REGISTERED COMPANY NUMBER: 02647131 (England and Wales) REGISTERED CHARITY NUMBER: 1005302

REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2022 FOR NEW DIRECTIONS (RUGBY) LIMITED

Atkinson Finch & Co., Chartered Accountants Central Chambers 45-47 Albert Street Rugby Warwickshire CV21 2SG ٩,

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st March 2022. The trustees have adopted the provisions of 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).

New Directions (Rugby) Limited (New Directions) provides housing and support to vulnerable people, including adults with learning disabilities. The Charity provides residential and respite support in the Charity's own bespoke homes, support to people living in their own homes and also through day opportunities and sessional services.

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Charity's objectives are set out in the Articles of Association but have been summarised for the benefit of the Inspection Service under the Care Standards Act and the Essential Standards of Quality and Safety, as follows:

1. The provision and facilitation of housing, social housing, supported housing and specialised supported housing to vulnerable members of society;

2. The provision of residential and day care facilities for vulnerable and learning disabled people, either on a long-term basis or on a short-term basis, and to provide respite for those who are normally cared for by their families, carers or guardians;

3. The provision of transition skills training/facilities for vulnerable and learning disabled people to enable them to learn how to live in their own homes now and in the future;

4. The provision of facilities, in the interests of social welfare, for education, volunteering, employment and for the recreation of such persons and generally such facilities and services as shall be calculated to alleviate their needs.

Our Mission and Vision is:

To make a positive difference to the lives of vulnerable people, including those with learning disabilities, by promoting their rights, independence, choices, inclusion and by providing support and opportunities for them to lead fulfilling lives.

To provide a range of quality accommodation, as well as support at home and supported living support, and services to people with learning disabilities and their families/carers to promote their self-respect, individuality, dignity and to ensure they are safe and able to achieve their goals and wishes.

We Believe:

- Everyone is equal and should have the same chances and choices in life

- People with learning disabilities should be listened to and supported to make choices that are right for them

- That the views of families, friends, carers and staff are very important and should be heard

- People should be supported and encouraged to be as independent as their potential allows

- That we should always strive to improve our services and adapt them to the changing needs of the people we support whilst ensuring value for money services

We will do that:

- By putting the interests of vulnerable people, including those with learning disabilities, and their families at the heart of everything we do, listening to their wishes, hopes and aspirations of their futures.

- By adopting a person centred approach, promoting individual choice, independence and by valuing and treating everyone with dignity and respect.

NEW DIRECTIONS (RUGBY) LIMITED (REGISTERED NUMBER: 02647131)

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

- By providing high quality accommodation and support through a range of residential, supported living, short stay/respite, home care options, day, leisure, social activities and support towards volunteering or employment opportunities.

- By ensuring our staff are well supported, trained, highly motivated, able to deliver the highest quality individually tailored support services to each person we are responsible for.

- By striving to improve services, to continually raise local awareness, promoting the positive contribution and potential of people with a learning disability within their community.

- New Directions is committed to enhance the rights, independence, choice and inclusion of people with disabilities and to provide opportunities for them to lead full and purposeful lives and to be involved in the community they live in.

Public benefit

The Charity exists to support vulnerable people, including those with learning disabilities, their families and carers; their choices and wishes are at the very heart of everything we do, through our person centred services. Our links with families, friends and carers are very important to the Charity and we aim to maintain these and offer support as far as we are able. The Charity regularly reviews the ways in which it engages with people who use the services, families, friends and carers. Current engagement methods include newsletters, emails, social media and meetings with individuals.

In setting the Charity's objectives and strategies we have given due consideration to the Charity Commission's guidance on public benefit.

The Charity currently supports over 115 people with a disability and employs over 165 people from Rugby and the surrounding areas.

We also work with local schools, colleges and businesses to improve their understanding of disability issues, facilitate opportunities for joint partnership working and more inclusion for people with disabilities, both in the community and within social networks. We work in partnership with local groups and charities to share our resources wherever we can including offering room hire within our buildings at affordable rates.

ACHIEVEMENT AND PERFORMANCE

Charitable activities

The Charity continues to consolidate its financial reserves enabling it to invest in innovative new developments and services to meet the needs of its existing and future customers.

