastroenterology/endoscopy, introducing these as consultant at Redhill and District Hospitals, single-handed for 15 years. She became Consultant representative for quality and training on the Area Health Authority until 1980. Latterly she was Director of Medical Specialities at East Surrey for 6 years, then elected Regional Adviser in Medicine to the Royal College of Physicians. She is married to a consultant psychiatrist who on retirement trained for the Anglican ministry, and is now assistant priest at St. Mary's East Grinstead, where Eileen was a member of the choir.

Mr Anthony Proctor is a retired chartered surveyor, has been a partner in an estate agency and also an auctioneer for Prudential.

Mrs Cynthia Taylor was a Registered General Nurse and midwife. For 37 years she worked in the operating theatres at Queen Victoria Hospital, East Grinstead. As a churchwarden she chaired building and restoration projects at her local church. She has chaired the Friends of the College from 2004 to 2022.

Mr Martyn Williams stepped down from full-time executive roles in 2012 after working in international manufacturing and service companies, latterly as CEO of a LSE-listed biotech company. His roles have involved raising some £250 million. He now assists companies in an advisory capacity.

In Memoriam

PETER AINSWORTH: 1956-2021

PATRON OF THE College

It was a great shock to everyone to hear of Peter Ainsworth's early death in April 2021. Although he had retired from politics, he was still very active in the cultural and environmental worlds, was only 64 years old and seemed to be in good health.

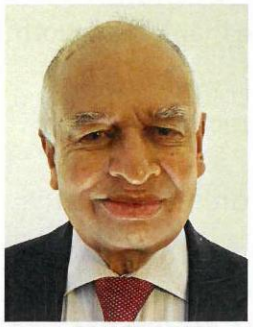
Peter read English at Oxford and for a time seemed destined for a career in the theatre or in music – both life-long interests. Instead, he became a merchant banker! He had always been keen on politics and was elected, first, to Wandsworth Council in 1986 and then as Conservative Member of Parliament for East Surrey in 1992.

It was as our local MP that Peter got to know the College and he was a regular visitor, seeing it as one of the most attractive and worthwhile institutions in his constituency. After he stood down from Parliament, he joined our list of very distinguished patrons. Peter and his wife, Claire, regularly attended our Patronal Festival dinners. At one dinner, in 2013, he conducted the auction with tremendous panache and raised a very handsome sum of money.

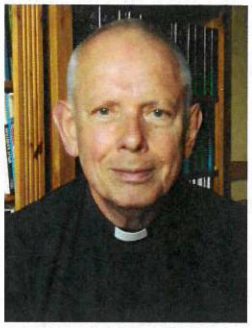
Peter had been a member of the Shadow Cabinet under David Cameron but decided to stand down from Parliament at the 2010 General Election in order to pursue other interests. He was for 5 years chairman of the Big Lottery Fund, in 2016 became the Chair of the Churches Conservation Trust and in 2019 of the Heritage Alliance. Also, he was involved with a number of environmental charities.

Peter was a most engaging and funny man with a very attractive personality. He had wide interests, including what he described as "versifying": some of his witty verse was read at his memorial service at St Margaret's, Westminster in October, at which the College was represented. Peter's patronage of the College was mentioned at the service and also in his obituary in The Times.

The Chairman's Foreword



Keith Luckhoo
(interim Chairman
from April 2021)



Rev David Williams
(Chairman from
September 2021]

2021 has been a year of transition at the College of St Barnabas. It is therefore appropriate this year's Chairman's Foreword is a joint offering by Keith Luckhoo as Interim Chairman from April to September 2021 and Rev David Williams as Chairman from September 2021.

In December 2020, following an internal strategic review, we de-registered as a Nursing Home and are now registered as a Care Home with the Care Quality Commission.

The diverse challenges presented by Covid 19, including the Delta and, more recently, the Omicron variants, continue to dominate life at St Barnabas. For much of the year Council meetings and Committees were conducted remotely via Zoom. Physical meetings were gradually reintroduced during the summer and all participants are required to undertake lateral flow tests on the day of entry to the College.

The major difference compared with 2020 is the protection provided by the successful roll out of the vaccine programme nationwide. To date we have managed to tread a path through these challenges thanks to dedicated and committed management and staff. We continue to be ever vigilant. There is no doubt that when we emerge from the pandemic, the world as we know it will be different and we must be prepared to meet the new challenges.

The immediate adverse impacts of reduced occupancy and increased costs are now being addressed with improved processes and cost controls and enhanced outreach to stakeholders and potential residents.

Changes to the Council

We have had several significant retirements at the AGM in April 2021. We would like to thank Sir Paul Britton for his Chairmanship of the Council over the past nine years. His wisdom and experience as a senior civil servant have been of immense value in moving the College forward. Likewise, Shiona Monfries, who chaired the Care & Welfare Committee, retires after many years of service having ensured best practices for the welfare of residents. David Jessop has also stepped down after being Treasurer for seven years. We are grateful to them all for their significant contributions.

Martyn (Willy) Williams has taken on the role of Treasurer and Chair of Finance & General Purposes Committee and Dr Eileen Phillips has been appointed Chair of the Care & Welfare Committee. Richard Diggory continues in his role as Chair of the Fund Raising & Marketing Committee.

At the AGM in April 2021 four new members were elected to the Council.

Rev David Williams was elected as Chairman Designate and assumed the Chairmanship of the Council from September. Rev David served as Clerk to the General Synod and Head of Central Secretariat to the Archbishops' Council. He is also a retired parish priest, Justice of the Peace and a former member of the governing body of St Luke's Hospital for the Clergy (which, like the College of St Barnabas, was founded by Canon William Cooper). Rev Jane Edwards, a retired parish priest, is the Bishop's Adviser for Retired Clergy in the Diocese of Rochester. She takes on the role of safeguarding oversight. Rev David Ivorson, a former chartered accountant, is Chaplain of Whittington College in Felbridge. Mr Adrian Johnson, who specialises in private equity investments, cements a long standing close association with the College. Mr Johnson's parents both resided at the College. Additionally, in May, Dr Ursula Hodges, a retired consultant anaesthetist and Friend of St Barnabas, was seconded to the Council pending formal election at the AGM in 2022.

Changes to Senior Management

On the senior management side, Rev Kevin Scully retired in January 2021 after 2½ years as Warden and Paul Wilkin retired in October 2021 after 21 years at the College as Bursar. We thank them both for their service to the College and wish them well in retirement.

With the retirements of both the Warden and Bursar we took the opportunity to recast their roles to meet the future needs of the College. In July, we welcomed Rev Derek Chandler as Chaplain and spiritual head of the College. Derek comes from St Barnabas Church, Emmer Green Parish in Reading, where he was the incumbent for 18 years.

In October, Monty Erskine joined us as Chief Executive Officer and Head of the College. Monty joins us from All Souls Charities, Langham Place, where he was Director of Operations. A graduate of Edinburgh University, commissioned at RMA Sandhurst, and with an MBA and MSc in Accounting and Financial Management, Monty brings valuable skills and experience to the College.

The senior management team has been further strengthened with the promotion of Kate Afshar to HR Manager.

Constitution and Governance

With a new Chairman and Council in place we are taking a fresh look at our Constitution including the Objects of our Charity and Governance procedures. Formal Terms of Reference are being written for the Council and all Committees and our risk management and safeguarding processes are being strengthened.

We are also developing a centralised online Operations Manual to make our operating processes more accessible, durable and resilient. Alongside this we are improving our cash flow forecasting and management information. We are also looking at developing relevant training programmes for senior management and staff.

We face many strategic challenges. Without the support of an endowment or other large benefactor, continuing as a sustainable independent Care Home is increasingly difficult against a backdrop of increased regulation and limited state and local authority funding. We remain open to the possibility of partnering with a like minded charity whilst still preserving the essential nature of the community at the College.

We are actively looking at better options for the use and development of our nine acre freehold site. We are currently making arrangements to let The Lodge and considering making better use of Morley House.

In December 2021, we made two submissions to the Archbishop's Commission on Reimagining Care. The holistic approach to care at St Barnabas, which embodies spiritual and mental as well as physical care in the daily rhythm of life, is a blueprint for care homes elsewhere.

A significant recent stage in our journey has been the Council's awayday in March 2022 aimed at developing a strategic vision and direction for the future of the College.

For 2022, we have set ourselves several challenging objectives:-

1. Governance

To review and strengthen the overall governance of The College and ensure that procedures and systems are as robust as we can make them for an organisation of our size with our resources.

2. Management team

To embed the new senior management team.

3. Occupancy

To achieve an average occupancy rate of 92% in accordance with the agreed Budget for 2021/22.

4. Cash Flow

To achieve and maintain positive cash flows through improved management information combined with tighter cost controls.

5. COVID 19 pandemic

To manage The College safely through the ongoing COVID 19 pandemic whilst improving its resilience to any future shocks, thereby ensuring its sustainability.

6. Strategic Options

To evaluate strategic options to secure the long term financial future of The College, including partnerships and site development.

Keith Luckhoo – Interim Chairman, April to September 2021

David Williams – Chairman from September 2021

A Review of the Year

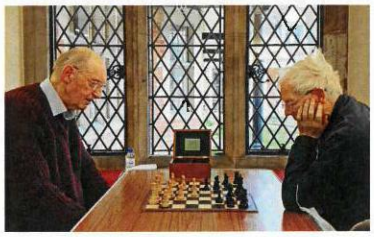
Once again the year has been defined by Covid 19. The all-pervasive impact, duration and mutations of the virus were not understood until many months had elapsed. Lockdowns with social distancing and other protective measures slowly eroded the morale of both residents and staff. The initial respite at the end of the first lockdown in July 2020 signalled what transpired to be a false dawn. However, that respite proved a major fillip to residents who were, with appropriate safeguards in place, at last able to receive visits from close relatives and friends. The spirits at the College were significantly raised. The ensuing restrictions including multiple lockdowns during Autumn, through the Winter and even into late Spring 2021 again tested the resilience of the community. However, it was as a community that residents and staff pulled through that challenging time. Spirits were lifted by the successful rollout of the vaccine programme.

Loneliness, especially amongst the elderly, proved to a significant consequence of the pandemic. It was as a community, supported and bolstered by deep and enduring faith, that we pulled through. The rhythm of daily worship was able to continue with the necessary safeguards.

St Barnabas was not immune from the impact on all care homes. Frequent staff isolations resulted in increased costs particularly as agency and temporary workers were in great demand. Trial visits and admissions to the College were severely curtailed resulting in reduced occupancy. The combination of increased costs and reduced occupancy has taken its toll on our financial reserves.

As we learn to live with Covid we have gradually reintroduced the activities and pastimes which bring that added dimension to our community and differentiate St Barnabas from so many other care homes. Beautiful gardens and surrounds have enabled safe activities, including gardening, putting and croquet, to be resumed. The extras provided by The Friends of St Barnabas make a significant difference in our quest to provide holistic care in a Christian community.

Finally, huge thanks is due to all our staff for their unwavering commitment and for rising to the unprecedented challenges we faced during the year.



The Chess Masters



Coffee in the Common Room



Art Group preparations

The New Senior Management Team

Monty Erskine – Chief Executive

I am delighted to have the opportunity to lead the College of St Barnabas through the next phase of its long and purposeful life. Given the difficult prevailing conditions in the care sector and country at large this is an exciting challenge, made possible because of the incredible attitude of the staff at the College who have worked steadfastly since March 2020 under an ever-changing set of pressures and difficulties. Our international team brings a wonderfully rounded range of experiences and skills to the task of looking after our residents and this, taken alongside our strong Christian ethos, makes for a rich and positive environment in which to live and work.

There are many aspects of the College that are special, not least the estate, the woods, gardens and historic buildings. Hidden from sight from the road, first-time visitors are always delighted to see the cloisters and gardens appear from behind the trees. Simon Farthing, our Estates Manager, and his team of Charlie, Mark and Neil (who joined the team in January 2021) are responsible for looking after all aspects of our buildings and grounds and now have the qualifications and skills among themselves to carry out 90% of certified maintenance and repair tasks. On top of an extensive schedule of refurbishment of rooms and upgrading facilities, this includes being the first port of call for residents with maintenance requests.

During lockdown, limits on staff access to the building gave the team the opportunity to work extensively outside. One major electrical project had to be shelved as part of the College's infection control measures (to be restarted at the end of 2021), but the reordering of Morley House was successfully completed.

For residents having to spend another year with restrictions on both visitors and visiting, the grounds and gardens have been a vital resource, and we are so thankful for work that Charlie and the rest of the team have put into in their upkeep.

The College has a unique combination of features, offering as it does independent living in the Cloisters and Morley House alongside a Care Wing providing regulated activities for those with specific care needs. Where able, residents from both these parts of the College come together for communal life, eating, socialising and worshipping together. Looking after all these arrangements are our Housekeeping team under Sue Lewis, and they have been fundamental in keeping the College running smoothly over the last year. In 2020-2021 this included a huge effort to maintain infection control measures and support the Care Wing staff by taking over the serving of food in the Care Wing.



Lunch being served to the residents

This however only represents part of the picture. All staff teams, from Housekeeping, Estates, Care Wing staff and the Admin team have kept working through the midst of the lockdown under their own and their teams' pressures – family and team members having to isolate, staff shortages, team members working from home. In the words of one Department Head, 'no-one let us down'.

Working with these pressures under the second and third lockdowns was particularly challenging for the teaMs Changing regulations and guidance were harder to keep up with and follow, especially with residents' families and friends keen to visit. Judy Bailey in the College office worked hard to run the visitor website, changing the arrangements when the regulations required, backing this up by constant oversight of visitor LFT testing. Chef Eifion "Taffy" Davis and his catering team managed the year with only one team member testing positive and set up arrangements with suppliers to ensure priority supply to the College.

The Care Wing under experienced Registered Manager Suzan Jack experienced some of the most significant challenges in the year, successfully managing the transition from Nursing Home to Care Home. This change, in the middle of lockdown, was a considerable undertaking involving the whole staff team learning new roles and responsibilities while paying attention to the care of residents. I am particularly grateful for the focus and commitment of Suzan and her team in working through this turbulent process. Suzan and her staff are now looking forward to developing the Domiciliary Care provision, alongside that in the Care Wing. The College supports residents from the time they move into the Cloisters or Morley House for as long as they need care and making this transition clear and simple is a priority. Our work at St Barnabas is delivered by a large team of over 80 full and part time staff under the coordination of HR Manager, Kate Afshar.

As a charity our purpose is to provide a home and care for our residents, and it is a privilege to get to know them. We are a Christian community led by our Chaplain Reverend Derek Chandler, and the spiritual health of the College is centred on weekly patterns of worship in the Chapel and Lower Chapel, as well as the care of the Chaplain's Department and Chaplaincy team. The members of our community have remained incredibly positive during the pandemic, but there is no doubt that we are all looking forward to a new season. With the lifting of restrictions will come the chance to bring the outside world back into the College, whether family, friends or the local community, to throw open our doors and welcome back old friends and re-establish relationships.

St Barnabas is a very special place with a dedicated and caring team bringing comfort, joy and enrichment in later years of lives to a community united in faith.

Residents

The College's constitution defines the Objects of the Charity as providing a home and, when required, care for those who have served the Anglican Church at home or abroad. The College is home to people who have given years and often a lifetime of service in the Church. It is our privilege to care for them in a peaceful, comfortable and spiritual environment. Many are unable to meet the costs that such care entails, and it is an important part of our task to ensure that they are able to remain here without the anxiety that such a lack of means can cause.

Here are profiles of aspects of the lives of two of our residents:



Rev Mary Watts

In the early 1970's Mary was a Licensed Parish Worker at Immanuel Church in Streatham and the last thing on her mind was to be ordained. Married and with three children, Mary can remember the day that the Bishop of Kingston suggested she considered becoming a deaconess. Her ministerial formation progressed and in 1987 Mary formally became a deacon in the Church of England, before becoming a priest in 1994 following her ordination in Southwark Cathedral.

Mary joined the College of St. Barnabas as a Cloister resident in the autumn of last year. She performs an active role in the life of the community and enjoys, among other things, delivering the daily post to less able residents within the College. She is constantly thankful for the support and encouragement she has received throughout her ministry, and has fully embraced life as a member of the College community while continuing to devote herself to her family.

Mary is still serving the Lord with joy as much as the College community is serving her, and this is typified in a verse she likes to quote from the hymn, 'O Thou Who Camest From Above'. The words are,

'Jesus, confirm my heart's desire,
to work, and speak, and think for thee;'



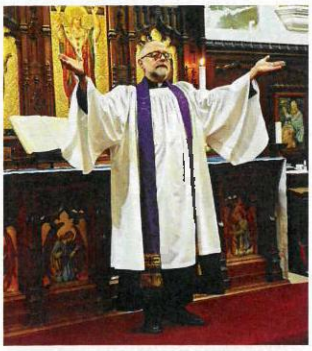
Rev Roderick Ballantine

Roderick's vocation took him to minister in inner city areas ranging from Peckham to South Hackney. He witnessed the 'gentrification' of such areas and determined to minister to those who often felt left behind, creating inclusion and community in churches that often felt small and labelled as 'failing'. Roderick responded by cultivating a sensitive ministry in which people could 'flourish'. He still has fond memories of the 'quirky' personalities and cosmopolitan communities in which he ministered.

For many years Roderick became a spiritual accompanier for both lay and ordained members of churches within the diocese, particularly focusing his attention on Ignatian spirituality. He feels that this style of spirituality especially values the individual and their experience of God. This is something he has already shared with other residents of the College of St. Barnabas since moving into a Cloister flat in the autumn.

Roderick particularly values the sense of community and the relaxed atmosphere of the College that is enjoyed by both residents and staff alike. When asked what he finds most important about the College Roderick replied by saying that he is continually drawn to the way in which life in community helps him to experience 'something which is larger than himself'. This insight is something which surely resonates for many of us.

The Chaplain's Report



Chaplain Reverend Derek Chandler presiding in the Main Chapel

I am the first Chaplain in the history of the College of St. Barnabas incorporating some of the former warden's responsibilities with newer ones in developing a chaplaincy ministry. Beginning my work in August, a chaplaincy team was established comprising of four resident, assistant chaplains – Rev Canon Dr Raymond Bayley, Rev Robert Raikes, Rev Anne Bayley, Canon John Herve, along with myself. As a chaplaincy team we address issues relating to pastoral care and worship for residents, as well as staff and visitors where applicable. The chaplaincy team provides a Duty Chaplain every day at the College, accessible by a designated mobile phone. This is particularly effective when meeting pastoral needs at a time of crisis, such as illness or end of life.

