



The College of
St Barnabas



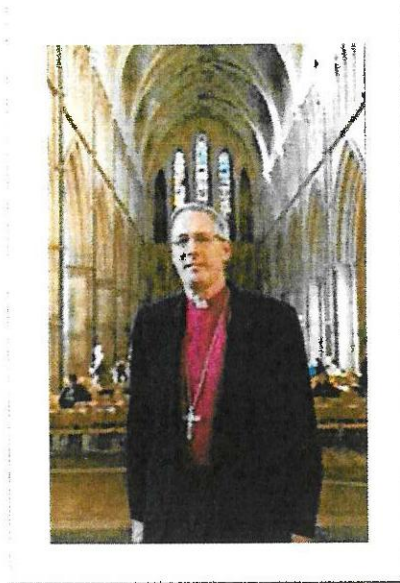
The College of St Barnabas

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.

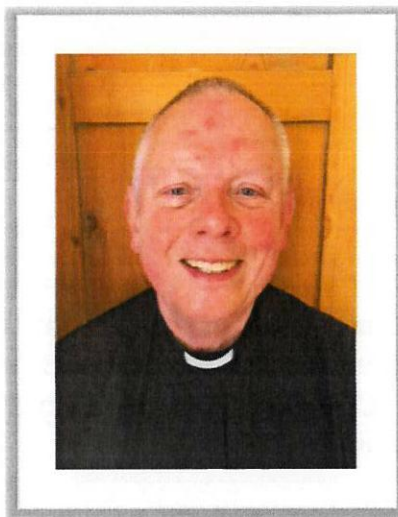
Mr Anthony Proctor is a retired chartered surveyor, has been a partner in an estate agency and also an auctioneer for Prudential.

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 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; 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 may only be used for capital projects when reserves leave sufficient funds to provide cover for cash-flow and other contingencies.

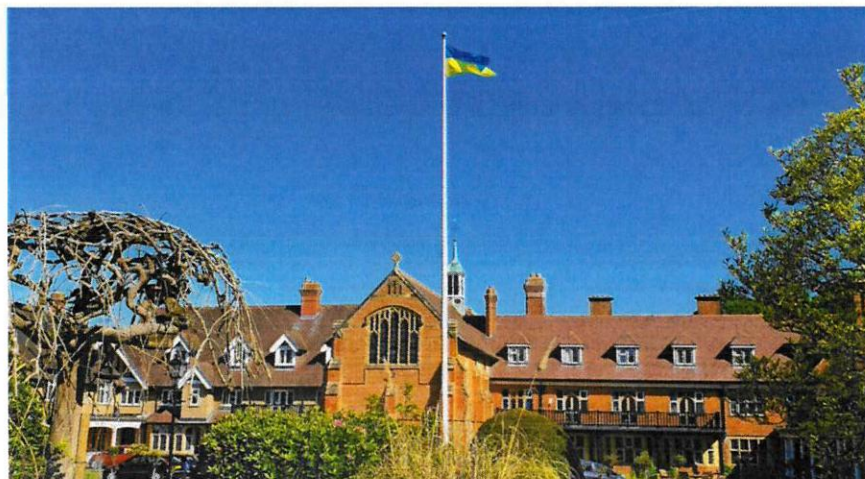
Public Benefit

The Council confirms that in carrying out its responsibilities as the College's Trustee body, it has regard to 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 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:

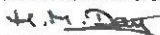
- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting 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 Auditing
Chartered Accountants and Statutory Auditors

Becket House
36 Old Jewry
London
EC2R 8DD

Date: 29th 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					
Unrestricted funds	21			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:

.....*David Williams*.....

The Reverend David Williams, Chairman of Trustees

.....*Mr Martyn Williams*.....

Mr Martyn Williams, Trustee and Treasurer

The notes form part of these financial statements.

**Cash Flow Statement
for the year ended 31 August 2022**

		2022	2021
	<i>Notes</i>	£'000	£'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		<u>(218)</u>	<u>12</u>
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		<u>192</u>	<u>(61)</u>
Cash flows from financing activities			
Loan repayments in year		(11)	(25)
Net cash used in financing activities		<u>(11)</u>	<u>(25)</u>
Change in cash and cash equivalents in the reporting period		(37)	(74)
Cash and cash equivalents at the start of the reporting period		<u>104</u>	<u>178</u>
Cash and cash equivalents at the end of the reporting period		<u><u>66</u></u>	<u><u>104</u></u>

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	<u>(228)</u>	<u>(16)</u>

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
	<u>104</u>	<u>(38)</u>	<u>66</u>
Debt			
Debts falling due within 1 year	(11)	-	(11)
Debts falling due after 1 year	(43)	11	(32)
	<u>(54)</u>	<u>11</u>	<u>(43)</u>
Total	<u>50</u>	<u>(27)</u>	<u>23</u>

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	-
	<u>19</u>	<u>10</u>

4. INVESTMENT INCOME

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

5 INCOME FROM CHARITABLE ACTIVITIES

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

6. RAISING FUNDS

Raising donations and legacies

	2022	2021
	£'000	£'000
Staff costs	69	73
Other costs	28	25
	<u>97</u>	<u>98</u>

Other trading activities

	2022	2021
	£'000	£'000
Bad debts	<u>79</u>	<u>-</u>

Investment management costs

	2022	2021
	£'000	£'000
Portfolio management	9	10
Aggregate amounts	<u>185</u>	<u>108</u>

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
	<u>1745</u>	<u>406</u>	<u>2151</u>