Poppy Place and Vicarage Road remain our residential homes, supporting a total of 13 people with disabilities. Poppy Place saw the sad loss of two residents during the year; all of whom were longstanding and much loved. The life of each individual was celebrated with tears and smiles.

Milner House, our residential respite service has seen an increased number of referrals, especially from the Transitions Team of Warwickshire County Council with occupancy rates falling just short of the target for the year of 75%. We continue to work with our funders to increase the occupancy rate, identifying new people to support and to maximise the income of the property to ensure that we can secure the long-term future for the service as it is so vital for so many families across Rugby and Warwickshire.

Community Choices Network (CCN) our day opportunities facility at The Exchange has recovered well from the effects of the pandemic restrictions as Milner House and CCN services were run on reduced occupancy levels at various times and faced short temporary closures in line with Government and local guidance. The Board is very pleased to see that these vital services were able to be sustained throughout the pandemic and are now returning to stronger levels of occupancy.

Richmond Court, Gateway Court, Kings Court, Lennon Court and Queens Court continue to offer supported housing for up to 75 people living in their own flats, enabling them to live as independently as possible. Other individuals are supported in their own homes in and around the Rugby area.

We have received a number of donations during the year including several from the families of the people we support and our thanks go to these families.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

We also received donations from local businesses and were recognised this year by H&M who donated £25,000 after we were selected by the staff within their local distribution centre as their chosen charity.

We received generous donations from Sir Edward Boughton Long Lawford Charity, and received funds raised by the Mayor of Rugby in recognition of the fact that New Directions (Rugby) Limited was one of the Mayor's charities during 2020 and 2021.

Quality Assessments and Achievements

Care Quality Commission Assessments

All our homes and services have received a "Good" rating, under the new assessment regime, with very positive inspection reports with no actions to follow up.

Disability Confident Employer

New Directions maintains its status as a Disability Confident Employer; this is the successor to "Positive about Disability".

Feedback and Involvement by the People we Support

Customer and Stakeholder Satisfaction Feedback

The views of everyone involved with the Charity are very important to us. We obtain regular feedback through user-friendly questionnaires and also through group meetings. These enable customers and stakeholders to tell us what we do well and what they would like us to change. Since the pandemic we have made greater use of electronic feedback forms allowing people to give feedback anonymously should they choose to.

Person Centred Plans

Everyone we support has a Person Centred Plan, which involves placing the individual at the centre of the Plan, their family and friends and support staff. These Plans are reviewed annually and are a key part of our organisational philosophy. We look at what is important to the individual and how they can be supported to achieve their needs and desires.

Voices and Choices and Tenants meetings

The people we support meet on a regular basis, supported by invited staff members, in a Voices and Choices meeting. Tenants are also invited to quarterly meetings to discuss their homes and where they live. The people we support have the opportunity to make suggestions and to tell us about their ideas at these meetings. These groups continue to be involved in shaping future services and to play an active part in governance.

Employment Opportunities for the People we Support

Various of the people we support currently have part-time jobs or volunteering roles. Our day opportunities at The Exchange and our housing support team continue to source employment opportunities for the people we support. Unfortunately, due to the COVID-19 pandemic, these opportunities are greatly diminished. As we come out of the pandemic, we will continue to support people to find job opportunities.

New Directions is committed to offering employment and volunteering opportunities to people with disabilities as an equal opportunity employer, whilst volunteering opportunities were restricted during the financial year, these are expected to open up and increase during the 2022/23 year.

Developing our Communications

We continue to produce regular communications, which are formatted in an accessible, easy to read and understandable format. This newsletter highlights the achievements and adventures of our customers and staff along with future developments. We also send out email news updates, and information through our Facebook, Twitter, LinkedIn and Instagram social media pages and through updates on our website.

The "Star of the Month" award which recognizes the hard work and commitment of individual staff members continues to be well received and valued. We added to this during the last year to create additional Teamwork and CEO's Outstanding Contribution awards to recognise our staff in greater numbers for their contributions.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

ACHIEVEMENT AND PERFORMANCE

Developing our Staff

New Directions is committed to and invests in a comprehensive staff training and development programme for all its staff team, so they are knowledgeable, skilled, continually updated and to ensure they can offer the highest quality of services to people with learning disabilities.

The Board would like to thank all the staff and volunteers for their hard work and dedication over the last year.