In engaging with spiritual and pastoral issues, and more general issues of wellbeing, the role of the chaplain and the chaplaincy team is to be the 'glue' that binds the College community of residents and staff together. Creating spaces, both formal and informal, where individuals and groups can engage with their inner world and the world in which they dwell with one another, is an important aspect of chaplaincy. This takes several forms at the College:

- Creating induction processes for new residents, providing appropriate ministry during the necessary adjustment time required for such a major transition.
- Facilitating or enabling residents to facilitate, events, hobbies, and interest groups. This is done in close liaison with the Pastimes co-ordinator, Sue Alfrey, and the voluntary support of the Friends of the College. We have also restarted putting and croquet competitions with our neighbours at Whittington College.
- Chairing regular Heads of Department and Safeguarding meetings where required. The safeguarding group consists of Dr Eileen Phillips, Suzan Jack, Kate Afshar, Rev Jane Edwards, and myself. The group discusses safeguarding issues and facilitates policies. Jane reports to the College Council on behalf of the group.
- The chaplain chairs residents' meetings, which have been doubled from every six months to quarterly. We discuss residents' issues and concerns and seek to communicate to them external matters that may warrant their attention. It is a valuable forum in which residents may not only engage with one another, but also with staff and College Council members when necessary.
- The chaplain also chairs the Library Committee, which is responsible for the upkeep and administration of the College libraries.

The community of College residents continues to change, and we have remembered a number of those who have died and welcomed those who have come to join the community. One notable event was the sad loss of Fr. Derek Goodrich in September, owing to his length of tenure, his advocacy of the College, but especially his warm and gracious character. Canon John Twistleton paid him this tribute which it was agreed was appropriate to share in this annual report:

Anne and I mourn the death this morning 03.15am in East Surrey Hospital of our dear friend and mentor Fr Derek Goodrich (94), Dean-emeritus of St George's Cathedral, Georgetown, Guyana where he received the nation's highest award, the Golden Arrow of Achievement. Derek summoned me to prepare him for death on Friday, fearless and practical as ever. He died fortified by the rites of the Church he loved and served for 68 years as a priest. This legend of a cleric spent his last 20 years in the College of St Barnabas, Lingfield near our home in Haywards Heath where he was sub-Warden for a time. Derek read the epistle at the interment Mass I celebrated for Canon Allan Buik three weeks ago when he seemed a bit slow on his feet but his phone call over the weekend was a great surprise. In his autobiography Derek writes: 'Just before I retired I did some Maths and reckoned that I baptised over three thousand, presented three thousand eight hundred for Confirmation, married some nine hundred and fifty couples, conducted nine hundred funerals, celebrated Mass on fifteen thousand occasions, and, horror of horrors gave over ten thousand sermons and addresses. How much suffering I have caused!'. To the contrary, he will be mourned by



Remembering the late Canon Derek Goodrich

those tens of thousands and, with his cousins John and Charles Goodrich and the Chaplaincy team at St Barnabas we will be working on celebratory funeral arrangements to be communicated in a few days. Anne and I joined in offering Holy Mass for him this morning thanking God his death agony was so short.
May he rest in peace and rise in glory!

As a senior member of staff, the Chaplain acts as an ambassador for the College when required. From events, such as the Christian Resources Exhibition, to establishing local and regional networks via deaneries and diocesan networks. The purpose of this is to raise the profile of the College and to establish a 'hub' for conversations and dialogue on issues relating to ageing, spirituality, retirement, and ministry. In due course this will be reflected in, amongst other things, a repurposed version of the former annual publication of the College of St. Barnabas Chronicle.

In establishing a new role under new management, sensitivity to expectations has been an important factor of the chaplaincy work thus far. In assisting, as part of the leadership team, to take the College of St. Barnabas forward with renewed vision I have invited residents, staff, and Council members to reflect on the word that is used in Spanish speaking cultures for retirement, 'Jubilación'. For Christians this will resonate strongly with the biblical word, 'jubilee'. As we move out of the past two years of Covid and into 2022 under new management and preparing to celebrate the Queen's Platinum Jubilee along with the nation, it seems a very timely word – familiar and yet able to open new ways of thinking and practice as the College of St. Barnabas begins a new chapter.

Rev Derek Chandler

Fundraising

Once again our year began on a cautious note, but without the optimism of the previous year. More than a year of lockdowns and restrictions were affecting everyone, and this was reflected in a loss of confidence and great uncertainty among supporters, as well as feelings of exhaustion and burnout among the fundraising team. Options were very limited and it was, of course, another year in which we could not revisit the idea of – let alone put on – events for our supporters and the wider community, either on- or off-site.

Modestly successful Christmas and Summer Appeals were held, and our intrepid Fundraising Manager attempted to cycle the 120-odd miles of the Leeds and Liverpool Canal in one day. Unfortunately let down by "terminal equipment failure" (the bike died) the attempt had to be abandoned before the halfway point. Mike's cycling companion Martyn Trueman managed to do 112 miles before bad light stopped play. Despite this "glorious failure", the event nonetheless raised over £8,000.00.

We had great support throughout the year from the growing number of people who make donations through their bank on a regular basis, and it is notable that the pandemic has led to more people giving directly via BACS and internet banking. This is a highly beneficial development as it eliminates postage costs for our supporters and enables us over time to reduce admin costs, and additionally has environmental advantages over sending a cheque.

We didn't have any specific projects for funding this year, so the bulk of the £393,000 raised was available for the general work of the charity including the care and support of the most financially vulnerable. Looking ahead it doesn't seem as if the challenges for the coming year are going to be fewer or less demanding.

Michael Herbert

Marketing

Effective marketing is key to achieving our objective of maximum occupancy, and we have come to realise that this calls for a more strategic and better structured approach than hitherto. Reflecting this, the Fundraising Committee has during this year taken on responsibility for oversight of marketing and in December 2020 was renamed the Fundraising & Marketing Committee. Since then a considerable amount of time and effort has been devoted to initiating the development of a marketing strategy. This involves determining what is distinctive in what the College has to offer, analysing the competition, identifying our target market, deciding how best to communicate with that market, and monitoring the effectiveness of our advertising. One of our priorities will be a comprehensive update and improvement of our website. Initial contacts have been made to engage expert professional advice to assist us in developing our marketing plans.

Meanwhile, we have continued with occasional advertising in the Church Times, to maintain profile, and some more targeted advertising aimed at 15,000 Christians via the Christian Resources Exhibition. There were understandably no CRE events during the year, but its organisers have made strenuous efforts both online and in print to enable their advertisers such as ourselves to engage with their audience.

Richard Diggory

The Friends of the College

The Friends of the College of St. Barnabas is an independent Charity (No.1109585), whose aims and objectives are to support the residents of the College by arranging a variety of social events. These include parties, visits, talks and concerts and in addition there is a group of the Friends who will visit the residents at the College when requested.

At present there is a membership of 135. The funds are raised by annual subscriptions and fund raising through the annual 'Autumn Fair'. Requests are presented to the Committee by the Chaplain on behalf of the residents. Since the Pandemic, the social activities have been curtailed. As the restrictions are being eased, access to the College has been resumed. Friends volunteering to visit residents will be reinstated shortly.

THE SHOP. This is held weekly for residents to purchase items It is manned by volunteers under the leadership of a former Trustee Shiona Monfries. During lockdown, several residents took this on but were pleased for it to return to normal!

Since 2019, expenditure by the Friends has been reduced on account of reduced social activity. Taking into account the support by the membership and the fund raising, the financial position is healthy. The Friends have been able to assist financially with the purchase of items for the benefit of the residents such as a new television set for the Care wing, assistance with the upgrade of the 'sound system', garden furniture and planters as well as a new assistance bath for the more immobile residents.

The Autumn Fair took place off site. This is usually held at the College. There were costs for hiring the hall, which meant our profit was reduced but we still raised £1,400.

The Annual General Meeting took place on 22 February 2022. The current Chairman has retired after being in post since 2003. The new Chairman, Sally Martin, will be supported by a strong team.

The new programme of social activities is being planned.

The membership numbers have reduced recently. The recruitment of new members is important in order to allow the Friends to continue with their work.

Cynthia Taylor

Financial Review

Financial Result

Last year's Financial Review referred to the impact of the Covid pandemic on the College's financial results. The challenges faced by the College last year have continued and, in some ways, have intensified. It can be no surprise, then, that the College recorded an overall deficit on unrestricted funds of £141,000 (2020 deficit £106,000), which was offset by a surplus in the year on restricted funds of £162,000. Movements in restricted funds represent funds raised in advance for specific purposes and are not available for deployment in the normal operations of the College. This makes all the more important the measures being taken both in the short and long term to eliminate the deficit on unrestricted funds.

Total incoming resources were £2,157,000 (2020 £2,148,000). This small increase is primarily due to the net impact of the following:

1. Contributions from residents of £1,725,000 (2020 £1,676,000) increased by 3.0%, principally as a result of higher residents' contribution rates.

2. Donations and legacies of £393,000 (2020 £431,000) although down on the total achieved in 2020 represented another excellent result for the College's fundraising activities.

Total resources expended were £2,207,000 (2020 £2,177,000) an increase of 1.3%. Broadly, our main expenses included only inflationary increases. The cost base is substantially fixed, with few costs that vary with a fall in occupancy, since we remain committed to maintaining the high standards of care that our valued residents need and expect. Our main costs relate to the remuneration of our exceptional staff.

A good performance by our invested portfolio resulting in investment income in the year of £71,000 (2020 £3,000) resulted in a net surplus for the year of £22,000 (2020 net deficit of £26,000). Total funds at 31 August 2021 were £3,148,000 (2020 £3,126,000).

Our total capital expenditure in the year was £74,000 (2020 £72,000). The largest element of this was approximately £51,000 spent on renewing the electrical infrastructure of the College.

We showed a small cash deficit on operating activities of £15,000 (2020 surplus of £83,000) and an overall cash outflow for the year, after capital expenditure, of £73,000 (2020 outflow £3,000).

Despite the difficulties caused by the ongoing pandemic in terms of staff availability and the recruitment of new residents, the management team and the entire staff are to be congratulated on limiting the financial effects of this once in a generation event. With the pandemic still with us, continued vigilance will be necessary to ensure the continued financial good health of the College as we fulfil our mission of delivering outstanding care to our residents through a dedicated and talented staff.

Principal Sources of Funding

The principal sources of funding for the activities of the College are;

- Regular structured contributions from residents able so to do, in order to cover accommodation and services provided
- Government funding for residents whose financial situations prevent them from being able to make such contributions above
- Grants and donations from our generous supporters
- Investment income and other fundraising activities

Investments

The College's investment advisers Charles Stanley & Co Ltd have managed the College's investments under delegated authority from the Council. The current policy is to maximise total returns achievable within a medium to high risk profile.

The portfolio has produced a total return of 13.9%. A report by the investment adviser is included on page 21.

Reserves and Funds

At 31 August 2021 the free reserves which are represented by investments and cash stood at £345,000 (2020 £405,000). The Council aims to maintain free reserves in unrestricted funds at a level which equates to at least approximately three months of unrestricted charitable expenditure. The Council considers that this level will provide sufficient funds to respond to day-to-day expenditure needs and ensure that there are sufficient funds available to cover support and governance costs. Any funds which are not restricted are free to be spent as the Council see fit.

Restricted and designated funds include £510,000 (2020 £476,000) arising from grants and donations to be applied in making good the shortfall in Government funding for residents not in a position to make contributions themselves. The balance of restricted funds comprises grants and donations to be applied to particular activities or expenditure of a capital nature. Details of the funds are shown in note 21 to the Financial Statements.

Future Plans

The College faces challenging financial times ahead. The underlying trends in falling occupancy are associated with demographic changes which are faced by most care sector providers. Broadly people are tending to come to the College (and this is true for other organisations in the general sheltered accommodation/ care home sectors) at a later stage in life, for many reasons. Occupancy levels have been under further threat because of the limitations on movement imposed as a result of the Covid pandemic. At the same time, there are periods, such as at present, when the infrastructure of the College itself warrants significant investment. The Trustees are actively considering the best approach to meet these challenges whilst maintaining the high standards of care and enjoyment of facilities that the College offers. The approach includes funding capital projects with specific appeals wherever possible. Significant projects under consideration for the next 3 years include:

- Upgrades to the electrical system
- Upgrades to the plumbing system
- External decoration for the West Cloister and Central Block West
- Double-glazing for first floor West Cloister Flats

Financial review and Statement of Responsibilities approved by the Council and signed on its behalf:

Martyn Williams, MA (cantab), FCA
Honorary Treasurer March 2022

Structure, Governance and Management

Function and Constitution

The College of St Barnabas was incorporated on 10 March 1899 as a company limited by guarantee not having a share capital. The liability of the Members of the Association on winding up is limited to £10. The Company is governed by its Memorandum of Association, which was last amended by Special Resolution on the 21 March 2005, and its Articles of Association.

The objects of the Charity are to provide sheltered housing and a permanent home for clergy of the Church of England and of Churches in full communion with it, clergy spouses, licensed Church Workers and practising communicants. In accordance with these objects there are sheltered flats for up to 8 couples and 21 single or widowed people, and 28 care rooms which are registered with the Care Quality Commission.

The activities of the Company are directed by the Council, the members of which, apart from its ex officio and delegate members, are elected by the Members of the Association.

Applications for membership of the Association are approved at its Annual General Meeting; membership is limited to 100. The Annual General Meeting is also the forum for the election and re-election of members of Council. Candidates must be members of the Association. One third of the elected members of the Council retire each year but they are eligible for re-election.

At Annual General Meetings, five members constitute a quorum. Questions at meetings of the Association are decided by a majority of votes with the Chairman having a casting vote.

The Council has authority to delegate any of its powers and duties to individual members or to any committee or sub-committee of members and to set the quorum necessary for the transaction of business.

Members of Council may not receive remuneration other than professional fees, which are subject to the restrictions contained in Clause 5 of the Memorandum, and reasonable out of pocket expenses.

Procedures

The Council meets regularly four times a year and at other times as required. It has oversight across all aspects of the College's operation, and exercises strategic direction of policy and resources.

The Council delegates elements of oversight and decision-taking to committees, which are accountable to the Council. Members of the committees are appointed by the Council. They each meet four times a year and at other times when necessary (apart from the Remuneration Committee which meets annually) and they report regularly to all meetings of the Council. The Council may from time to time establish ad hoc working groups to oversee major projects, which may be accountable to the Council directly or through its committees.

The committees comprise the Standing Committee, the Finance and General Purposes Committee, the Care and Welfare Committee, the Fundraising and Marketing Committee and the Remuneration Committee.

In 2021 the Council established a Standing Committee to enhance co-ordination between the Finance and General Purposes Committee, the Care and Welfare Committee and the Fundraising and Marketing Committee, to consider over-arching issues concerning governance and to prepare more effectively for meetings of the Council. It consists of the Chairmen of the Committees and the Chairman and Vice-Chairman of the Council, with the CEO in attendance.

The Finance and General Purposes Committee is responsible for matters relating to finance, staff, property, facilities and general administration. The Committee ensures that a suitable system of internal financial control is in place, and it prepares the budget, monitors income and expenditure, and sets levels of authorisation.

The Care and Welfare Committee oversees matters relating to the care and welfare of residents, ensures that appropriate policies and procedures are in place and that the standards of care satisfy the expectations of the Care Quality Commission for residential care homes, and enables and maintains the best possible care for all residents.

The Fundraising and Marketing Committee oversees the fundraising and marketing of the College and ensures that it is compliant with Charity Commission rules and other regulatory requirements. Its work includes raising funds for specific appeals and encouraging regular giving to the work of the College. A particular focus of its fundraising work is to assist those who live in the College on limited means, where there is a shortfall between social funding and the full cost of residence. Its marketing function is to attract new residents, through publicity, and developing contact with enquirers and visitors. A new marketing strategy will be put in place in 2022.

The Remuneration Committee considers the general level of salary increase applicable to all staff, and the specific remuneration of each member of the senior management team. Its recommendations are submitted to the Council for approval.

Management

The CEO and the Senior Management Team (SMT) are responsible for all day-today activities of the Charity and for ensuring that the policies approved by the Council are followed. The SMT consists of the CEO, Chaplain, Registered Manager, Housekeeper, Fundraising Manager, Estates Manager and HR Manager; and the CEO convenes weekly meetings of the Team. The CEO attends all meetings of the Council and each of the committees; and members of the SMT attend meetings of the Council and the committees as appropriate.

Each month, a member of the Council carries out a random inspection of one area of care and welfare, including private interviews with three residents or staff in the care wing, seeking their views on standards of care and working practices; and also checks monthly self-assessments of the work of the senior staff in the College. Reports are made to the Care and Welfare Committee in relation to the residents and staff in the care wing, and are made available to the CQC.

Members of the Council attend the regular bi-monthly meetings of the College's residents to share in discussions and to hear any matters of concern.

Risk Management

The Council is responsible for the management of strategic, financial and operational risks faced by the College and regularly examines the risk register and the inter-connected policies pertaining to risk and risk mitigation. The Standing Committee exercises an overview of the over-arching risks and the Finance and General Purposes Committee, in liaison with the other committees, is responsible for seeing that appropriate procedures are in place. The SMT is responsible for ongoing monitoring of operational risks and taking action to manage and mitigate risks throughout the College.

Particular areas of risk management are:

- Finance, including monitoring, financial controls, and appropriate intervention to address any net deficit
- Care and Welfare, including rigorous oversight and monitoring and effective documentation
- Infrastructure, including preventative measures, regular maintenance, checked procedures, and monitoring of systems
- Compliance with legal and regulatory requirements, specifically those of the Care Quality Commission

From March 2020 a specific and acute focus of risk management has been to ensure the safety, well-being and health of residents and staff in the face of the Covid-19 pandemic, and a careful regime was put in place to mitigate the risk of virus infection consistent with government guidance and tailored to the needs of the College.

Care and Welfare

The Council membership includes those with expertise and experience in the care sector who exercise effective oversight, underpinned by robust policies, procedures and monitoring. Through the Care and Welfare Committee, the Council ensures that policy and practice complies with the high standards of care expected by the Care Quality Commission.

Investment

The College's investments are managed by Charles Stanley and Co Ltd, and overseen by the Finance and General Purposes Committee. The current policy is to maximise total returns within a medium to high risk profile.