8. SUPPORT COSTS

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

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	<u>138</u>	<u>131</u>

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
	<u>1,441</u>	<u>1,462</u>

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
	<u>123</u>	<u>112</u>

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

2022	2021
<u>1</u>	<u>1</u>

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	<u>1987</u>	<u>170</u>	<u>2157</u>
EXPENDITURE ON			
Raising funds	108	-	108
Charitable activities			
Care costs	971	-	971
Collegiate	1,121	8	1,129
Other	(1)	-	(1)
Total	<u>2,199</u>	<u>8</u>	<u>2,207</u>
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	<u>2,692</u>	<u>456</u>	<u>3,148</u>

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

13. TANGIBLE FIXED ASSETS

	Freehold property £'000	Refurbishing £'000	Equipment £'000	Totals £'000
COST				
At 1 September 2021	1,835	1,210	742	3,787
Additions	-	74	9	83
At 31 August 2022	<u>1,835</u>	<u>1,284</u>	<u>751</u>	<u>3,870</u>
DEPRECIATION				
At 1 September 2021	483	258	656	1,397
Charge for year	18	66	54	138
At 31 August 2022	<u>501</u>	<u>324</u>	<u>710</u>	<u>1,535</u>
NET BOOK VALUE				
At 31 August 2022	<u>1,334</u>	<u>960</u>	<u>41</u>	<u>2,335</u>
At 31 August 2021	<u>1,352</u>	<u>952</u>	<u>86</u>	<u>2,390</u>

14. FIXED ASSET INVESTMENTS

	Listed Investments £'000	Cash and Settlements pending £'000	Totals £'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	<u>325</u>	<u>23</u>	<u>348</u>
NET BOOK VALUE			
At 31 August 2022	<u>325</u>	<u>23</u>	<u>348</u>
At 31 August 2021	<u>704</u>	<u>6</u>	<u>710</u>

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	2021
	£'000	£'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 Initial 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
	<u>17</u>	<u>130</u>

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
	<u>137</u>	<u>158</u>

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

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

Amounts falling due between one and two years:

Other loans – 1-2 years	11	11
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Amounts falling due between two and five years:

Other loans – 2-5 years	21	32
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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)
	<u>1,876</u>	<u>(2,331)</u>	<u>(87)</u>	<u>(542)</u>
Restricted funds				
Underfunded contributions	1	-	-	1
Green Agenda	1	-	-	1
Prayer Pavillion	3	-	-	3
Opera	6	(6)	-	-
	<u>11</u>	<u>(6)</u>	<u>-</u>	<u>5</u>
TOTAL FUNDS	<u>1,887</u>	<u>(2,337)</u>	<u>(87)</u>	<u>(537)</u>

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
	<u>2,703</u>	<u>(141)</u>	<u>130</u>	<u>2,692</u>
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
	<u>423</u>	<u>162</u>	<u>(129)</u>	<u>456</u>
TOTAL FUNDS	<u>3,126</u>	<u>21</u>	<u>1</u>	<u>3,148</u>

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
	<u>1,987</u>	<u>(2,199)</u>	<u>71</u>	<u>(141)</u>
Restricted funds				
Nursing wing laundry	8	(8)	-	(2)
Underfunded contributions	163	-	-	163
Future boiler replacement	1	-	-	1
	<u>170</u>	<u>(6)</u>	<u>-</u>	<u>162</u>
TOTAL FUNDS	<u>2,157</u>	<u>(2,207)</u>	<u>71</u>	<u>21</u>

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

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

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.

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

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%.

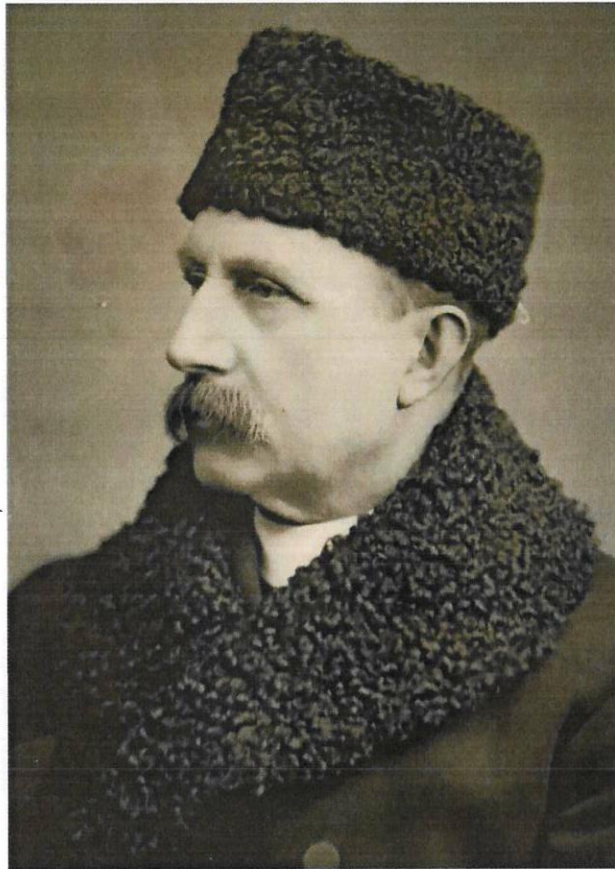
At 31 August 2022 amounts owing to the schemes and included within other creditors amounted to £5,366 (2021: £4,277). Total contributions paid in the year to defined contribution schemes amounted to £42,282 (2021 £48,261)

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