Future Developments

Our strategic planning was temporarily put on hold while the immediate effects of the Pandemic were managed and the longer-term impacts upon our sector more clearly understood. During this time we focused upon the following key organisational priorities:

- Increasing the number of people that we support within supported living accommodation
- Bringing our Day Opportunities service back to previous (pre-Covid) levels of provision
- Developing our residential care offer to ensure it is fit for the long-term future
- Working in partnership with our funders, commissioners and wider partners to collaborate on initiatives

All of these short-term priorities were achieved and the wider strategic review of the organisation has enabled us to set our strategic objectives as laid out below:

During 2022-25 our strategic objectives are:

- To establish an additional purpose-built modern residential care home within Rugby so that we can meet our commitment to those we currently support and develop fully wheelchair accessible living options.
- Continue to maintain and increase our occupancy levels within residential, respite and supported living services, actively working with commissioners, social workers and families to fill vacancies across the organisation within the shortest timescales possible.
- To maintain full cost recovery when tendering for all new or existing work in order that the organisation remains secure and pay rates for staff can remain competitive. We are committed to working with Warwickshire County Council to inform the Government's Fair Cost of Care exercise.
- To maintain each of our existing 'good' ratings from our regulator; the Care Quality Commission and actively aspire to achieve outstanding ratings for all of our services.
- To continue to invest in the recruitment, retention and development of our existing and new staff members who are essential in delivering caring, compassionate and high-quality person-centred support actively celebrating the diversity and dedication of our workforce.
- Work in partnership with commissioners alongside other providers to help shape and deliver more flexible and personalised models of support that give greater choice and control to the individuals we support.
- Having established a Learning and Development Manager role within the organisation we are now delivering our staff induction, development and training programmes more flexibly within the organisation to better meet the needs of our own staff and will continue to work towards developing and delivering training in-house and in partnership with others. Most importantly we will continue to thank, reward and develop all of our staff across the organisation who have worked tirelessly through an incredibly difficult year.

NEW DIRECTIONS (RUGBY) LIMITED (REGISTERED NUMBER: 02647131)

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

FINANCIAL REVIEW

Review of past financial year

The Charity has had another successful year and continues to build its reserves to ensure the future security for those people it supports.

2021/22 saw Queens Court, our latest supported living development of 15 self-contained flats which opened during the pandemic, finally filled with all tenancies secured by individuals requiring our support.

It was another difficult year due to the continued effects of the COVID-19 pandemic. Our respite service Milner House and our Day opportunities service were each closed for the first month of 2022 following the effects of the Christmas rise in cases locally. Despite this minor and precautionary hiatus, both services successfully managed to increase the number of referrals received and people we support as they returned to normal capacity levels once all social distancing restrictions were lifted. Support from Warwickshire County Council enabled us to maintain the day opportunities service.

During the year, due to the pandemic, we continued to receive additional funding in the form of various funds to support in paying staff and maintaining infection control procedures until the end of the financial year on 31st March 2022.

The growth seen in recent years means that we remain in a strong financial position despite the COVID-19 pandemic.

The budgets for the new year indicate that all services will make a positive financial contribution to the Charity. Managers are required to report directly to the Board on their service and are held to account if budgets are not maintained.

The Board, CEO and management team acknowledge that these are very difficult economic times; the COVID-19 pandemic has changed the landscape for social care and its full impact is yet to be seen. All are committed to keeping the running costs of the Charity as low as possible, whilst maintaining high quality, responsive services. It is also acknowledged that growth is crucial to ensuring the Charity is sustainable for the future and the Trustees acknowledge the need to invest to ensure future development.

Going Concern basis

The National Living Wage has been increasing over recent years, this places a significant burden on the social care sector at a time when cost of living rises place significant pressures on those working in the sector. Our funders have announced funding increases of 6% for the coming year. This funding increase has made it possible for us to pass on a 5.5% pay award to our staff so that we can maintain our strategy of paying above National Living Wage for support worker roles. The budgets for the following two years have been based on growth of the Charity, on the assumption that wages will increase and that no further funding increases will be forthcoming; they indicate that we will remain sustainable. The Charity has achieved planned growth in the last few years and the Trustees are confident the Charity will continue to operate as a going concern for the foreseeable future.