Capital expenditure and reserves

The Council ensures that capital expenditure is pre-authorised within prescribed limits; and that capital investment is predominantly resourced from funds which are designated or otherwise raised for particular projects. General funds may only be used for capital projects when reserves leave sufficient funds to provide cover for cash-flow and other contingencies.

Public Benefit

The Council confirms that in carrying out its responsibilities as the College's Trustee body, it has regard to the public benefit guidance issued by the Charity Commission. Although the College was initially established as a community of retired Anglican priests, the now broader criteria for eligibility mean that, in addition to those who have worked for and within the Church, any communicant member of the Church of England can apply to benefit from the accommodation and service that the College provides.

The principal source of public benefit that the College delivers is that where its residents are unable to meet the full economic costs of the services provided to them from their own resources and/or from grants they are eligible to receive, the shortfall in their contributions is covered by the College, drawing for this purpose on its charitable income from various fundraising activities. The College's charitable income also helps to meet the substantial costs of maintaining its Grade 2 listed building.

In the year to 31 August 2021 the total subsidy provided by the College in this way amounted to £122,097 representing 7% of the total of residents' contributions. The number of residents receiving this benefit was 6, representing 13% of the total number of residents at the end of that year.

In addition, the College seeks to engage in local community events and is looking at ways of making its facilities more widely available, subject to the primary function of the College.

Membership of Committees

The Finance and General Purposes Committee, Fundraising and Marketing Committee, and Care and Welfare Committee are attended by the Chairman and/or Vice-Chairman as available.

Standing Committee

The Rev David Williams	Committee Chairman
Mr Richard Diggory	
Mr Keith Luckhoo	
Dr Eileen Phillips	
Mr Martyn Williams	
Mr Monty Erskine	CEO in attendance

Finance and General Purposes Committee

Mr Martyn Williams	Committee Chairman
Mr Peter Beynon	
Mr Anthony Proctor	
Mr Monty Erskine	CEO in attendance
Ms Bernadette Jenkins	Accounts Manager in attendance
The Rev Derek Chandler	Chaplain in attendance

Fundraising and Marketing Committee

Mr Richard Diggory	Committee Chairman
The Rev David Ivorson	
Mr Adrian Johnson	
Mr Keith Luckhoo	
Mr Monty Erskine	CEO in attendance
Mr Mike Herbert	Fundraising Manager in attendance
The Rev Derek Chandler	Chaplain in attendance

Care and Welfare Committee

Dr Eileen Phillips	Committee Chairman
The Rev Jane Edwards	
Dr Ursula Hodges	
Mrs Cynthia Taylor	
Mr Monty Erskine	CEO in attendance
Mrs Susan Jack	Registered Manager in attendance
The Rev Derek Chandler	Chaplain in attendance

Remuneration Committee

Mr Martyn Williams	Committee Chairman
Mr Keith Luckhoo	
The Rev David Williams	

Report of the Investment Adviser for year to 31 August 2021

The portfolio's total return for the year was a pleasing 13.9%. 2.4% of this was from dividend income and a further 11.5% from the appreciation of capital values.

Now that equities markets have performed so positively, rising inflation is of concern in the US, where the jobs market recovery continues apace. Joe Biden's administration has launched a multitrillion-dollar agenda of infrastructure, healthcare and other investments in social initiatives and the country's federal budget is expected to hit its highest sustained levels since World War Two this year. This has driven market worries that central banks may be forced to increase interest rates too soon in an attempt to head off overheating – with the higher cost of borrowing halting any recovery in its tracks. However, the Federal Reserve, the most powerful central bank in the

world, has pledged to continue to support the recovery – and has committed to allow inflation to run above its long-term target of 2% for some time before it takes any action. The Fed continues to insist that currently high rates of inflation remain transitory. Current inflationary pressures are caused by bottlenecks in supply chains, which should ease as economies fully reopen, it argues.

Economic growth in 2021 will be substantial when compared with the height of the crisis in 2020, although growth figures are expected to start to normalise next year. Service-sector businesses are expected to drive the economic rebound in the coming months, as the hard-hit tourism and leisure sectors start to recover. The UK has relaxed its travel restrictions, requiring a less rigorous testing regime to enter the UK, and the US will allow fully vaccinated travellers to enter its borders from November. Many businesses coped with the pandemic well and have restarted dividend payments that were suspended by management last year. Many others have confirmed they will resume shareholder pay-outs later in 2021. The second-quarter reporting season proved a success, with a substantial proportion of companies beating market forecasts.

As with last year, the performance of the technology sector has remained impressive. The holding in Microsoft rose by a further 37% as the group reported strong revenue growth of 21%. Its cloud storage business grew by 30% as companies migrate data storage online to facilitate remote working. Personal computing sales, such as Surface Pro laptops and Xbox gaming, rose by 21%. Gross margin remained impressive at 70%.

The holding in Toyota, only purchased in May 2021, rose by 49%. The group is a world leader in hybrid vehicle technologies demonstrated with the success of the Prius. The car maker posted a record quarterly operating profit for the three months ended 30 June 2021 at 997 billion yen, higher than average analyst's estimates of 752 billion yen.

Texas Instruments shares appreciated by 31%. The group sells thousands of semiconductors globally. Semiconductors are vital in nearly all electronic products designed today, from low-cost microcontrollers for electric toothbrushes to highly specialised complex chips for driverless vehicles. Management reported revenue growth of 41% recently. Gross margin came in at an impressive 67%. Personal electronics was strong due to greater demand for PCs/tablets/smart speakers etc as people work from home.

Siemens' shares gained by 22%. The German company is a tech-focused industrial conglomerate. The company has a dominant position in Factory Automation, Vertical Software, Rail Automation and Grid Automation. It also provides exposure to secular growth themes like digitalisation of manufacturing as well as the increase in green electric infrastructure planned by central governments.

As with last year, Segro's shares also performed well – up 30%. Segro is the largest listed pan European warehouse owner in the UK and Europe. With increasing demand for online shopping, industrial warehousing is in high demand and undersupplied, putting owners of warehouses in a strong pricing position. Demand from new emerging sectors including the creative industry and q-commerce, leaves the group in a strong position for further growth. The group reported strong first half results with pre-tax profit up 19% and a 7% increase to the interim dividend.

The portfolio remains positioned to deliver a balance between growth and income. 74% is invested in equities. While Sterling still relatively weak the overseas stocks have added much value but, as always, we have striven to provide broad exposure to global markets, differing assets classes and a wide range of industry sectors. Nevertheless, we have tried to concentrate the portfolio on less impacted sectors and on organisations that have strong balance sheets, well known brands and offer resilience.

Alistair King
Director of Private Clients
Charles Stanley

Professional Advisers

Solicitors

Thomas Mansfield LLP, Christopher Wren Yard, 119 High Street, Croydon, CR0 1QG

Bankers

Barclays Bank Plc., 17-21 High Street, East Grinstead, RH19 3AH

Investment Advisers

Charles Stanley & Company Limited, 25 Luke Street, London, EC2A 4AR

Surveyors

Downlands Design and Surveying, Downlands, Blackboys Road, Uckfield, TN22 5PN

Statement of Trustees' Responsibilities

The Trustees (who are also the directors of The College of St. Barnabas for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- 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 which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 confirm that, in the case of each person who was a Trustee at the time when this report was approved, the following applies:

- So far as each Trustee is aware, there is no relevant audit information needed by the charitable company's auditors in connection with preparing their report of which the auditors are unaware; and
- Each Trustee has taken all the steps that he or she ought to have taken as a Trustee/Director in order to become aware of any relevant audit information and to establish that the auditors are aware of that information.

Approved by order of the Board of Trustees on 14 March 2022 and signed on its behalf by the Reverend David Williams - Chairman.

Report of the Independent Auditors to the Members of The College of St Barnabas (Registered number: 00061253)

Opinion

We have audited the financial statements of The College of St Barnabas (the 'charitable company') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (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 August 2021 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 Auditors' 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 UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 24 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

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

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

Report of the Independent Auditors to the Members of The College of St Barnabas (Registered number: 00061253)

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and the related disclosures made by the directors.

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to event or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors report to the related disclosure in the financial statements or, if such disclosures are inadequate to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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 Report of the Independent Auditors.

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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

H M Day (Senior Statutory Auditor)
for and on behalf of Xeinadin Audit Limited
Chartered Accountants and Statutory Auditors
Becket House
36 Old Jewry
London
EC2R 8DD
Date: .....19th April 2023.....

THE COLLEGE OF ST BARNABAS

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the year ended 31 August 2021

	Notes	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	223	170	393	431
Charitable activities	5				
Contributions by Residents for accommodation and nursing care		1,725	-	1,725	1,676
Other trading activities	3	10	-	10	16
Investment income	4	29	-	29	19
Other income		-	-	-	6
Total		1,987	170	2,157	2,148
EXPENDITURE ON					
Raising funds	6	108	-	108	120
Charitable activities	7				
Nursing and care costs		970	-	970	901
Collegiate		1,121	8	1,129	1,156
Total		2,199	8	2,207	2,177
Net gains on investments		71	-	71	3
NET INCOME/(EXPENDITURE)		(141)	162	21	(26)
Transfers between funds	21	130	(129)	1	-
Net movement in funds		(11)	33	22	(26)
RECONCILIATION OF FUNDS					
Total funds brought forward		2,703	423	3,126	3,152
TOTAL FUNDS CARRIED FORWARD		2,692	456	3,148	3,126

The notes form part of these financial statements

Balance Sheet
31 August 2021

	Notes	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	2020 Total funds £'000
FIXED ASSETS					
Tangible assets	13	2,390	-	2,390	2,447
Investments	14	263	446	709	650
		2,653	446	3,099	3,097
CURRENT ASSETS					
Stocks	15	16	-	16	11
Debtors	16	130	-	130	123
Cash at bank and in hand		95	10	105	178
		241	10	251	312
CREDITORS					
Amounts falling due within one year	17	(159)	-	(159)	(229)
NET CURRENT ASSETS		82	10	92	83
TOTAL ASSETS LESS CURRENT LIABILITIES		2,735	456	3,191	3,180
CREDITORS					
Amounts falling due after more than one year	18	(43)	-	(43)	(54)
NET ASSETS		2,692	456	3,148	3,126
FUNDS	21				
Unrestricted funds				2,692	2,703
Restricted funds				456	423
TOTAL FUNDS				3,148	3,126

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 14 March 2022 and were signed on its behalf by:

The Reverend David Williams
Chairman of Trustees

Mr Martyn Williams
Trustee and Treasurer

The notes form part of these financial statements

THE COLLEGE OF ST BARNABAS

Cash Flow Statement
for the year ended 31 August 2021

	Notes	2021 £'000	2020 £'000
Cash flows from operating activities			
Cash generated from operations	1	(15)	83
Dividends received		28	18
Net cash provided by operating activities		13	101
Cash flows from investing activities			
Purchase of tangible fixed assets		(74)	(72)
Purchase of fixed asset investments		2	-
Sale of fixed asset investments		10	7
Interest received		1	1
Net cash used in investing activities		(61)	(64)
Cash flows from financing activities			
Loan repayments in year		(25)	(40)
Net cash used in financing activities		(25)	(40)
Change in cash and cash equivalents in the reporting period		(73)	(3)
Cash and cash equivalents at the beginning of the reporting period		178	181
Cash and cash equivalents at the end of the reporting period		105	178

The notes form part of these financial statements

Notes to the Cash Flow Statement for the year ended 31 August 2021

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £'000	2020 £'000
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	21	(26)
Adjustments for:		
Depreciation charges	131	120
Gain on investments	(71)	(3)
Interest received	(1)	(1)
Dividends received	(28)	(18)
Increase in stocks	(5)	(2)
Increase in debtors	(7)	(76)
(Decrease)/increase in creditors	(55)	89
Net cash (used in)/provided by operations	(15)	83

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.9.20 £'000	Cash flow £'000	At 31.8.21 £'000
Net cash			
Cash at bank and in hand	178	(73)	105
	178	(73)	105
Debt			
Debts falling due within 1 year	(26)	15	(11)
Debts falling due after 1 year	(54)	11	(43)
	(80)	26	(54)
Total	98	(47)	51

The notes form part of these financial statements

1. ACCOUNTING POLICIES

BASIS OF PREPARING THE FINANCIAL STATEMENTS

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described below.

Depreciation
Assets are written down over their estimated useful lives. The actual lives of the assets may differ from these estimates. The lives of the assets are kept under review and adjusted as appropriate.

Allocation of costs between activities
As a small charity many costs incurred, including staff time, cover more than one activity. These costs are allocated to activities based on the key cost drivers and best estimates of staff time on each activity.

INCOME

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

EXPENDITURE

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

ALLOCATION AND APPORTIONMENT OF COSTS

Direct costs are allocated based on the nature of the cost. Where costs incurred cover more than one activity the nature of the cost driver is considered to allocate all other costs.

TANGIBLE FIXED ASSETS

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	-	1% on cost
Refurbishments	-	25% on cost and 5% on cost
Equipment	-	17.5% on cost

In the opinion of the Council, the net realisable value of the property is not materially in excess of its carrying value in the accounts and therefore no impairment has taken place.

continued...

1. ACCOUNTING POLICIES - continued

TANGIBLE FIXED ASSETS

Depreciation would normally not be provided on land, however the original cost of the land is unknown although it is believed to be immaterial to the total carrying cost of land and buildings. The land element in that cost has therefore been ignored for depreciation purposes.

Assets costing less than £500 are not capitalised but expensed through the Statement of Financial Activities.

TAXATION

The charity is exempt from corporation tax on its charitable activities.

RESTRICTED FUNDS (REFER TO NOTE 21)

When resources are received by the College for a donor specified purpose or as a result of an appeal for particular project funding, the income is shown in the statement of financial activities as restricted income and attributed to a specific restricted fund. Application of those resources in accordance with the donors' wishes is shown as restricted fund expenditure with the balance of unexpended resources shown as restricted funds on the balance sheet. Fixed assets purchased from restricted funding are capitalised and depreciated over their expected useful lives. The depreciation applicable to the funding provided from the restricted fund is charged to that fund. The net book value of such assets is held within restricted funds. Where such funds are raised or donated to be held as capital assets by the College, these are shown as restricted funds whilst the income from the appeal continues.

PENSION COSTS AND OTHER POST-RETIREMENT BENEFITS

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. DONATIONS AND LEGACIES

	2021	2020
	£'000	£'000
Donations, grants and legacies	393	431

3. OTHER TRADING ACTIVITIES

	2021	2020
	£'000	£'000
Staff rental income	-	4
Telephone mast rental income	10	8
Event income	-	4
	10	16

4. INVESTMENT INCOME

	2021	2020
	£'000	£'000
UK listed investments	28	18
Deposit account interest	1	1
	29	19

continued...

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2021 £'000	2020 £'000
Contributions by residents for accommodation and nursing care	Contributions by Residents for accommodation and nursing care	1,725	1,676

6. RAISING FUNDS

RAISING DONATIONS AND LEGACIES

	2021 £'000	2020 £'000
Staff costs	73	95
Other costs	25	15
Event costs	-	2
	98	112

INVESTMENT MANAGEMENT COSTS

	2021 £'000	2020 £'000
Portfolio management	10	8
Aggregate amounts	108	120

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £'000	Support costs (see note 8) £'000	Totals £'000
Nursing and care costs	796	174	970
Collegiate	950	179	1,129
	1,746	353	2,099

8. SUPPORT COSTS

	Management £'000	Finance £'000	Governance costs £'000	Totals £'000
Nursing and care costs	171	-	3	174
Collegiate	174	1	4	179
	345	1	7	353

continued...

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2021	2020
	£'000	£'000
Auditors' remuneration	7	7
Depreciation - owned assets	131	120

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2021 nor for the year ended 31 August 2020.

TRUSTEES' EXPENSES

There were no trustees' expenses paid for the year ended 31 August 2021 nor for the year ended 31 August 2020.

11. STAFF COSTS

	2021	2020
	£'000	£'000
Wages and salaries	1,322	1,271
Social security costs	92	98
Other pension costs	48	54
	1,462	1,423

The average monthly number of employees during the year was as follows:

	2021	2020
Staff directly involved in delivering	105	97
Fundraising	2	3
Warden	1	1
Administration	4	5
	112	106

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

	2021	2020
£60,001 - £70,000	1	1

Total remuneration paid to key management personnel in the year amounted to £244,928 (2020 - £251,442).

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12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
INCOME AND ENDOWMENTS FROM			
Donations and legacies	200	231	431
Charitable activities			
Contributions by Residents for accommodation and nursing care	1,676	-	1,676
Other trading activities	16	-	16
Investment income	19	-	19
Other income	6	-	6
Total	1,917	231	2,148
EXPENDITURE ON			
Raising funds	120	-	120
Charitable activities			
Nursing and care costs	901	-	901
Collegiate	1,156	-	1,156
Total	2,177	-	2,177
Net gains on investments	3	-	3
NET INCOME/(EXPENDITURE)	(257)	231	(26)
Transfers between funds	151	(151)	-
Net movement in funds	(106)	80	(26)
RECONCILIATION OF FUNDS			
Total funds brought forward	2,809	343	3,152
TOTAL FUNDS CARRIED FORWARD	2,703	423	3,126

continued...

13. TANGIBLE FIXED ASSETS

	Freehold property £'000	Refurbishments £'000	Equipment £'000	Totals £'000
COST				
At 1 September 2020	1,835	1,158	720	3,713
Additions	-	52	22	74
At 31 August 2021	1,835	1,210	742	3,787
DEPRECIATION				
At 1 September 2020	465	197	604	1,266
Charge for year	18	61	52	131
At 31 August 2021	483	258	656	1,397
NET BOOK VALUE				
At 31 August 2021	1,352	952	86	2,390
At 31 August 2020	1,370	961	116	2,447

14. FIXED ASSET INVESTMENTS

	Listed investments £'000	Cash and settlements pending £'000	Totals £'000
MARKET VALUE			
At 1 September 2020	623	27	650
Additions	166	156	322
Disposals	(157)	(177)	(334)
Revaluations	71	-	71
At 31 August 2021	703	6	709
NET BOOK VALUE			
At 31 August 2021	703	6	709
At 31 August 2020	623	27	650

There were no investment assets outside the UK.

The following investments were held at 31 August 2021:

	2021 £'000	2020 £'000
Johnson Controls International PLC Com USD1.00	33	18
Tesco Ord GBP0.05	18	20
Prudential Ord £0.05	26	21
Sergo PLC Ord GBP0.10	34	25
Scottish Mortgage Inv Trust Ord GBP 0.05	-	61
Toyota Motor Corp NPV	21	-
Wellington Mgmt Funds (Ireland) Global High Yield BD S GBP Dis Hedged	19	-
Allianz Technology Trust plc Ord GBP 0.25	-	56
Bellway GBP0.125	22	15
Rentokil Inital Odg GBP0.01	24	-
Siemens AG Npv(Regd)	26	-

continued...

14. FIXED ASSET INVESTMENTS - continued

Tencent Holding Ltd HKD0.00002	18	-
Liontrust Investments Ltd Monthly Income bond	24	24
Texas Instruments Inc Com USD1.00	27	-
Kion Group AG NPV	24	-
Smith(DS) Ord GBP0.10	23	13
3I Infrastructure Ord NPV	31	28
Roche Holdings AG Genusscheine NPV	35	32
BAE Systems Ord GBP0.025	24	-
The Renewables Infrastructure GRP Ord NPV	23	25
Royal London Asset Management Ethical Bond Z GBP DIS	23	22
Threadneedle Investments Fund UK Social Bond Institutional GBP DIS	-	22
Lyxor International Asset Mgmt Lyxor Core FTSE Actuaries UK Gilts (DR)	22	23
First State Investments Global Listed Infrastructure B GBP Inc	21	19
Microsoft Corp Com USD0.00000625	43	33
Pennon Group Ord GBP0.407	18	22
Aviva Investors UK Svcs Ltd Higher Income Plus 2 Inc	21	20
Enel Spa EUR1	22	22
Bank of America Corporation Com USD0.01	-	17
Takeda Pharmaceutical Co Ltd NPV	18	21
Compass Group PLC Ord GBP0.1105	26	21
Astrazeneca Ord USD0.25	22	21
Unilever PLC Ord GBP0.031111	19	21

The investments held at 31 August 2021 had a historical cost of £618k (2020 £541k).

15. STOCKS

	2021 £'000	2020 £'000
Stocks	16	11

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £'000	2020 £'000
Trade debtors	107	89
Other debtors	3	16
Prepayments	20	18
	130	123

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£'000	£'000
Bank loans and overdrafts (see note 19)	-	15
Other loans (see note 19)	11	11
Trade creditors	52	39
Social security and other taxes	23	26
Other creditors	73	138
	159	229

18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2021	2020
	£'000	£'000
Other loans (see note 19)	43	54

The bank loan detailed above (and in note 16) relates to a loan taken out during the year ended 31 August 2011 for a term of 10 years bearing interest at 3.64% above the Barclays Bank Base Rate from time to time. The loan is secured by way of a charge over all of the investments and cash held in the name of the College as administered by Charles Stanley & Co Limited (and detailed in note 14 to these accounts) which is required to have a minimum value of £400,000.

The other loan relates to a loan taken out in the year ended 31st August 2017 for a term of 10 years from the National Almshouse Association which is secured on the Freehold premises.The loan attracts an equivalent interest rate of 1% p.a.

19. LOANS

An analysis of the maturity of loans is given below:

	2021	2020
	£'000	£'000
Amounts falling due within one year on demand:		
Bank loans	-	15
Other loans	11	11
	11	26
Amounts falling between one and two years:		
Other loans - 1-2 years	11	11
Amounts falling due between two and five years:		
Other loans - 2-5 years	32	32
Amounts falling due in more than five years:		
Repayable by instalments:		
Other loans more 5yrs instal	-	11

20. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2021 £'000	2020 £'000
Within one year	5	9
Between one and five years	9	15
	14	24

21. MOVEMENT IN FUNDS

	At 1.9.20 £'000	Net movement in funds £'000	Transfers between funds £'000	At 31.8.21 £'000
Unrestricted funds				
General fund	65	(66)	30	29
Tangible Fixed Assets	2,369	(131)	100	2,338
Legacy fund	124	56	-	180
Underfunded contributions (Designated fund)	145	-	-	145
	2,703	(141)	130	2,692
Restricted funds				
Walsingham Pilgrimage	3	-	-	3
Nursing wing laundry	5	(2)	-	3
Underfunded contributions	331	163	(129)	365
Chapel Lighting Fund	2	-	-	2
Re-wiring project	81	-	-	81
Furture Boiler Replacement	1	1	-	2
	423	162	(129)	456
TOTAL FUNDS	3,126	21	1	3,148

Net movement in funds, included in the above are as follows:

	Incoming resources £'000	Resources expended £'000	Gains and losses £'000	Movement in funds £'000
Unrestricted funds				
General fund	1,931	(2,068)	71	(66)
Tangible Fixed Assets	-	(131)	-	(131)
Legacy fund	56	-	-	56
	1,987	(2,199)	71	(141)
Restricted funds				
Nursing wing laundry	6	(8)	-	(2)
Underfunded contributions	163	-	-	163
Furture Boiler Replacement	1	-	-	1
	170	(8)	-	162
TOTAL FUNDS	2,157	(2,207)	71	21

21. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.9.19 £'000	Net movement in funds £'000	Transfers between funds £'000	At 31.8.20 £'000
Unrestricted funds				
General fund	168	(140)	37	65
Tangible Fixed Assets	2,377	(122)	114	2,369
Legacy fund	119	5	-	124
Underfunded contributions (Designated fund)	145	-	-	145
	2,809	(257)	151	2,703
Restricted funds				
Walsingham Pilgrimage	3	-	-	3
Nursing wing laundry	-	5	-	5
Underfunded contributions	306	127	(102)	331
Chapel Lighting Fund	2	-	-	2
Re-wiring project	2	47	32	81
Boiler Replacement	30	51	(81)	-
Furture Boiler Replacement	-	1	-	1
	343	231	(151)	423
TOTAL FUNDS	3,152	(26)	-	3,126

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £'000	Resources expended £'000	Gains and losses £'000	Movement in funds £'000
Unrestricted funds				
General fund	1,912	(2,055)	3	(140)
Tangible Fixed Assets	-	(122)	-	(122)
Legacy fund	5	-	-	5
	1,917	(2,177)	3	(257)
Restricted funds				
Nursing wing laundry	5	-	-	5
Underfunded contributions	127	-	-	127
Re-wiring project	47	-	-	47
Boiler Replacement	51	-	-	51
Furture Boiler Replacement	1	-	-	1
	231	-	-	231
TOTAL FUNDS	2,148	(2,177)	3	(26)

21. MOVEMENT IN FUNDS - continued

Designated Funds
The Tangible Fixed Assets fund has been created to cover the value of those assets.

Legacy Fund
The Council approved the establishment of a 'Legacy Fund' into which legacy donations will be received. It is the intention of the Council that these funds will be used to help fund capital projects. However, the Council would use the fund for general running costs if the need arose.

Underfunded Contributions
The Council approved the establishment of an additional designated Underfunded Contributions Fund towards the shortfall of contributions in respect of residents who are state funded.

Restricted Funds:
Training comprises funds received towards training of staff members.

Chapel comprises funds towards work needed on the Chapel.

Social Welfare comprises money donated towards providing social support to the Residents, and is used to fund a range of activates from those on an individual or group basis to trips out to the theatre or places of interest.

Walsingham Pilgrimage comprises money specifically for the annual trip to Walsingham.

Central Block East comprises money received for the next major College refurbishment project.

Underfunded contributions comprises funds received towards the shortfall of contributions in respect of residents who are state funded.

Lodge Windows comprises money received towards replacing the windows of the Lodge

Chapel Lighting Fund comprises money received towards work required on the Lighting in the Chapel.

Nurses call system comprises money received towards the installation of a new Nurse call system.

Re-wiring project comprises money received towards work required re-wiring the College.

IT Project comprises money received towards the costs of upgrading the College IT systems.

Catering equipment comprises money received towards replacing some of the large items of catering equipment.

Library Carpet comprises money received towards replacing the carpets in the Library.

Hot Water Return Pipe comprises money received towards installing a Hot Water Return Pipe to improve the supply of hot water throughout the college.

Boiler Replacement comprises money towards replacing the boilers.

Future Boiler Replacement comprises money towards replacing the boilers in the future.

TRANSFERS BETWEEN FUNDS REPRESENT:

- Transfer between unrestricted General and Tangible Fixed Assets Fund, to equate the balance on the Fixed Assets Fund to the related fixed assets, less associated loans, at 31 August 2021.
- Transfer from individual restricted funds of a capital nature to General unrestricted fund, being essentially capital expenditure in the year on specific projects.

21. MOVEMENT IN FUNDS - continued

TRANSFERS BETWEEN FUNDS REPRESENT: - continued

- Transfer from restricted Underfunded Contribution fund to the unrestricted general fund. This represents the shortfall in the year between amounts received in the year from Government funding state-supported Residents and the equivalent amount receivable at normal contribution rates.

22. EMPLOYEE BENEFIT OBLIGATIONS

The College has no funded pension scheme, but employees are members of either the Pension Builder Scheme section of the Church Worker Pension Fund or the NEST auto enrolment scheme.

Members who either joined the scheme prior to 1 July 2014 or are members of the senior management team are members of the Church Worker Pension Fund. The College contributes at the rate of 10% of members' salaries for those who joined before 1 September 2000. The College contributes 8% of members' salaries for members of the Church Workers Pension Fund who joined after 1st September 2000 and make employees contributions of 4%.

Pension contributions are recorded in an account for each member. This account may have bonuses added by the Board before retirement. The bonuses depend on investment experience and other factors. There is no requirement for the Board to grant any bonuses. The acount, plus any bonuses declared, is payable from members' normal pension age.

There is no sub-division of assets between employers in each section of the Pension Builder Scheme. The scheme is considered to be a multi-employer scheme as described in Section 28 of FRS 102. This means it is not possible to attribute the Pension Builders Scheme's assets and liabilities to specific employers and that contributions are accounted for as if the Scheme were a defined contribution scheme. The pensions costs charged to the SoFA in the year are contributions payable.

A valuation of the scheme is carried out every three years. The most recent scheme valuation was carried out as at 31st December 2019. For the Pension Builder Classic section, this revealed, on the ongoing assumptions used, a deficit of £4.8m. At the most recent annual review, the Board chose to grant a discretionary bonus of 3% following improvements in the funding position over 2021. There is no requirement for deficit payments at the current time. The next valuation is due at 31 December 2022.

Employees who are not part of the senior management team and join a pension scheme after 1st July 2014 are enrolled into the NEST scheme with the College making contributions of 3% of the members' salary and the employee contributing a minimum of 4%.

At 31 August 2021 amounts owing to the schemes and included within other creditors amounted to £4,277 (2020: £4,941).

23. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 August 2021.

24. FRC ETHICAL STANDARD - PROVISIONS AVAILABLE FOR SMALL ENTITIES

In common with many other businesses of our size and nature we engage our auditors to assist with the preparation of the financial statements.

THE COLLEGE OF ST BARNABAS

Detailed Statement of Financial Activities for the year ended 31 August 2021

	2021 £'000	2020 £'000
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations, grants and legacies	393	431
Other trading activities		
Staff rental income	-	4
Telephone mast rental income	10	8
Event income	-	4
	10	16
Investment income		
UK listed investments	28	18
Deposit account interest	1	1
	29	19
Charitable activities		
Contributions by residents for accommodation and nursing care	1,725	1,676
Other income		
Furlough Claims	-	6
Total incoming resources	2,157	2,148
EXPENDITURE		
Raising donations and legacies		
Wages	63	85
Social security	6	3
Pensions	4	7
Other costs	25	15
Event costs	-	2
	98	112
Investment management costs		
Portfolio management	10	8
Charitable activities		
Wages	1,079	1,033
Social security	69	85
Pensions	29	32
Sundries	6	6
Other nursing costs	101	134
Housekeeping costs	141	151
Premises costs	190	202
Carried forward	1,615	1,643

THE COLLEGE OF ST BARNABAS

Detailed Statement of Financial Activities for the year ended 31 August 2021

	2021 £'000	2020 £'000
Charitable activities		
Brought forward	1,615	1,643
Depreciation of tangible fixed assets	131	122
	1,746	1,765
Support costs		
Management		
Wages	180	153
Social security	17	10
Pensions	15	15
Advertising	5	4
Professional charges	34	13
Office costs	94	88
	345	283
Finance		
Loan Interest	1	2
Governance costs		
Auditors' remuneration	7	7
Total resources expended	2,207	2,177
Net expenditure before gains and losses	(50)	(29)
Realised recognised gains and losses		
Realised gains on fixed asset investments	-	(33)
Net expenditure	(50)	(62)

We are extremely grateful to the following PCCs and Trusts who have supported the College during this year:

PCC's

	Halton Parish
	Kirkby Underwood PCC
	Sandwich PCC
	St. Mary at Latton PCC
Romford	St. Albans PCC
	Timsbury PCC
	St. Peter's, Farnborough
Ashover	All Saints PCC
Rushton	All Saints PCC
New Haw	All Saints PCC
Banstead	All Saints PCC
Braishfield	All Saints PCC
Oakham	All Saints' PCC
St. Saviour's	Bamber Bridge PCC
	Chaceley PCC
Chorleywood	Christ Church PCC
Waterloo	Christ Church PCC
	Coity, Nolton & Brackla PCC
	Crimplesham PCC
St. Peter	Croydon PCC
	Hart PCC
	Henstead PCC
Colemans Hatch	Holy Trinity
Crockham Hill	Holy Trinity PCC
Morecambe	Holy Trinity w. St. Laurence PCC
	Parmentergate PCC
	PCC of Hever
	Sproatley PCC
Bolton	St. Augustine PCC
Toxteth	St. Bede PCC
Blackpool	St. Christopher & St. Nicholas PCC
Leigh	St. Clement PCC
Shipbourne	St. Giles' PCC
	St. Hildas PCC
Newbold de Verdun	St. James PCC
Ireby	St. James PCC
Staunton	St. James' PCC
Royston	St. John the Baptist PCC
Plumstead	St. John w St. James & St. Paul PCC
Kensal Green	St. John's PCC
Guestling	St. Laurence PCC

Duckmanton	
Winterbourne Gunner	St. Mary PCC
Swilland	St. Mary PCC
Sunbury	St. Mary PCC
Little Houghton	St. Mary the Virgin PCC
Withyham	St. Michael & All Angels PCC
Walden	St. Paul PCC
Edenbridge	St. Peter and St. Pauls PCC
Sawrey	St. Peter PCC
	St. Peter-ad-Vincula
	Stoke Doyle PCC
St. Philip & St. James	Up Hatherley PCC
St. Lawrence	Willington PCC
South Nutfield	Christ Church PCC
Royston	St. John the Baptist PCC
Sunbury	St. Mary PCC
Northampton	St. Michael & All Angels w. Holy Sepulchre Church PCC

Trusts

The	Clergy Support Trust
The	Community Of The Presentation Trust
	F B Coales No. 4 (Family) Trust
The	Fulmer Charitable Trust
	Ganzoni Charitable Trust
	Glossop Family Trust
The	Loseley Christian Trust
The	Ofenheim Charitable Trust
	PF Charitable Trust
	Rootes Charity Trust
	St. Alban Great Ilford Trust
The Patricia	Wright Charitable Trust
The	Wilbraham Charitable Trust
R J	Wyber Charitable Trust
Friends Of	College of St. Barnabas
	Stedkare Trust
	Whyteleafe Charitable Trust
The	Anson Charitable Trust
	Pillar Charitable Trust
Nias	Wheatley Charitable Trust

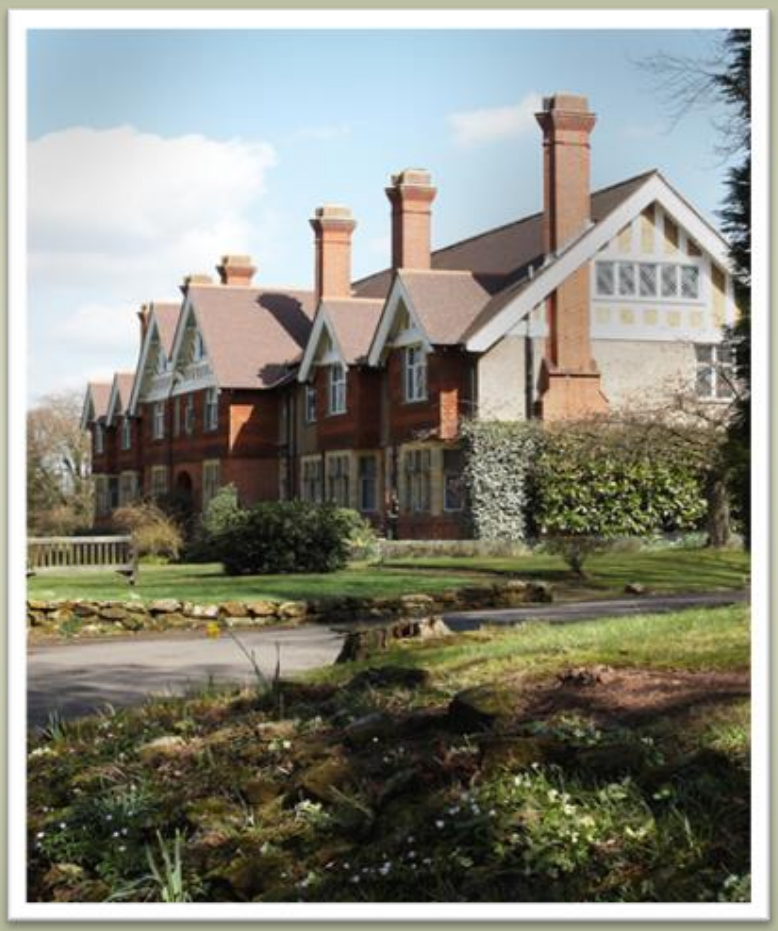
Plus a number of trusts and foundations which wished their support to remain anonymous.