Our funders have continued to support us during the COVID-19 pandemic. Whilst we have not suffered any significant short-term financial implications as a direct result of the pandemic, we have however, reviewed our strategy as we come out of this crisis and recruitment is a key pressure for all providers. The future for all social care providers is dependent upon central government agreeing appropriate funding arrangements and levels through local authorities that secures a sustainable and appropriate employment social care provider market.

Reserves policy

The trustees of New Directions believe that the Charity should hold financial reserves because:

1. It has no endowment funding and is dependent for income upon fees received from local government. Under present circumstances this may be expected to reduce significantly and/or at short notice

2. It requires protection against and the ability to continue operating despite any unforeseen events or temporary shortfalls

3. It is necessary to provide funds which can be designated to specific projects in line with our strategic objectives

4. To cover administration, fundraising and support costs without which the Charity could not function.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

FINANCIAL REVIEW

The trustees consider it prudent that free reserves, defined as net current assets less amounts that are designated or restricted for a specific purpose, should be sufficient to cover 3-6 months' administration, fundraising and support costs, and to provide a pool from which funds can be designated.

The trustees also consider it prudent to ensure that it retains sufficient cash to cover 3 months' cashflow.

The required level of free reserves and cash held, along with the position at the end of each quarter, is reported to the trustees at each board meeting.

The reserves policy is reviewed by the trustees every three years.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The company is a charitable company limited by guarantee originally incorporated on 19 September 1991. A Memorandum and Articles of Association governs the Charity. It is independent from all other organisations and public bodies.

Organisational structure

The Charity is governed by a Board of Trustees (Directors), supported by a management team led by a Chief Executive. The management team consists of a Finance Manager, a Human Resources Manager, Operations Managers, Registered Managers, Deputy Managers, Our Facilities Manager, Training Manager and Office Manager. The Chief Executive is responsible for the day to day running of the Charity and is appointed as the Responsible Individual as required by the Care Standards Act and the Essential Standards of Quality and Safety. The Chief Executive, Finance Manager, Human Resources Manager and Operations Managers report directly to the Board of Trustees.

Board of Trustees

The Board of Trustees presently consists of eleven members and meets a minimum of four times per annum. The maximum number of Trustees is twelve and shall be not less than five. The powers of the Board are defined in the Articles of Association dated 7th January 2014. The Board is made up of members who have a range of experience in areas such as special needs education, finance, psychology, business development, housing and local authority, legal matters and family members of the people we support, who can give an insight into living with people with learning disabilities. The board members provide complimentary skills, experience and knowledge ensuring an objective view in any management discussion.

The Board has two sub-groups being Finance and Development and Quality Assurance and Policy: both made up of Trustees and are supported by the management team. The Sub-Groups have delegated powers and agreed Terms of Reference and report to the Full Board of Trustees.

Regulation, Compliance and Funders

As a provider of supported living, respite, supported housing and residential care services the Charity is subject to regulations set out by the Care Quality Commission. The Charity is subject to planned and unplanned inspections to ensure that all regulations are complied with. The Chief Executive reports the findings of all inspection reports to the Board and any action taken or needed. In complying with the Essential Standards of Quality and Safety from the Care Quality Commission, the Trustees are of the opinion that all risks relating to the activities of the Charity have been identified and robust systems and procedures are in place to manage those risks.

The Charity works closely with the Local Authority, Warwickshire County Council and the National Health Service in the form of the Clinical Commissioning Group (CCG). Most customers are financed by fees paid by either Warwickshire County Council or the CCG. The Charity has developed good working relationships with Warwickshire County Council and the CCG and has developed innovative services and accommodation in line with the needs of the people it supports and commissioning intentions. Some customers also pay out of their own personal budgets.

NEW DIRECTIONS (RUGBY) LIMITED (REGISTERED NUMBER: 02647131)

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Chief Executive is responsible for ensuring that all the financial controls are in place. The Finance Manager carries out the day-to-day functions and is responsible to the Chief Executive.

Major financial decisions are made by the Board of Trustees.

The Board has confirmed its compliance with the Good Governance Code of Practice as recommended by the Charity Commission. This includes internal controls, financial, governance and risk management, whistle-blowing, equality and diversity, performance appraisal, clarity of roles and measures to avoid personal benefit or conflicts of interest.