COLLEGE OF ST BARNABAS

England & Wales - Charity number 205220

Accounts

The College of St Barnabas



Report and Financial Statements

2019 - 2020

A Community of retired Anglicans uniting in Faith and Care

The College of St Barnabas

Registered Company Office: Blackberry Lane, Lingfield, Surrey, RH7 6NJ
Tel: 01342 870 260 Fax: 01342 871 672
Registered Company number: 61253 Registered Charity number: 205220

Report of the Council for the year ended 31 August 2020

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Front cover: View of the West Cloister

Who's Who

Visitor:

The Right Reverend the Lord Bishop of Southwark (Ex-Officio)

Members of Council:

Sir Paul Britton, CB, CVO (Chairman)
Mrs Vivien Hepworth, BA (Hons) (Vice-Chairman) (resigned 23rd March 2020)
The Venerable Moira Astin, BA, MA (Ex-Officio)
Mr Peter Beynon, BA, CEng MICE
Mr Richard Diggory, BA (Hons)
Mr David Jessup, BSc (Hons), FCA (Ex-Officio Hon Treasurer)
Mr Keith Luckhoo, LLB (Hons) Lond, FCIM
Mrs Shiona Monfries, RGN, HV, RNT
The Reverend Kathryn Percival, MA, MTh, ARCM (Hons) (resigned 9th September 2019)
Dr Eileen Phillips MD, FRCP, MBBS, BSc (Hons), Phys Educator
Mr Anthony Proctor, FRICS
Mrs Cynthia Taylor, RGN
Mr Martyn Williams, MA (Cantab), FCA

Clerk to the Council

Mrs Judith Bailey

Auditors

Tudor John Ltd, Chartered Accountants and Statutory Auditors
Nightingale House, 46-48 East Street, Epsom, Surrey, KT17 1HQ

Officers and senior personnel of the College:

Warden, who is Head of College	The Reverend Kevin Scully (Retired 1st February 2021)
Bursar, Company Secretary and Responsible Person	Mr Paul Wilkin, DChA
Registered Manager	Mrs Suzan Jack
Housekeeper	Mrs Susan Lewis
Fundraising Manager	Mr Michael Herbert, BA (Hons), MInstF (Dip)

Patrons and Ambassadors

Patrons

Our Patrons have generously agreed to speak for the College, to encourage others to support us with prayer and giving, and to recommend the College to people whom we may be able to help.

The Archbishop of Canterbury, The Most Reverend Justin Welby

The Archbishop of York, The Most Reverend Stephen Cottrell,

(previously The Most Reverend Dr John Sentamu who retired June7, 2019)

The Archbishop of Wales

The Right Reverend and Right Honourable the Lord Williams of Oystermouth

Mr Peter Ainsworth

Dame Judi Dench

Dame Sarah Goad

Mr Michael More-Molyneux, Lord Lieutenant of Surrey

Mr Adrian Plass

Mr Timothy West CBE

Ambassadors

In addition to our Patrons, we are grateful for the support of a group of Ambassadors who work alongside the Patrons in raising awareness and support for the College.

The Right Reverend Stephen Cottrell	**Bishop of Chelmsford**
The Very Reverend Adrian Dorber	**Dean of Lichfield**
The Very Reverend Dr John Hall	**Dean of Westminster (rtd November 1, 2019)**
The Right Reverend Graham James	**Bishop of Norwich (rtd February 28, 2019)**
The Very Reverend Andrew Nunn	**Dean of Southwark**
The Reverend Mark Oakley	**Dean of St John's College, Cambridge**
The Right Reverend June Osborne	**Bishop of Llandaff**
The Right Reverend Stephen Platten	**Formerly Bishop of Wakefield**
The Very Reverend Lister Tonge	**Dean of Monmouth (rtd August 30, 2020)**
The Right Reverend Dr Martin Warner	**Bishop of Chichester**
The Very Reverend Dr Robert Willis	**Dean of Canterbury**

The Members of the Council

Sir Paul Britton was a senior civil servant. He retired as the Prime Minister's Appointments Secretary in January 2014 and is now a trustee of a number of charities.

Mrs Vivien Hepworth worked in public affairs and public relations, becoming Executive Chairman of Grayling UK. She has been Chair of an NHS hospital trust, Director of Marketing and Fundraising for a major local charity, a Trustee of the Prince's Foundation, and is President of the Nystagmus Network.

The Venerable Moira Astin is Archdeacon of Reigate. The Archdeacon is appointed by the Diocesan Bishop to serve as an ex-officio member of the Council.

Mr Peter Beynon is a Chartered Civil Engineer who was employed on major projects in the UK, Portugal, Upper Egypt and Mexico, and in design and construction coordination roles for the London Olympics. He is a member of the Standing Committee and PCC of St Peter & St Paul Lingfield.

Mr Richard Diggory spent his career in the financial services sector, the majority of it at the Bank of England. In retirement he was for 10 years a Trustee at Burrswood Health and Wellbeing. He lives in Crockham Hill where his wife Sue is Vicar of Holy Trinity Church.

Mr David Jessup is a chartered accountant. He was a partner with PwC. He has audit experience, expertise in governance and control as well as oversight of financial reporting. Projects undertaken related to risk assessment and management. He is also well experienced in change management.

Mr Keith Luckhoo is a barrister and a Fellow of the Chartered Institute of Marketing, specialising in financial services. He has held senior positions in Royal & Sun Alliance, Aegon Scottish Equitable and The Life Association of Scotland. He now provides financial consultancy services.

Mrs Shiona Monfries was a Professional Advisor to the National Board for Nursing, Midwifery and Health Visiting for Scotland, and subsequently their Executive Director, Standards for Nursing, Midwifery and Community Nursing Education, and Deputy Chief Executive.

Dr Eileen Phillips trained in gastroenterology/endoscopy, introducing these as consultant at Redhill & District Hospitals, singlehanded for 15 years. She became Consultant representative for quality & training on the Area Health Authority until 1980. Latterly she was Director of Medical Specialities in East Surrey for 6 Years, then elected Regional Adviser in Medicine to the Royal College of Physicians. She is married to a consultant psychiatrist who on retirement trained for the Anglican ministry, now assistant priest at St. Mary's East Grinstead, where Eileen is a choir member.

Mr Anthony Proctor is a chartered surveyor, has been a partner in an estate agency and also an auctioneer for Prudential. He has served as a governor of two schools, as Treasurer of the Edenbridge Music and Arts Trust and also of his local branch of the Conservative Association.

Mrs Cynthia Taylor was a Registered General Nurse and midwife. For 37 years she worked in the operating theatres at Queen Victoria Hospital, East Grinstead. As a Churchwarden she chaired building and restoration projects at her local church. She has chaired the Friends of the College since 2004.

Mr Martyn Williams stepped down from full-time executive roles in July 2012 after working in international manufacturing and service companies, latterly as CEO of a LSE-listed biotech company. His roles have involved raising some £250m. He now assists companies in an advisory capacity.

The Chairman's Foreword



The Covid pandemic made 2020 a challenging year for the College, as for the whole of the care sector. For much of the year the College was closed to all but essential visitors; residents, especially in the care wing, needed to be kept apart so far as practicable; some staff had the virus and others were isolating or shielding, making it difficult to maintain services to residents without extensive use of agency staff (with consequent risks to infection control); and advice, effective testing, supplies of PPE and financial help, all promised by government, were very slow to arrive.

At an early stage several residents contracted the virus, one of them while in hospital. He very sadly died, as did a second, very elderly resident who had Covid, though that may not have been the cause of death. There has been no recurrence of that early experience and the credit goes both to the residents, for their responsible behaviour, and to the staff, whose discipline and hard work have so far got us through this dreadful experience without the disasters which have affected so many care homes. To both groups the trustees take this opportunity to express their heartfelt thanks.

These events have so far not had the strongly adverse effect on the College's financial position which we at first feared they might. Our occupancy level has held up surprisingly well, though better in our care home for which there continues to be strong demand, than in the sheltered accommodation. Our costs have been higher than planned because of the need to use agency staff and to buy PPE (those this has been partly offset by grants from Surrey County Council, financed by government). Fundraising has, however, been especially successful as our many supporters have responded generously to our need for help. Overall, we have again made a loss, but we are taking the steps which we hope will put the College on a sounder financial footing for the future.

Strategy Review

The Council completed the review of the College's future strategy mentioned in last year's report and we implemented in the autumn of 2020 the first of our conclusions. The nursing and care home sector has been under pressure for some years because of the increasing age and therefore dependency of residents, rising costs and the lack of an adequate funding system for adult care in England. Many homes have closed, especially smaller institutions, which provide for a narrow segment of the market and there has been consolidation around a number of large providers with the financial resources to invest in modern facilities. The purpose of our review was therefore to consider how to make the College more financially resilient and how we can improve the standard of care we provide.

The major change which we have made is to deregister as a nursing home and to become purely a care home with sheltered housing. Many of our residents need care but few need nursing: we will therefore be concentrating our resources on the former in order to improve standards. Support for those few residents who do need some nursing is now provided by the District Nurses. This arrangement is working well and none of our residents has had to move elsewhere as a result of this change.

We are considering introducing a graduated system of contributions for those living in our care home, linked to the amount of care which each resident needs. This approach is widely used in the care sector.

If we can find a suitable charity as a partner with the right expertise and resources, we hope to build new facilities which will raise the standards of care we can offer. We are also looking at the possibility of disposing of a small part of our large site for housing development, though this will depend on obtaining planning permission and early discussions with the planning authority have not been encouraging. If this were to be possible it would enable us to raise capital so as to increase our investments, and therefore our financial resilience.

I would like to record here our gratitude to David Jessup, our Treasurer, who has led this strategy review.

Regulation
The College was the subject of an inspection during the year by the Care Quality Commission. Overall, our services were rated 'good', though there were some areas of our record-keeping which need to be improved and we have taken steps to remedy this shortfall.

Objectives
Our main objective for 2019-20 was to complete our strategy review which we have done. Continuing with the implementation of our conclusions is our major objective for 2020-21. As already mentioned, we have been able to maintain reasonable occupancy levels, despite the Covid pandemic.

We were not able to carry out our project to modernise aspects of our electrical systems, though we have raised the funds to do so and will start work as soon as we can. Before the pandemic struck, we did undertake a major project to replace the heating boilers. We had not expected to have to do this so soon but when it became obvious that it was necessary the funds were raised and the work carried very quickly. This has solved some long-standing problems with the heating and hot water systems. We are very grateful to those trusts and individuals who contributed to meeting the substantial costs.

Governance
Vivien Hepworth, a very long-serving trustee, stood down at the 2020 AGM. Apart from being Vice-Chairman for many years, Vivien also chaired our fundraising committee. We were sorry to see her go and extremely grateful to her for having done so much for the College over so long a period. Keith Luckhoo has succeeded her as Vice-Chairman and Richard Diggory as Chairman of the fundraising committee.

Two new trustees joined the Council at the year's end. The Reverend Jane Edwards is a retired parish priest and the Reverend David Ivorson is Chaplain of Whittington College at Felbridge. Physical meetings were not possible for much of the year because of the Covid outbreak but the Council and its committees continued to meet using video-conference facilities.

Our Warden, the Reverend Kevin Scully, retired in January 2021. Kevin contributed a great deal to the College in his 3 years with us, attracting many new residents and gently modernising aspects of the College's religious life. We shall especially remember his sense of humour. We shall miss Adey, too, not least for the way in which her magnificent singing enriched services in the chapel. We wish them both a long and happy retirement.

Conclusion
We are clear as a result of our strategy review that while we could not afford to invest in major new facilities unless we were able to find a suitable partner-charity with the necessary resources, the College can continue for the foreseeable future as an independent institution providing care and housing for members of the Anglican community. The outlook in the longer term is uncertain and will remain so unless government addresses the problem of affordability affecting the entire sector.

This is the last annual report to which I shall contribute because I shall stand down as Chairman of the Council at the 2021 AGM after nine years' in office. The College of St Barnabas is a splendid charity and it has been a privilege to serve it. I am most grateful for the friendship of so many people – residents, staff and my fellow trustees – and for the generosity of our many supporters, without which this place could not continue.

Paul Britton

A Review of the Year

Any review of the past year will have a large component in dealing with the Covid-19 pandemic. Not that the College was any position to do more than seek to deal with the outbreak as it affected those who live here. Being a mixture of retirement accommodation and a care home care, with a group whose average age was 87 years, meant seeking to maintain as safe environment as possible was paramount.

The College relies on staff for the delivery of many aspects of daily life: catering, serving, cleaning, laundry as well as more personal requirements in the Nursing Wing. As the coronavirus made itself felt issues also made themselves known.

Staff members whose own health, or those of their household who may have been at risk, needed to be protected. Likewise office spacing did not initially allow for appropriate social distancing so, like many organisations, some employees worked from home. But, given the challenges of an aged care facility, we still needed many people on site. These staff were not exempt from the threat of the disease and some succumbed to infection. This required at times particular need for staff from agencies to cover shifts, and we would like to record our thanks to those who made it possible to continue to meet the needs of residents.

Another challenge to the sector was the alteration of supply chains for many items required in running the College. The prioritisation of the National Health Service meant that some key suppliers were no longer in a position to maintain routinely required personal protection equipment. This presented challenges of another kind in securing them and funding them.

The variance between what public figures were saying was the case in care homes and experience within them was not always congruent. Again, challenges came and needed to be faced. In the year under review, two residents died, having positive diagnosis, and three others recovered while staying in the College. Again, we are thankful to all those in the Nursing Wing under the leadership of Suzan Jack that met these circumstances. We were particularly grateful to agency staff who saw has through some challenging times when there were staff shortages through illness.

The virus also meant the curtailing of much of our ‘normal’ life. This affected the life of corporate worship, as is mentioned later. Many recreational activities, especially those led by outside facilitators and the Friends, were cut back and then on a limited basis. We were delighted that many came back and were able to adapt to new guidelines on numbers, social distancing and using protective equipment.

This also had an impact on visiting which, in normal times, is relatively open. Guests and prospective residents could not come, and this has provided something of a challenge in recruiting new residents. For all that, a number of new residents have joined the community, eventually to have a welcome in the Chapel.

A lot depends on who is living here and occurs around them. What follows is a reflection on people and events this year.

Residents

The College’s constitution defines the Objects of the Charity as providing a home and, when required, care for those who have served the Anglican Church at home or abroad. The College is home to people who have given years and often a lifetime of service in the Church. It is our privilege to care for them in a peaceful, comfortable and spiritual environment. Many are unable to meet the costs that such care entails, and it is an important part of our task to ensure that they are able to remain here without the anxiety that such a lack of means can cause.

Here are three profiles of aspects of the lives of three of our residents:

Canon Barry Thorley



'God has kept the best till last'

Barry lives a somewhat enclosed life within the College community. An oblate of Quarr Abbey on the Isle of Wight for 25 years, he seeks to combine a monastic rhythm to his day while taking his place at the altar as one of the priests who celebrate the Eucharist.

Barry came to the Nursing Wing in 2016 with a number of health issues which have been managed in such a way that he lives in a Cloister flat, with regular trips to London to monitor his condition.

The son of an American GI, he grew up in Staffordshire. An early discernment to life in a religious order did not go to his hopes and plans, and Fr Barry explored the call to ordination while working as a teacher in a number of challenging places with troubled young people.

He was ordained in 1973 and has served the church in London, Birmingham and abroad where he was made an honorary canon of Zanzibar Cathedral. A key feature of his work was with BAME communities, something he recalls with joy.

Fr Barry says the link with Quarr Abbey has been foundational to his life. In Africa, he sought to live a secluded life of prayer, but health issues made this difficult and he returned to Britain.

Fr Barry now recites or sings the monastic offices in his room, joining the wider community for meals and many other activities. As mentioned, he is one of the priests who presides at the Eucharist in the Upper Chapel, with its architecture that requires negotiation of a number of stairs.

'The community here allows me to live a life under God that has come from a lifelong search for identity', he said.

'It represents a fulfilment of a long journey to seek out God's will. It is, quite simply, a gift.'

Miss Meg Merrifield



Libraries have been a theme in the life of Meg Merrifield, who moved to the College after the initial Covid-19 lockdown occurred. 'I was planning to come earlier but decided to sit out the first outbreak of the disease and wait until it was safe to do so.' Meg stayed in Cardiff but moved into the College in July.

Meg grew up in the Welsh capital and has a degree in Chemistry and a Master's in Theology. She served as a missionary for CMS in Nigeria, later in what was then Biafra and Kenya. Theological education played a key part in her work, and Meg found herself gathering collections for libraries, even planning and building one from scratch and overseeing the education those to be ordained or serving in lay capacities.

'I suppose you could say education and books have been a big part of my life,' she said.

It is not surprising that the Warden asked Meg to be the Librarian at the College after the sterling service in the post of Dr Dorothy Hewison. Both Dorothy and Meg were and are assisted by Mr Richard Baty and a committee which does all the selection, cataloguing and daily maintenance of the three libraries – Theology, Reference and Fiction – and the relatively smaller CD and DVD collections. Moving to library work on computers has been a steep learning curve. 'I really only used my computer for email and browsing online.' Meg says of the College, 'I'm excited by the richness of the Theological library which covers such a full range of interest and study material. It is a privilege to be asked to work in it.'

The Reverend Brian and Mrs Toni Whitehead



If you were going to write the lives of Brian and Toni Whitehead, luggage would be an essential part of the story. The couple's move to the College comes at the end of a life that takes in service with the Air Force, the mission field, parish life and retirement. Such a life brings contact with a wide range of people.

'We have met some super people in our travels. And that continues here. There are some really fascinating people here who have done such interesting things.'

Brian began his working life as a nurse with the RAF and it was during that time he met Toni, who was in the women's wing of the force. As with many forces families, life was peripatetic and this took them around the globe, with a long spell in Singapore that sticks in the memory. Brian rose to the non commissioned rank of Chief.

'I have always been interested in people. And being in a caring profession, it wasn't surprising that Brian was also religious,' Toni said.

This led to a testing of a vocation, first to the office of Reader, and later to ordination. Brian made history in becoming the first NCO in the RAF to be ordained but not as a Padre.

In civilian life the ministry again took them abroad. After a curacy in Croydon, Brian served with CMS in Ethiopia, Abu Dhabi and at Cairo Cathedral where he fulfilled the office of Dean when the incumbent took long leave. Back in England, the couple moved to parishes in Torquay, Plymouth and Castle Donnington where Brian had a disagreement about the kind of music Ossie Osbourne announced he would be playing at a nearby concert!

In retirement Brian served a local church near Bognor Regis, from which he and Toni moved to Surrey.

'It has been great fun,' they agree. 'When we have seen many things and met many people. It is wonderful to be able to add to the experience at the College.

Prayer, Worship and Celebrations

The Chapel has not been exempt from disruption in responding to changing circumstances because of Covid-19. Before the pandemic, there was the usual round of services up to Christmas, with a lead-in Advent Quiet Day. We were pleased to welcome a number of outside participants for the day. Christmas and New Year services and feasts went as normal, with little idea of what lay ahead.

At first it seemed that the worshipping life in the College chapels would continue unimpeded, as the College is considered a religious community. Numbers in the stalls were reduced in chapel to take account of social distancing. Later, with the need to isolate all but essential personnel from crossing boundaries between the Nursing Wing and the rest of the College new ways had to be found. For three months only the Warden celebrated the Eucharist daily (apart from Tuesdays) which was relayed throughout the College on video and audio. This also affected Holy Week and Easter. The Warden began a series of addresses in Holy Week with people present, but gave the remainder to an empty chapel, the talks being relayed. Some residents were able to maintain communal Morning Payer and Evensong in the Common Room. Again, social distancing was required. This was a great loss to residents in the Nursing Wing who were in lockdown.

Worship returned to the Upper Chapel on July 19 and it was with delight a range of priests could resume their ministry at the altar. A few weeks later, in line with Archbishops' guidance, distribution of holy communion in one kind was resumed, as it has in churches. To allow worship in the chapels a stepped-up regime of distancing was required. Despite the restrictions, the Eucharist has been celebrated daily and Morning Prayer using Common Worship has been added to the range of services. Evening Prayer, according to the Book of Common

Prayer 1662, remains a firm favourite each day. The augmented sung and solemn services were suspended and no singing has been allowed in chapel.

We regularly receive requests for prayer via the website and we have welcomed a number of people for prayerful breaks and retreats.

Farewell

While not officially part of the Annual Report under review, this will be the last one overseen by the Warden, Fr Kevin Scully, who retired on 1st February 2021. He has served the College since May 2018.

The Patronal Festival

The 125th anniversary Patronal Festival was likewise disrupted and the traditional feasts – now in the socially distanced Refectory and Nursing Wing residents dining in their rooms – had a very different character. The hoped-for celebration Evensong at Southwark Cathedral for which Canon Mark Oakley, Dean of St John's College, Cambridge and a College Ambassador, had to be cancelled. It is hoped he will visit us for the Patronal Festival in 2021.

The Open Day



The Collective

A decision was made to uncouple the Open Day from the Festival. This was to allow each event to have its own focus.

The Open Day was moved to September as part of the Surrey Heritage Open Days and it proved very popular. Residents led tours of the listed building as well as heading up a number of talks: Fr David Williams spoke on the History of the College and Canon Mark Moore, who has been a resident since 1999, spoke of daily life here.

Entertainment was provided by The Collective a choir from London. They sang in a number of locations, including the Chapel on a bright, sunny day. In addition, a number of stalls from the Friends, the RH7 History Group, gave a new slant to the event.

Quiet Days, Lent Addresses and Theology Group



Fr Andrew Hawken

As mentioned, an Advent Quiet Day for Residents and a number of guests was held in November, led by Fr Andrew Hawken, *(left)* Vicar of St Swithun's, East Grinstead. A number of individuals and a parish group joined residents for the day.

Five addresses were given by Canon Raymond Bayley in Lent, under the title Farrer for the Future. Fr Bayley canvassed a range of though and writing of philosopher, theologian, and Biblical scholar. Austin Farrer. They ranged from his academic thoughts in and addressees to students from Farrer's time as Warden of Keble College, Oxford. The final address drew on sermons, rather than published writings.

The Theology Group suffered from a number of cancellations but did manage to welcome range of speakers from both inside the residents' community and guests. Sadly, the group was suspended when Covid-19 hit and, during the year under review, did not resume.
As mentioned, the Warden gave a number of addresses in the first part of Holy Week before the beginning of the Triduum liturgies which were adjusted because of the coronavirus.

Publicity

Events

Participation in outside event was restricted because of Covid-19. Fr Kevin Scully, the Warden, and Mike Herbert, the Fundraising Manager staffed a stall at the national Christian Resources Exhibition at Sandown Park, Esher, in October, followed by CRE Midlands at the NAEC in March. Such events such as these give us the opportunity to meet and speak face-to-face about our work with existing and potential supporters, representatives of PCCs, Clergy and potential residents.

Website & Social Media

The College website – www.st-barnabas.org.uk – is the first point of contact for many enquirers. As more and more people use online services in their daily lives, we have this year extended our use of social media and we now have a regular presence on the Facebook, Twitter and Instagram platforms. We are steadily building the number of followers on each, but the challenge as always is to convert initial online interest into something.

Publications

The St Barnabas Bulletin was published three times (September, January and April/May) during the year and distributed to some 1,200 private individuals and supporter PCCs on each occasion. In an effort to increase awareness and support, for two editions an additional copy was enclosed with a request to the recipient to pass the spare copy to a friend, colleague or relative who might be interested in the work of the College.

An edition of our residents' publication, **The Chronicle**, produced entirely by people who live at the College, was published in the Autumn.

Advertising

Throughout the year we have continued to advertise in a number of Diocesan directories.

The College and the Wider Community

Residents assisted in a number of churches throughout the year. The Warden was called on to preside and preach in a number of local parishes until their closure under the pandemic guidelines. He also conducted or attended a number of funerals on behalf of the College.

The Friends of the College

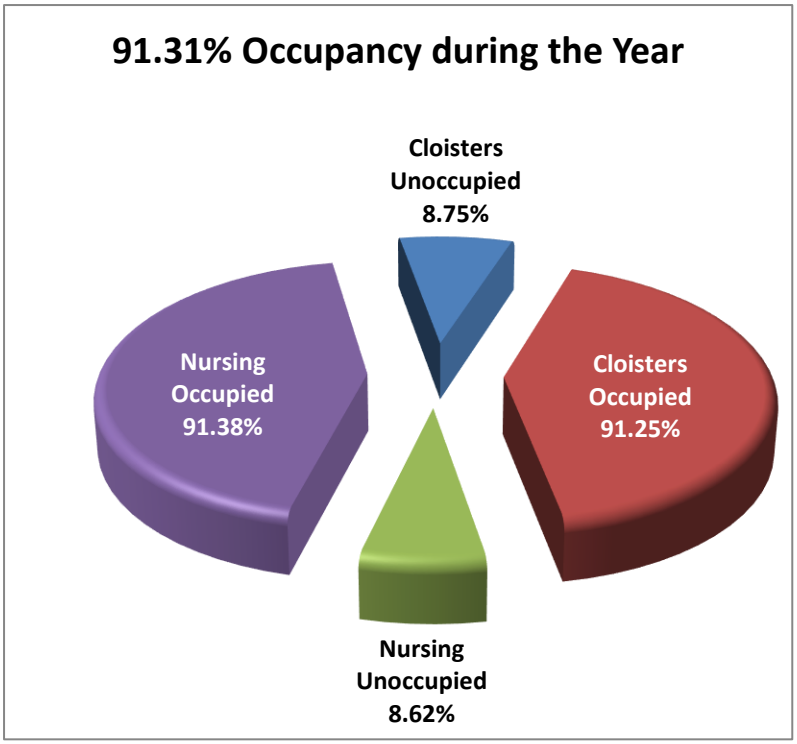
The Friends of the College is an independent Charity (Number 1109585) whose aims and objectives are to support the Residents of the College by arranging a variety of social events. These include parties, visits and concerts and in addition, there is a group of the Friends who will visit Residents at the College when requested. There is a membership of 167. The funds are raised by annual subscriptions and fundraising through the Annual Autumn Fair. Requests are presented to the Committee by the Warden on behalf of the Residents.

For the first half of the year, social events that have been enjoyed in addition to the in-house parties. In addition there was a service of 'Words and Music for Advent and Christmas' by the Saint Martins.

The traditional 'Autumn Fair' was again well supported and raised much needed funds. Then the pandemic hit, and all the Friend's activities stopped. However, many of the Friends have become 'electronic buddies' of Residents in the Nursing Wing. Zoom, Skype or other 'meetings' were arranged by the Pastimes Coordinator, Sue Alfrey between Residents and their Friends buddy. This was very helpful during a time when Residents were not able to receive visitors and has continued as visitors were only able to book occasional visiting times.

Achievement and Performance

Occupancy of the College



Common with many comparable organisations, the Council has set the benchmark for the occupation of the College at 92%. Additionally, the Council requires one nursing room to be available for Cloister residents in an emergency. This year we calculated the occupancy by occupied rooms and flats.

Overall, the Nursing Wing was occupied for 91.38%, Cloisters for 91.25% giving a College occupancy rate of 91.31%. This is an improvement on the previous year's 88.1%. Whilst we are almost on our benchmark for the College, it is of note that still only two of the eight Couple flats were occupied by couples in Cloisters.

Seven new residents arrived, one moved away to live elsewhere and eight died during the year.

Fundraising

Our year started on a cautious but broadly optimistic note. We knew that we were travelling along an increasingly bumpy road but felt that our 125th Anniversary in 2020 would reinvigorate interest in the College give us the opportunity to develop a programme of fundraising events in addition to our usual Summer and Christmas Appeals. At that time, back in September 2019, we were all blissfully unaware of the devastating scourge of COVID-19 that would break upon us in the space of a few short months and the catastrophic impact that that would have.

We ran a modestly successful Christmas Appeal followed in March 2020 by the only fundraising event we were able to put on prior to the first national lockdown. This saw our Fundraising Manager complete a 125km walk along the Wealdway from Gravesend to Eastbourne over 3 ½ days towards the end of the month, raising in the region of £15,000 in the process. Other planned 125th Anniversary events – an evening at the opera, Evensong at Southwark Cathedral, and a sponsored cycle ride along the Pilgrim's Way – sadly had to be cancelled.

We applied on the very day it opened to the much-vaunted Government Coronavirus Support scheme for charities large and small, but after almost 8 months' waiting for a response, were rejected without any explanation other than that the scheme had been heavily oversubscribed. In these most challenging times this firmly placed the burden for supporting the College on private individuals, with some invaluable help from a small number of charitable trusts, all of whom responded magnificently and to the best of their ability to help.

Over the course of the year we raised in one way or another over £430,000. This completed the funding required for the Boiler Replacement project that had started earlier in 2019, and included funding for a substantial project to upgrade the College's wiring and electrical installation. The bulk of the monies raised, however, were destined to meet the care of our most vulnerable residents and increased operating costs arising from the COVID-19 pandemic.

Looking ahead to a further year of economic uncertainty and insecurity resulting from the continuing pandemic and from leaving the European Union, all that can be safely said is that the fundraising challenges are not going to be any less than they have been for the past 12 months.

Michael Herbert
Fundraising Manager

Financial Review
Financial Result

This year saw the most challenging of circumstances in all respects from the Covid pandemic. The financial results reflect the impact of that in some quarters. We are reporting an overall deficit on unrestricted funds of £106,000 (2019 deficit £93,000). This was offset by a positive movement in restricted funds of £80,000 (2019 £22,000). That leaves a net deficit of £26,000 (2019 deficit £71,000) on total funds. Movements in restricted funds effectively represent funds raised in advance for specific purposes and projects. The College is taking measures both long term on strategy and short term re expenditure, to address the underlying level of deficit on unrestricted funds.

The financial results for the year could have been considerably less favourable, were it not for the magnificent efforts of the management team and all staff at College, working in tandem with residents, to keep all safe and well. A successful fund-raising period has also reduced the impact of some of the additional costs.

Total incoming resources were £2,148,000 (2019 £1,969,000). This increase is primarily due to the combined Impact of the following:

1. Contributions from Residents of £1,676,000 (2019 £1,625,000) increased by 3.1%. This reflects higher resident's contribution rates plus increased overall levels of occupancy. It is tempered to an extent by some Resident's difficulties in making full contributions, following local authority changes in housing benefit allowances. The authority's decision over allowances is being challenged.
2. Donations and legacies of £431,000 (2019 £304,000) reflect an excellent performance in fund raising in a period where there was much demand on charitable resources.

Total resources expended were £2,177,000 (2019 £2,016,000). During 2020, high additional staff costs were incurred, including those of agency staff. This was to maintain operating standards as well as provide additional protection for residents and staff from Covid when the College was suffering from resultant staff absences as well.

Save for as noted above, the main expenses broadly include only inflationary increases. The cost base is substantially fixed. Few costs vary with a change in occupancy, since the College remains committed to maintaining the high standards of care that valued residents need and expect. The largest element of costs relates to the remuneration of valued staff.

Investments were nearly flat on 2019 which is a creditable performance in markets reflecting lack of investor confidence because of Covid and global uncertainties.

Accordingly, total funds at 31 August 2020 were £3,126,000 (2019 £3,152,000).

Total capital expenditure in the year was £72,000. The largest element of this related to the boiler replacement project, deemed essential to ensure reliability in the supply of hot water and heating.

A positive cash flow on operating activities was maintained of £83,000 (2019 £143,000). A large element of this drop compared to 2019 relates to a marked increase in overdue amounts receivable. The overall positive cash flow for the year, after capital expenditure, was close to flat (2019 positive £41,000).

Principal Sources of Funding

The principal funding sources of funding for the activities of the College comprise:

1. Regular structured contributions from Residents who are able so to do, to cover accommodation and services provided.
2. Government funding for Residents whose financial situations prevent them from being able to make such contributions above.
3. Charitable donations and fund raising activities.

Investments

The College's investment advisers Charles Stanley & Co Ltd have managed the College's investments under delegated authority from the Council. The current policy is to maximise total returns achievable within a medium to high risk profile.

The portfolio has produced a total return of 2.1%. A report by the investment adviser is included on page 22.

Reserves and Funds

A positive cash flow on.

Restricted and designated funds include £451,000 (2019 £451,000) arising from grants and donations to be applied in making good the shortfall in Government funding for residents not in a position to make contributions themselves. The balance of restricted funds comprises grants and donations to be applied to activities or expenditure of a capital nature. Details of the funds are shown in note 21 to the Financial Statements.

Plans for the Future

As discussed within the Chairman's Introduction, the College faces challenging financial times ahead. The underlying trends in falling occupancy are associated with demographic changes which are faced by most care sector providers. Broadly, people are tending to come to the College (and comparable organisations) at a later stage in life, for many reasons. At the same time, there are periods, such as at present, when the infrastructure of the College itself warrants significant investment. The Trustees are actively considering the best approach to meet these challenges whilst maintaining the high standards of care and enjoyment of facilities that the College offers. The approach includes funding capital projects with specific appeals wherever possible. Significant projects under consideration for the next 3 years include:

- Upgrades to the electrical system
- Upgrades to the plumbing system
- External decoration for the West Cloister and Central Block West
- Double-glazing for first floor West Cloister Flats

Financial review and Statement of Responsibilities approved by the Council and signed on its behalf:

David M J Jessup, FCA
Honorary Treasurer March 8th, 2021

Structure, Governance and Management

Function and Constitution

The College of St Barnabas was incorporated on 10th March 1899 as a company limited by guarantee not having a share capital. The liability of the Members of the Association on winding up is limited to £10. The Company is governed by its Memorandum of Association, which was last amended by Special Resolution on the 21st March 2005, and its Articles of Association.

The objects of the Charity are to provide a permanent home for clergy of the Church of England and of Churches in full communion with it, clergy spouses, licensed Church Workers and practising communicants. In accordance with these objects there are sheltered flats for up to 8 couples and 21 single or widowed people, and 28 nursing rooms which are registered with the Care Quality Commission.

The activities of the Company are directed by the Council, the members of which, apart from its *ex officio* and delegate members, are elected by the Members of the Association.

Applications for membership of the Association are approved at its Annual General Meeting; membership is limited to 100. The Annual General Meeting is also the forum for the election and re-election of members of Council. Candidates must be members of the Association. One third of the elected members of the Council retire each year but they are eligible for re-election.

At Annual General Meetings, five members constitute a quorum. Questions at meetings of the Association are decided by a majority of votes with the Chairman having a casting vote.

The Council has authority to delegate any of its powers and duties to individual members or to any committee or sub-committee of members and to set the quorum necessary for the transaction of business.

Members of Council may not receive remuneration other than professional fees, which are subject to the restrictions contained in Clause 5 of the Memorandum, and reasonable out of pocket expenses.

Procedures

The Council meets regularly four times a year and at other times when necessary. The papers for the meetings are circulated by the Company Secretary. Minutes of the meetings are taken by the Clerk and circulated to the members of Council.

The Council delegates elements of authority and oversight to standing committees, accountable to Council. Members of the sub-committees are appointed by Council. These sub-committees each meet four times a year and at other times when necessary, reporting to the Council by way of Minutes which are circulated to all Members in advance of full Council meetings. Further *ad hoc* meetings are held as necessary. In addition, specific sub-committees are formed as required to provide oversight of major projects. The standing committees comprise:

- The Finance and General Purposes Committee
- The Care and Welfare Committee
- The Fundraising and Marketing Committee
- The Remuneration Committee (which meets once annually)

The Finance and General Purposes Committee is responsible for all matters relating to finance, staff, the running of the fabric of the principal building, maintenance of facilities and administration. The Committee ensures that a suitable system of internal financial control is in place and operating within guidelines, in particular with respect to budgeting and monitoring income and expenditure, appropriate levels of authorisation and external reporting and policies.

The Nursing and Welfare Committee oversees all matters relating to the care and welfare of residents, ensures that all relevant policies are appropriate and that the standards of care as set out by the Care Quality Commission are achieved and developed to provide the best possible care for all residents.

The Fundraising Committee oversees the fundraising and marketing of the College. The work of the Committee includes raising funds for specific appeals and also has an ongoing commitment to raising funds to meet the shortfall in social funding. The Committee ensures that fundraising and marketing activities comply with the wider regulatory environment including Charity Commission rules.

The Remuneration Committee meets annually to consider the general level of increase appropriate to all staff. It also considers in detail the total remuneration of each member of the Senior Management Team. It makes recommendations to full Council for their approval.

Strategy Review Committee

A sub-committee was formed with the specific objective of reviewing the long-term strategy of the College, driven by a number of factors, that included the changing structure of the care sector very broadly and the challenges posed by rising costs in the provision of care to an aging profile of residents, as a result of increased longevity and expectations.

The sub-committee was chaired by the Treasurer and included as members six trustees, the Warden, the Bursar, the Registered Manager and the sub-warden, representing residents' interests. Having made recommendations to Council, the sub-committee is now disbanded. The key actions arising are included in the Chairman's Foreword.

Management

The Council appoints and employs members of the Senior Management Team. The team meets weekly and is chaired by the Warden or in his absence the Sub-Warden. The individual members report to and attend meetings of the committees of Council appropriate to their roles. The Senior Management Team is responsible for all day-to-day activities of the Charity and for ensuring the policies approved by Council are followed.

The members comprise:

- The Warden
- The Bursar
- The Registered Manager
- The Housekeeper
- The Fundraising Manager (when fundraising matters are discussed)

Each month a member of Council carries out a random inspection of one area of care or welfare, including private interviews with three residents or staff, seeking their views on standards of care received. Findings are reported to the Nursing and Welfare Committee and to full Council where remedial action is required.