Risk management

The Trustees have a duty to identify and review the risks to which the Charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Charity has a risk strategy in place along with a detailed risk register ensuring that the risks are identified, assessed and managed. Significant risks to the charity are reviewed by the Trustees at every Board meeting.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number 02647131 (England and Wales)

Registered Charity number 1005302

Registered office

Richmond Lodge 27 Bilton Road Rugby CV22 7AN

Trustees

W Back (Chair) M E Sedgley J Sanders D J Rayner S S Barhey J V Phillips M R Orrill P J Hughes A L Gregory A Canale-Parola (appointed 18.5.2021) J Jarman (appointed 24.5.2022)

Chief Executive

P Tolley

Company Secretary J Jarman

Auditors

Atkinson Finch & Co Chartered Accountants Central Chambers 45-47 Albert Street Rugby Warwickshire CV21 2SG

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

REFERENCE AND ADMINISTRATIVE DETAILS

Bankers Handelsbanken Suite 1 Bloxam Court Corporation Street Rugby CV21 2DU

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of New Directions (Rugby) Limited 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, Atkinson Finch & Co, will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 15 - 11 - 22 and signed on its behalf by:

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J Jarman - Secretary

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF NEW DIRECTIONS (RUGBY) LIMITED (REGISTERED NUMBER: 02647131)

Opinion

We have audited the financial statements of New Directions (Rugby) Limited (the 'charitable company') for the year ended 31st March 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 31st March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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 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.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF NEW DIRECTIONS (RUGBY) LIMITED (REGISTERED NUMBER: 02647131)

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:

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the amounts and disclosures in the financial statements such as the Companies Act 2006, the Charities Act 2011 and the Charities SORP (FRS102).

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of management and inspection of regulatory and legal correspondence, if any.

We also considered the opportunities and incentives that may exist within the charitable company for fraud.

Our audit procedures to respond to the various risks included enquiries of management about their own identification and assessments of risks, including reviewing the charitable company's own risk register, sample testing on the posting of journals, reviewing accounting estimates for biases, and reading minutes of meetings of those charged with governance.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF NEW DIRECTIONS (RUGBY) LIMITED (REGISTERED NUMBER: 02647131)

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements or non-compliance with regulation, even though we have properly planned and performed our audit in accordance with auditing standards. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

S. Rollin

Stuart Bolton FCA (Senior Statutory Auditor) for and on behalf of Atkinson Finch & Co Chartered Accountants Central Chambers 45-47 Albert Street Rugby Warwickshire CV21 2SG

Date: 16-11-22

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

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
INCOME AND ENDOWMENTS FROM Donations and legacies	2	25,225	38,156	63,381	10,598
Charitable activities Residential Care Supported Living Respite Care Community Choices Network Rental Income Central Activities		1,019,469 2,659,352 200,916 261,038 899,206		1,019,469 2,659,352 200,916 261,038 899,206	1,056,660 2,567,540 212,316 174,059 812,850 3,870
Investment income	3	29	-	29	365
Total		5,065,235	38,156	5,103,391	4,838,258
EXPENDITURE ON Charitable activities Residential Care Supported Living Respite Care Community Choices Network Rental Income Central Activities Total NET INCOME	5	670,880 2,258,078 153,115 222,331 768,902 533,099 4,606,405 458,830	5,927 2,618 418 310 5,193 14,466 23,690	676,807 2,260,696 153,533 222,641 768,902 538,292 4,620,871 482,520	775,040 2,211,400 133,265 130,567 698,438 512,120 4,460,830 377,428
RECONCILIATION OF FUNDS Total funds brought forward		3,175,978	39,578	3,215,556	2,838,128
TOTAL FUNDS CARRIED FORWARD		3,634,808	63,268	3,698,076	3,215,556

The notes form part of these financial statements

BALANCE SHEET 31ST MARCH 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
FIXED ASSETS Tangible assets	11	2,868,245	28,955	2,897,200	2,846,559
CURRENT ASSETS Debtors Cash at bank and in hand	12	539,637 1,025,533	34,313	539,637 1,059,846	612,909 937,798
		1,565,170	34,313	1,599,483	1,550,707
CREDITORS Amounts falling due within one year	13	(269,810)	-	(269,810)	(287,410)
NET CURRENT ASSETS		1,295,360	34,313	1,329,673	1,263,297
TOTAL ASSETS LESS CURRENT LIABILITIES		4,163,605	63,268	4,226,873	4,109,856
CREDITORS Amounts falling due after more than one year	14	(528,797)	-	(528,797)	(894,300)
NET ASSETS		3,634,808	63,268	3,698,076	3,215,556
FUNDS Unrestricted funds Restricted funds	18			3,634,808 63,268	3,175,978 39,578
TOTAL FUNDS				3,698,076	3,215,556

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 15 - 11 - 272 and were signed on its behalf by:

W.W. Back.