Members of the Council attend regular meetings of residents for discussions about day to day life. A record is prepared of any concerns raised and is circulated to the Officers for action if necessary.

Risk Management

The Council is responsible for the management of strategic, financial and operational risks faced by the College. The Finance and General Purposes Committee, in liaison with the other sub-committees of Council and the Senior Management Team, takes responsibility for ensuring appropriate processes and procedures in place.

An annual risk review is undertaken by the Senior Management Team under the oversight of Council Committees. The review considers all major risks that are inherent within the activities of the Charity, in order to ensure that adequate controls are in place to minimise the risks perceived, and that processes and procedures are in place to mitigate impact, should there be the occurrence of any event beyond the reasonable expectations of suitable preventative controls. The final outcome of this review, with appropriate recommendations, is considered by full Council.

In the year to 31 August 2020, the focus of risk review was naturally very concentrated on the immediate threats and risks posed by COVID-19. In particular, threats to the well-being of residents and staff alike were managed very carefully.

The principal risks and uncertainties which are naturally inherent within the on-going normal activities of the College and how they are managed are as follows:

Levels of care falling below the highest standards set by the College, and any consequent reputational damage:

- Close oversight from the Nursing and Welfare Committee
- Independent monitoring through the monthly trustee interviews with Residents
- Strict levels of documentation over care which are regularly checked

Failure in infrastructure:

- Preventative measures such as equipment maintenance being regularly checked
- Procedures, such as fire drills, which are regularly reviewed and checked
- Monitoring systems to detect failures early

Threats to long term financial stability as a result of a changing demographic profile in those seeking care in homes such as the College provides and inadequate government funding for Residents:

- In particular in the year to 31 August 2020, the formation of a focused sub-committee to look specially at strategic options to maximize long term stability and sustainability
- Close monitoring of the financial situation at the College, strict budgetary controls and financial planning under the oversight of the Finance and General Purposes Committee
- Ensuring contributions from Residents are maintained at affordable levels sufficient to cover increases in cost
- Focused attention to securing additional funding under the close oversight of the Fundraising Committee.

Care and Welfare

The Council is committed to high standards of care and welfare. Council membership includes those with detailed experience in the care sector to ensure that oversight is effective. In addition, the Council ensures that members can bring knowledge of the fast-changing world of IT to enhance care control and monitoring as well as process and procedure.

The Council, particularly through the work of the Nursing and Welfare Committee, ensures that policies are in place to ensure compliance with the rightly demandingly high levels expected by the Care Quality Commission in their external monitoring visits.

Investment

The College's investment advisers Charles Stanley & Co Ltd manage the College's investments under delegated authority from the Council. The current policy is to maximise total returns achievable within a medium to high risk profile.

Capital expenditure and reserves

The Council ensures that capital expenditure is pre-authorised within prescribed limits. The Council also ensures that the capital investment is predominantly funded from designated funds or funds to be raised for particular projects. No capital projects are approved without appropriate funding in place.

General accumulated funds are only permitted for use on capital projects when the remaining reserves leave sufficient funds to cover contingencies.

Public Benefit

The Council maintains oversight to ensure that the activities of the Charity are in accordance with the Charity Commission's general guidance on public benefit.

Although the College was initially established as a community of retired Anglican priests, the now broader criteria for eligibility mean that, in addition to those who have worked for and within the Church, any active worshippers can apply to benefit from the accommodation and service that the College provides. No one is prevented from becoming a resident through lack of means.

The Council ensures that the College remains open to individuals and groups for retreats, regular organised services and local community events.

Membership of Committees

Sir Paul Britton, as Chairman of Council, will attend each Committee meeting if he is available.

Finance and General Purposes Committee

Mr D M J Jessup	*Hon Treasurer and Committee Chairman*
Mr P L Beynon	
Mr A Proctor	
Mr M D Williams	
The Revd K J Scully	*Warden in attendance*
Mr P G F Wilkin	*Bursar in attendance, Committee Secretary*

Fundraising Committee

Mrs V M Hepworth (Vice - Chairman)	*Committee Chairman*
Mr K R L Luckhoo	
The Revd K J Scully	*Warden in attendance*
Mr P G F Wilkin	*Bursar in attendance*
Mr M J Herbert	*Fundraising Manager in attendance*
Ms T Sena	*Fundraising Assistant in attendance, Committee Secretary*

Nursing and Welfare Committee

Mrs S Monfries	*Committee Chairman*
Mr R E P Diggory	
Dr E Phillips	
Mrs C Taylor	
The Revd K J Scully	*Warden in attendance*
Mrs S J Jack	*Registered Manager in attendance*
Mr P G F Wilkin	*Bursar in attendance, Committee Secretary*

Remuneration Committee

Sir P J J Britton	*Council and Committee Chairman*
Mrs V M Hepworth	*Vice – Chairman*
Mr D M J Jessup	*Hon Treasurer*
Mr P G F Wilkin	*Bursar in attendance, Committee Secretary*

Strategic Review Sub- Committee [Since disbanded after reporting]

Mr D M J Jessup	*Hon Treasurer and Committee Chairman*
Mr P L Beynon	*Trustee*
Mr R E P Diggory	*Trustee*
Mrs V M Hepworth	*Trustee*
Mr K R L Luckhoo	*Trustee*
Mrs S Monfries	*Trustee*
Mrs C Taylor	*Trustee*
The Revd K J Scully	*Warden*
Mr P G F Wilkin	*Bursar*
Mrs S Jack	*Registered Manager*
The Revd R McDowall	*Sub-Warden*

Professional Advisers

Solicitors

Thomas Mansfield LLP, Christopher Wren Yard, 119 High Street, Croydon, CR0 1QG

Bankers

Barclays Bank Plc., 17-21 High Street, East Grinstead, RH19 3AH

Investment Advisers

Charles Stanley & Company Limited, 25 Luke Street, London, EC2A 4AR

Surveyors

Downlands Design and Surveying, Downlands, Blackboys Road, Uckfield, TN22 5PN

Report of the Investment Adviser for year to 31 August 2020

The portfolio's total return for the year was a positive 2.1%. This was pleasing for two reasons: Firstly, the portfolio has held up well during an unprecedented global pandemic, a human tragedy that spawned a worldwide economic recession. Secondly, because our benchmark (MSCI Pimfa Balanced) declined by 2.1% in the same period. In other words, the portfolio outperformed by 4.2%.

For the first six months of the year, markets were moving positively, but by the first quarter of 2020 investors started to react to the rapid spread of the virus around the world and stock market fell heavily. In March and April, governments and central banks in all regions promised to pump large amounts of cash into the economy and this helped equities to recover much of the decline. The FTSE 100, for instance, rose by more 1000 points since its low on 16 March 2020. The change in the interest rate environment, however, has resulted in a reduction of dividends being paid by companies and the College's portfolio will have experienced a decline in income levels during the year.

The performance of the technology sector has been a distinctive theme. The holding in Microsoft rose by 44% and finished the period significantly higher than where they were before the Covid-19 sell off, as lockdown

rules boosted internet usage and increased demand for its cloud business. Third-quarter earnings exceeded analysts' expectations and the company maintained its quarterly dividend payment. Servicing the needs of many people's evolving working practices has been a fruitful operation.

The trend to home shopping has been long established but lockdowns have made it a necessity for most. Behind every online retailer is an efficient logistics warehouse. Segro is the largest listed pan-European warehouse owner. Segro is particularly attractive with large exposure in Slough close to Heathrow and soon to be the Crossrail route. Rental collection remains strong and the group expects to continue to drive sustainable growth in both earnings and dividends driven by a combination of new rental income and the benefits from active management of the existing prime portfolio. The landlord also said that some of their tenants that supply critical goods and services were looking for additional warehouse space for immediate occupation and to prepare for longer-term growth once the crisis was over.

Another important trend in markets has been the move to renewable power. The portfolio's investment in Enel moved positively. The group is a multinational energy company and one of the world's leading integrated electricity and gas operators covering 35 countries across 5 continents. They have a highly diversified range of power stations, running on hydroelectric, wind, geothermal, solar, thermoelectric and other renewable sources of power. Almost half of the energy the group produce is with zero carbon dioxide emissions making Enel one of the leading producers of clean energy. The shares also pay an above dividend income yield of 4.2%.

Finally, the importance of the pharmaceutical industry has been highlighted during the health crisis. Roche is the world's largest biotech company with a workforce of over 90,000 across more than 100 countries. Oncology products account for 60% of pharmaceuticals sales, and professional diagnostics for more than half of diagnostic-related sales. Roche is at the forefront of Covid-19 testing. New launches include the SARS-CoV-2 antigen rapid test and immunology test, among others. We expect earnings to continue to grow and the shares offer a safe and rising dividend.

The portfolio remains positioned to deliver a balance between growth and income. 67% is invested in equities. While Sterling has been weak the overseas stocks have worked well. In recent months, however, we have raised the profile of the defensive part of the portfolio – we've had more cash and fixed interest bonds than usual. Despite the support supplied by government schemes and central banks, many companies are going to find it tough going over the next year. We have tried to concentrate the portfolio on less impacted sectors and on organisations that have strong balance sheets, well known brands and the resilience to ride out the pandemic and, maybe, even increase market share.

We have also been working hard to reduce the exposure to funds (which have unseen underlying charges) and replace them with more direct equities. This saving should flow straight through to better returns. Meanwhile, there has been no discernible increase in volatility in the portfolio and it remain entirely suitable for the upper medium risk profile.

Alistair King
Director of Private Clients, Charles Stanley

Statement of Trustees' Responsibilities

The trustees (who are also the directors of The College of St Barnabas for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- 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 which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

AUDITORS

The auditors, Tudor John Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.
Approved by order of the board of trustees on 9th December 2019 and signed on its behalf by:

Sir P J J Britton CB – Chairman

Report of the Independent Auditors to the Members of The College of St Barnabas (Registered number: 00061253)

Opinion

We have audited the financial statements of The College of St Barnabas (the 'charitable company') for the year ended 31 August 2019 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (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 August 2019 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 Auditors 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 UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 24 to the financial statements, 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Report of the Independent Auditors to the Members of
The College of St Barnabas (Registered number: 00061253)

Opinions on other matters prescribed by the Companies Act 2006

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

the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and

the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

Matters on which we are required to report by exception

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

adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or

the financial statements are not in agreement with the accounting records and returns; or

certain disclosures of trustees' remuneration specified by law are not made; or

we have not received all the information and explanations we require for our audit; or

the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

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

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

Our 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 a Report of the Independent Auditors 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.

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 Report of the Independent Auditors.

Report of the Independent Auditors to the Members of
The College of St Barnabas (Registered number: 00061253)

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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

H M Day BSc FCA DChA (Senior Statutory Auditor)
for and on behalf of Tudor John Limited
Chartered Accountants and Statutory Auditors
Nightingale House
46-48 East Street
Epsom
Surrey
KT17 1HQ

Date: .....

THE COLLEGE OF ST BARNABAS

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the year ended 31 August 2020

	Notes	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000	2019 Total funds £'000
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	200	231	431	304
Charitable activities	5				
Contributions by Residents for accommodation and nursing care		1,676	-	1,676	1,625
Other trading activities	3	16	-	16	16
Investment income	4	19	-	19	24
Other income		6	-	6	-
Total		1,917	231	2,148	1,969
EXPENDITURE ON					
Raising funds	6	120	-	120	125
Charitable activities	7				
Nursing and care costs		901	-	901	815
Collegiate		1,156	-	1,156	1,076
Total		2,177	-	2,177	2,016
Net gains/(losses) on investments		3	-	3	(24)
NET INCOME/(EXPENDITURE)		(257)	231	(26)	(71)
Transfers between funds	21	151	(151)	-	-
Net movement in funds		(106)	80	(26)	(71)
RECONCILIATION OF FUNDS					
Total funds brought forward		2,809	343	3,152	3,223
TOTAL FUNDS CARRIED FORWARD		2,703	423	3,126	3,152

The notes form part of these financial statements

THE COLLEGE OF ST BARNABAS (REGISTERED NUMBER: 00061253)
Balance Sheet
31 August 2020

	Notes	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000	2019 Total funds £'000
FIXED ASSETS					
Tangible assets	13	2,447	-	2,447	2,495
Investments	14	319	331	650	653
		2,766	331	3,097	3,148
CURRENT ASSETS					
Stocks	15	11	-	11	9
Debtors	16	123	-	123	47
Cash at bank and in hand		86	92	178	181
		220	92	312	237
CREDITORS					
Amounts falling due within one year	17	(229)	-	(229)	(153)
NET CURRENT ASSETS		(9)	92	83	84
TOTAL ASSETS LESS CURRENT LIABILITIES		2,792	423	3,215	3,232
CREDITORS					
Amounts falling due after more than one year	18	(54)	-	(54)	(80)
NET ASSETS		2,703	423	3,126	3,152
FUNDS	21				
Unrestricted funds				2,703	2,809
Restricted funds				423	343
TOTAL FUNDS				3,126	3,152

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 8th March 2021 and were signed on its behalf by:

....

Sir P J J Britton CB - Chairman D M Jessup FCA – Honorary Treasurer

The notes form part of these financial statements

THE COLLEGE OF ST BARNABAS
Cash Flow Statement
for the year ended 31 August 2020

	Notes	2020 £'000	2019 £'000
Cash flows from operating activities			
Cash generated from operations	1	83	145
Dividends received		18	23
Net cash provided by operating activities		101	168
Cash flows from investing activities			
Purchase of tangible fixed assets		(72)	(98)
Sale of fixed asset investments		7	10
Interest received		1	1
Net cash used in investing activities		(64)	(87)
Cash flows from financing activities			
Loan repayments in year		(40)	(39)
Net cash used in financing activities		(40)	(39)
Change in cash and cash equivalents in the reporting period		(3)	42
Cash and cash equivalents at the beginning of the reporting period		181	139
Cash and cash equivalents at the end of the reporting period		178	181

The notes form part of these financial statements

THE COLLEGE OF ST BARNABAS
Notes to the Cash Flow Statement
for the year ended 31 August 2020

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2020 £'000	2019 £'000
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	(26)	(71)
Adjustments for:		
Depreciation charges	120	104
(Gain)/losses on investments	(3)	24
Interest received	(1)	(1)
Dividends received	(18)	(23)
Increase in stocks	(2)	(1)
(Increase)/decrease in debtors	(76)	98
Increase in creditors	89	15
Net cash provided by operations	83	145

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.9.19 £'000	Cash flow £'000	At 31.8.20 £'000
Net cash			
Cash in hand	2	1	3
Notice deposits (less than 3 months)	179	(4)	175
	181	(3)	178
Debt			
Debts falling due within 1 year	(39)	13	(26)
Debts falling due after 1 year	(80)	26	(54)
	(119)	39	(80)
Total	62	36	98

1. ACCOUNTING POLICIES

BASIS OF PREPARING THE FINANCIAL STATEMENTS

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described below.

Depreciation
Assets are written down over their estimated useful lives. The actual lives of the assets may differ from these estimates. The lives of the assets are kept under review and adjusted as appropriate.

Allocation of costs between activities
As a small charity many costs incurred, including staff time, cover more than one activity. These costs are allocated to activities based on the key cost drivers and best estimates of staff time on each activity.

INCOME

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

EXPENDITURE

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

ALLOCATION AND APPORTIONMENT OF COSTS

Direct costs are allocated based on the nature of the cost. Where costs incurred cover more than one activity the nature of the cost driver is considered to allocate all other costs.

TANGIBLE FIXED ASSETS

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	-	1% on cost
Refurbishments	-	25% on cost and 5% on cost
Equipment	-	17.5% on cost

continued...

1. ACCOUNTING POLICIES - continued

TANGIBLE FIXED ASSETS
In the opinion of the council, the net realisable value of the property is not materially in excess of its carrying value in the accounts and therefore no impairment has taken place.

Depreciation would normally not be provided on land, however the original cost of the land is unknown although it is believed to be immaterial to the total carrying cost of land and buildings. The land element in that cost has therefore been ignored for depreciation purposes.

Assets costing less than £500 are not capitalised but expensed through the Statement of Financial Activities.

TAXATION
The charity is exempt from corporation tax on its charitable activities.

RESTRICTED FUNDS (REFER TO NOTE 21)
When resources are received by the College for a donor specified purpose or as a result of an appeal for particular project funding, the income is shown in the statement of financial activities as restricted income and attributed to a specific restricted fund. Application of those resources in accordance with the donors' wishes is shown as restricted fund expenditure with the balance of unexpended resources shown as restricted funds on the balance sheet. Fixed assets purchased from restricted funding are capitalised and depreciated over their expected useful lives. The depreciation applicable to the funding provided from the restricted fund is charged to that fund. The net book value of such assets is held within restricted funds. Where such funds are raised or donated to be held as capital assets by the College, these are shown as restricted funds whilst the income from the appeal continues.

PENSION COSTS AND OTHER POST-RETIREMENT BENEFITS
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. DONATIONS AND LEGACIES

	2020	2019
	£'000	£'000
Donations	305	296
Grants	121	7
Legacies	5	1
	431	304

3. OTHER TRADING ACTIVITIES

	2020	2019
	£'000	£'000
Staff rental income	4	5
Telephone mast rental income	8	6
Event income	4	5
	16	16

continued...

4. INVESTMENT INCOME

	2020	2019
	£'000	£'000
UK listed investments	18	23
Deposit account interest	1	1
	19	24

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2020	2019
		£'000	£'000
Contributions by residents	Provision of accommodation and care for residents	1,676	1,625

6. RAISING FUNDS

RAISING DONATIONS AND LEGACIES

	2020	2019
	£'000	£'000
Staff costs	89	92
Other costs	15	19
Event costs	2	4
	106	115

INVESTMENT MANAGEMENT COSTS

	2020	2019
	£'000	£'000
Portfolio management	8	10
Aggregate amounts	114	125

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 8)	Totals
	£'000	£'000	£'000
Nursing and care costs	778	123	901
Collegiate	987	169	1,156
	1,765	292	2,057

continued...

8. SUPPORT COSTS

	Management	Finance	Governance costs	Totals
	£'000	£'000	£'000	£'000
Nursing and care costs	120	-	3	123
Collegiate	163	2	4	169
	283	2	7	292

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2020	2019
	£'000	£'000
Auditors' remuneration	7	7
Depreciation - owned assets	120	104

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2020 nor for the year ended 31 August 2019.

TRUSTEES' EXPENSES

There were no trustees' expenses paid for the year ended 31 August 2020 nor for the year ended 31 August 2019.

11. STAFF COSTS

	2020	2019
	£'000	£'000
Wages and salaries	1,256	1,212
Social security costs	97	92
Other pension costs	54	54
	1,407	1,358

The average monthly number of employees during the year was as follows:

	2020	2019
Staff directly involved in delivering	97	85
Fundraising	3	3
Warden	1	1
Administration	5	5
	106	94

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

	2020	2019
£60,001 - £70,000	1	1

Total remuneration paid to key management personnel in the year amounted to £251,442 (2019 - 259,775).

continued...

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
INCOME AND ENDOWMENTS FROM			
Donations and legacies	102	202	304
Charitable activities			
Contributions by Residents for accommodation and nursing care	1,625	-	1,625
Other trading activities	16	-	16
Investment income	24	-	24
Total	1,767	202	1,969
EXPENDITURE ON			
Raising funds	125	-	125
Charitable activities			
Nursing and care costs	815	-	815
Collegiate	1,075	1	1,076
Total	2,015	1	2,016
Net gains/(losses) on investments	(24)	-	(24)
NET INCOME/(EXPENDITURE)	(272)	201	(71)
Transfers between funds	180	(180)	-
Net movement in funds	(92)	21	(71)
RECONCILIATION OF FUNDS			
Total funds brought forward	2,901	322	3,223
TOTAL FUNDS CARRIED FORWARD	2,809	343	3,152

continued...

13. TANGIBLE FIXED ASSETS

	Freehold property £'000	Refurbishments £'000	Equipment £'000	Totals £'000
COST				
At 1 September 2019	1,835	1,108	698	3,641
Additions	-	50	22	72
At 31 August 2020	1,835	1,158	720	3,713
DEPRECIATION				
At 1 September 2019	446	137	563	1,146
Charge for year	19	60	41	120
At 31 August 2020	465	197	604	1,266
NET BOOK VALUE				
At 31 August 2020	1,370	961	116	2,447
At 31 August 2019	1,389	971	135	2,495

14. FIXED ASSET INVESTMENTS

	Listed investments £'000	Cash and settlements pending £'000	Totals £'000
MARKET VALUE			
At 1 September 2019	643	11	654
Additions	302	326	628
Disposals	(326)	(310)	(636)
Revaluations	4	-	4
At 31 August 2020	623	27	650
NET BOOK VALUE			
At 31 August 2020	623	27	650
At 31 August 2019	643	11	654

continued...

14. FIXED ASSET INVESTMENTS - continued

There were no investment assets outside the UK.

The following investments were held at 31st August 2020:

	2020 £'000	2019 £'000
BHP Biliton PLC US$0.50	-	23
Royal Dutch Shell B Ordinary €0.07	-	26
Johnson Controls International PLC Com USD1.00	18	-
Tesco Ord GBP0.05	20	-
Vodafone Group PLC $0.295238	-	25
Prudential Ord £0.05	21	24
Mercantile Investment Ord £0.25	-	27
Schroder Oriental Income Fund	-	26
HSBC Holdings plc Ord US$ 0.50	-	16
Sergo PLC Ord GBP0.10	25	-
Scottish Mortgage Inv Trust Ord GBP 0.05	61	33
Baillie Gifford & Co Japenese B Nav Inc fund	-	26
Witan Investment Trust	-	24
Tritax Big Box Reit plc Ord GBP 0.01	-	23
Allianz Technology Trust plc Ord GBP 0.25	56	38
Bellway GBP0.125	15	-
Henderson Investment Funds Ltd Asian Dividend Income Unit Trust I Inc.	-	17
International Biotechnology Trust Ord GBP0.25	-	17
Ishares GLBL HY CORP BD UCITS USD DIST	-	20
Liontrust Investments Ltd Monthly Income bond	24	24
Polar capital Global Financial TR Ord GBP0.05	-	21
Fundsmith LLP Equity I Instl ACC NAV	-	29
Smith(DS) Ord GBP0.10	13	17
3I Infrastructure Ord NPV	28	29
Roche Holdings AG Genusscheine NPV	32	27
Rolls Royce Holdings Ord GBP0.20	-	17
The Renewables Infrastructure GRP Ord NPV	25	23
Royal London Asset Management Ethical Bond Z GBP DIS	22	22
Threadneedle Investments Fund UK Social Bond Institutional GBP DIS	22	22
Lyxor International Asset Mgmt Lyxor Core FTSE Actuaries UK Gilts (DR)	23	23
First State Investments Global Listed Infrastructure B GBP Inc	19	23
Microsoft Corp Com USD0.00000625	33	-
Pennon Group Ord GBP0.407	22	-
Aviva Investors UK Svcs Ltd Higher Income Plus 2 Inc	20	-
Enel Spa EUR1	22	-
Bank of America Corporation Com USD0.01	17	-
Takeda Pharmaceutical Co Ltd NPV	21	-
Compass Group PLC Ord GBP0.1105	21	-
Astrazeneca Ord USD0.25	21	-
Unilever PLC Ord GBP0.031111	21	-

The investments held at 31st August 2020 had a historical cost of £541k (2019 £575k).

continued...

15. STOCKS

	2020	2019
	£'000	£'000
Stocks	11	9

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020	2019
	£'000	£'000
Trade debtors	89	18
Other debtors	16	11
Prepayments	18	18
	123	47

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020	2019
	£'000	£'000
Bank loans and overdrafts (see note 19)	15	28
Other loans (see note 19)	11	11
Trade creditors	39	30
Social security and other taxes	26	28
Other creditors	138	56
	229	153

Included within other creditors above is deferred income of £nil (2019: £2k) in respect of event income.

18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2020	2019
	£'000	£'000
Bank loans (see note 19)	-	16
Other loans (see note 19)	54	64
	54	80

The bank loan detailed above (and in note 17) relates to a loan taken out during the year ended 31st August 2011 for a term of 10 years bearing interest at 3.64% above the Barclays Bank Base Rate from time to time. The loan is secured by way of a charge over all of the investments and cash held in the name of the College as administered by Charles Stanley & Co Limited (and detailed in note 14 to these accounts) which is required to have a minimum value of £400,000.

The Other loan relates to a loan taken out in the year ended 31st August 2017 for a term of 10 years from the National Almshouse Association which is secured on the Freehold premises. The loan attracts an equivalent interest rate of 1% p.a.

continued...

19. LOANS

An analysis of the maturity of loans is given below:

	2020	2019
	£'000	£'000
Amounts falling due within one year on demand:		
Bank loans	15	28
Other loans	11	11
	26	39
Amounts falling between one and two years:		
Bank loans - 1-2 years	-	16
Other loans - 1-2 years	11	11
	11	27
Amounts falling due between two and five years:		
Other loans - 2-5 years	32	32
Amounts falling due in more than five years:		
Repayable by instalments:		
Other loans more 5yrs instal	11	21

continued...

20. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2020	2019
	£'000	£'000
Within one year	9	9
Between one and five years	15	22
In more than five years	-	1
	24	32

21. MOVEMENT IN FUNDS

	At 1.9.19	Net movement in funds	Transfers between funds	At 31.8.20
	£'000	£'000	£'000	£'000
Unrestricted funds				
General fund	168	(105)	37	100
Tangible Fixed Assets	2,377	(122)	114	2,369
Legacy fund	119	5	-	124
Underfunded contributions (Designated fund)	145	-	-	145
	2,809	(257)	151	2,703
Restricted funds				
Walsingham Pilgrimage	3	-	-	3
Nursing wing laundry	-	5	-	5
Underfunded contributions	306	127	(102)	331
Chapel Lighting Fund	2	-	-	2
Re-wiring project	2	47	32	81
Boiler Replacement	30	51	(81)	-
Future Boiler Replacement	-	1	-	1
	343	231	(151)	423
TOTAL FUNDS	3,152	(26)	-	3,126

continued...

21. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £'000	Resources expended £'000	Gains and losses £'000	Movement in funds £'000
Unrestricted funds				
General fund	1,912	(2,055)	3	(140)
Tangible Fixed Assets	-	(122)	-	(122)
Legacy fund	5	-	-	5
	1,917	(2,177)	3	(257)
Restricted funds				
Nursing wing laundry	5	-	-	5
Underfunded contributions	127	-	-	127
Re-wiring project	47	-	-	47
Boiler Replacement	51	-	-	51
Future Boiler Replacement	1	-	-	1
	231	-	-	231
TOTAL FUNDS	2,148	(2,177)	3	(26)

Comparatives for movement in funds

	At 1.9.18 £'000	Net movement in funds £'000	Transfers between funds £'000	At 31.8.19 £'000
Unrestricted funds				
General fund	295	(170)	43	168
Tangible Fixed Assets	2,343	(103)	137	2,377
Legacy fund	118	1	-	119
Underfunded contributions (Designated fund)	145	-	-	145
	2,901	(272)	180	2,809
Restricted funds				
Walsingham Pilgrimage	3	-	-	3
Underfunded contributions	307	107	(108)	306
Chapel Lighting Fund	1	1	-	2
Re-wiring project	1	15	(14)	2
Re-wiring project	1	15	(14)	2
Catering Equipment	5	-	(5)	-
Hot Water Return Pipe	-	38	(38)	-
Boiler Replacement	-	38	(8)	30
	322	201	(180)	343
TOTAL FUNDS	3,223	(71)	-	3,152

continued...

21. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £'000	Resources expended £'000	Gains and losses £'000	Movement in funds £'000
Unrestricted funds				
General fund	1,765	(1,911)	(24)	(170)
Tangible Fixed Assets	1	(104)	-	(103)
Legacy fund	1	-	-	1
	1,767	(2,015)	(24)	(272)
Restricted funds				
Walsingham Pilgrimage	1	(1)	-	-
Underfunded contributions	107	-	-	107
Chapel Lighting Fund	1	-	-	1
Re-wiring project	15	-	-	15
IT Project	2	-	-	2
Hot Water Return Pipe	38	-	-	38
Boiler Replacement	38	-	-	38
	202	(1)	-	201
TOTAL FUNDS	1,969	(2,016)	(24)	(71)

Designated Funds
The Tangible Fixed Assets fund has been created to cover the value of those assets.

Legacy Fund
The Council approved the establishment of a 'Legacy Fund' into which legacy donations will be received. It is the intention of the Council that these funds will be used to help fund capital projects. However, the Council would use the fund for general running costs if the need arose.

Underfunded Contributions
The Council approved the establishment of an additional designated Underfunded Contributions Fund towards the shortfall of contributions in respect of residents who are state funded.

Restricted Funds:
Walsingham Pilgrimage comprises money specifically for the annual trip to Walsingham.

Central Block East comprises money received for the next major College refurbishment project.

Underfunded contributions comprises funds received towards the shortfall of contributions in respect of residents who are state funded.

Chapel Lighting Fund comprises money received towards work required on the Lighting in the Chapel.

Re-wiring project comprises money received towards work required re-wiring the College.

IT Project comprises money received towards the costs of upgrading the College IT systems.

continued...

21. MOVEMENT IN FUNDS - continued

Catering equipment comprises money received towards replacing some of the large items of catering equipment.

Nurses wing laundry comprises money received towards works required to the laundry.

Hot Water Return Pipe comprises money received towards installing a Hot Water Return Pipe to improve the supply of hot water throughout the college.

Boiler Replacement comprises money towards replacing the boilers.

Future Boiler Replacement comprises money towards replacing the boilers in the future.

TRANSFERS BETWEEN FUNDS REPRESENT:

- Transfer between unrestricted General and Tangible Fixed Assets Fund, to equate the balance on the Fixed Assets Fund to the related fixed assets, less associated loans, at 31st August 2020.
- Transfer from individual restricted funds of a capital nature to General unrestricted fund, being essentially capital expenditure in the year on specific projects.
- Transfer from restricted Underfunded Contribution fund to the unrestricted general fund. This represents the shortfall in the year between amounts received in the year from Government funding state-supported Residents and the equivalent amount receivable at normal contribution rates.
- The boiler appeal raised more funds than was required for the project, the excess funds were transferred to the re-wiring project in accordance with the appeal letter.

22. EMPLOYEE BENEFIT OBLIGATIONS

The College has no funded pension scheme, but employees are members of either the Pension Builder Scheme section of the Church Worker Pension Fund or the NEST auto enrolment scheme.

Members who either joined the scheme prior to 1st July 2014 or are members of the senior management team are members of the Church Worker Pension Fund. The College contributes at the rate of 10% of members' salaries for those who joined before 1st September 2000. The College contributes 8% of members' salaries for members of the Church Workers Pension Fund who joined after 1st September 2000 and make employees contributions of 4%.

Pension contributions are recorded in an account for each member. This account may have bonuses added by the Board before retirement. The bonuses depend on investment experience and other factors. There is no requirement for the Board to grant any bonuses. The account, plus any bonuses declared, is payable from members' normal pension age.

There is no sub-division of assets between employers in each section of the Pension Builder Scheme. The scheme is considered to be a multi-employer scheme as described in Section 28 of FRS 102. This means it is not possible to attribute the Pension Builders Scheme's assets and liabilities to specific employers and that contributions are accounted for as if the Scheme were a defined contribution scheme. The pensions costs charged to the SoFA in the year are contributions payable.

A valuation of the scheme is carried out every three years. The most recent scheme valuation completed was carried out as at 31st December 2016. This revealed, on the ongoing assumptions used, a deficit of £14.2m. At the most recent annual review, the Board chose not to grant a discretionary bonus, which will have acted to improve the funding position. There is no requirement for deficit payments at the current time. The valuation as at 31st December 2019 is in progress.

continued...

22. EMPLOYEE BENEFIT OBLIGATIONS - continued

Employees who are not part of the senior management team and join a pension scheme after 1st July 2014 are enrolled into the NEST scheme with the College making contributions of 1% of the members' salary and the employee contributing a minimum of 1%.

At 31 August 2020 amounts owing to the schemes and included within other creditors amounted to £4,941 (2019: £2,872).

23. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 August 2020.

24. FRC ETHICAL STANDARD - PROVISIONS AVAILABLE FOR SMALL ENTITIES

In common with many other businesses of our size and nature we engage our auditors to assist with the preparation of the financial statements.

We are extremely grateful to the following PCCs and Trusts who have supported the College during this year:

Wellingborough	All Hallows PCC
Rushton	All Saints PCC
Pidley	All Saints PCC
Ashover	All Saints PCC
Farnborough	All Saints PCC
Burton Dassett	All Saints PCC
	Aylton PCC
St. Saviour's	Bamber Bridge PCC
	Boxford PCC
	Chaceley PCC
	Chalfont St. Peter PCC
Chislehurst	Church of The Annunciation PCC
Southsea	Church of the Holy Spirit PCC
St. Peter's	Croydon PCC
	Hempton With Pudding Norton PCC
West Croydon	Holy Saviour PCC
Crockham Hill	Holy Trinity PCC
	Preston PCC
	St Helen Auckland PCC
Alton	St Pancras PCC
Romford	St. Albans PCC
Boscombe	St. Andrew PCC
Bolton	St. Augustine PCC
Sacombe	St. Catherine PCC
Leigh	St. Clement PCC
Bleasdale	St. Eadmers PCC
Brotherton & Byram	St. Edward
Methwold	St. George PCC
Newbold de Verdun	St. James PCC
Royston	St. John the Baptist PCC
Plumstead	St. John w St. James & St. Paul PCC
	St. John's Church Newall PCC
Guestling	St. Laurence PCC
Geat Catworth	St. Leonard PCC
Mark Cross	St. Mark PCC
Canterbury	St. Martins and St. Pauls PCC
	St. Mary at Latton PCC

West Stour	St. Mary PCC
	St. Mary the Virgin Rudford PCC
Potters Bar	St. Mary the Virgin & All SaintsPCC
Cambridge	St. Mary's The Less PCC
Withyham	St. Michael & All Angels PCC
Woodhouse Eaves	St. Paul PCC
Edenbridge	St. Peter and St. Pauls PCC
Sawrey	St. Peter PCC
Hever	St. Peter PCC
Dormington	St. Peter PCC
East Grinstead	St. Swithun PCC
St. Peter & St. Paul	Swaffham PCC
The	United Benefice of Elland
St. Paul's & All Saints'	Walden PCC
	Warden and Newbrough PCC
St. Lawrence	Willington PCC
Lindfield	All Saints' PCC
St John The Baptist	Bishops Castle PCC
	Bosham PCC
	Chelsham PCC
St. Paul	Covent Garden PCC
Morecambe	Holy Trinity w. St. Laurence PCC
Tunbridge Wells	King Charles The Martyr PCC
	Sandwich PCC
	St Botolph's Shepshed
	St Fagan's Church, Trecynon
Basildon	St Martin of Tours PCC
Birstall	St Peter's PCC
Letton	St. John the Baptist PCC
	St. Peter-ad-Vincula
Brentwood	St. Thomas of Canterbury PCC
Ryde	All Saints' PCC
Waterloo	Christ Church PCC
	Crimplesham PCC
Bramley	Holy Trinity PCC
Stratford-Sub-Castle	St Lawrence PCC
Leigh	St Mary The Virgin PCC
Braintree	St Michael's PCC
Markyate	St. John the Baptist PCC
Burnham	St. Peter's Church PCC
	Stoke Doyle PCC

St. Peter & St. Paul	Swaffham PCC
	Mayfield PCC
	St Mary with St Peter & St Jude PCC
The	Caterham Valley Parish Hall Co Ltd
Kensal Green	St. John's PCC
Ingleby Barwick	St. Francis PCC
Farnborough	St. Peter PCC
	Timsbury PCC
	Houghton PCC
	Hornchurch PCC
Taynton	St. John the Evangelist PCC
Withyham	St. Michael & All Angels PCC
Higham-on-the-Hill	St. Peter PCC
St. Peter & St. Paul	Swaffham PCC

The	Clergy Support Trust
	Community Foundation For Surrey
	Dame Susan Morden's Charity
The	Fulmer Charitable Trust
	St. Mark's Foundation
Garfield	Weston Foundation
The Patricia	Wright Charitable Trust
The Beatrice	Laing Trust
The	Wilbraham Charitable Trust
The Patricia	Wright Charitable Trust
Mrs H. R.	Greene Charitable Settlement
The E F & M G	Hall Charitable Trust
The	Ofenheim Charitable Trust
R J	Wyber Charitable Trust
WW2	Escape Lines Memorial Society
The	Anson Charitable Trust
	Pillar Charitable Trust

The College also received support from a number of donors who wish to remain anonymous
8 Individual Residents have been supported by grants from The Clergy Support Trust

Back Page: Bluebells in the College Woods