W Back (Chair) - Trustee

The notes form part of these financial statements

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CASH FLOW STATEMENT FOR THE YEAR ENDED 31ST MARCH 2022

	Notes	2022 £	2021 £
Cash flows from operating activities Cash generated from operations Interest paid	1	586,182 (21,668)	341,760 (33,979)
Net cash provided by operating activities		564,514	307,781
Cash flows from investing activities Purchase of tangible fixed assets Sale of tangible fixed assets Interest received Net cash used in investing activities		(79,156) 	(28,971) 6,416 365 (22,190)
Cash flows from financing activities Loan repayments in year		(363,339)	(54,200)
Net cash used in financing activities		(363,339)	(54,200)
Change in cash and cash equivalents in the reporting period Cash and cash equivalents at the beginning of the reporting period Cash and cash equivalents at the end of		122,048 937,798	231,391 706,407
the reporting period		1,059,846	937,798

NOTES TO THE CASH FLOW STATEMENT FOR THE YEAR ENDED 31ST MARCH 2022

RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES 1. 2022 2021 £ £ Net income for the reporting period (as per the Statement of Financial 377,428 482,520 Activities) Adjustments for: 28,515 26,549 Depreciation charges (29) (365)Interest received 21,668 33,979 Interest paid 73,272 (145, 629)Decrease/(increase) in debtors 49,798 (19,764)(Decrease)/increase in creditors 341,760 586,182 Net cash provided by operations ANALYSIS OF CHANGES IN NET (DEBT)/FUNDS 2. At 1.4.21 Cash flow At 31.3.22 £ £ £ Net cash Cash at bank and in hand 937,798 122,048 1,059,846 937,798 122,048 1,059,846

Debt Debts falling due within 1 year Debts falling due after 1 year	(54,200) (894,300)	(2,164) 365,503	(56,364) (528,797)
	(948,500)	363,339	(585,161)
Total	(10,702)	485,387	474,685

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 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.

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.

Grants

Income from grants is recognised when the charity has entitlement to the funds. The income is matched to the associated expenditure and any element of the grant that relates to future costs is deferred and carried forward in an appropriate restricted fund.

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.

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	-	not provided
Short leasehold	-	20% on cost
Fixtures and fittings	=	25% on cost
Motor vehicles	-	25% on cost

The trustees consider that the freehold buildings are maintained in such a state of repair that their residual value is at least equal to their net book value. As a result the corresponding depreciation would not be material and therefore is not charged in the Statement of Financial Activities.

Taxation

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

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds are unrestricted funds that have been set aside by the charity for a specific purpose,

Restricted funds can only be used in accordance with specific restrictions imposed or which have been raised by the charity for particular purposes. Where funds have been given for the benefit of residents or customers they are allocated to a specific restricted fund. These may be transferred at a later date to another restricted fund that provides a different benefit for the same group of people provided it is in accordance with the specific restrictions on the original donation.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2022

1. ACCOUNTING POLICIES - continued

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.

Significant estimates and key judgements

There are no significant judgements that have a material effect on the accounts nor any accounting estimates that have a high risk of causing a material adjustment in a future period.

2022

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2. DONATIONS AND LEGACIES

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Denti		2022 £	2021 £
Donations		63,381	10,598
INVESTMENT INCOME		2022	2021
		2022	2021
Demosit and and internet		£ 29	£ 365
Deposit account interest			
INCOME FROM CHARIT.	ABLE ACTIVITIES		
		2022	2021
	Activity	£	£
Residential services	Residential Care	991,896	1,003,180
Grants	Residential Care	27,573	53,480
Home care/Supported living	Supported Living	2,592,371	2,488,884
Grants	Supported Living	66,981	78,656
Respite care	Respite Care	184,287	188,688
Grants	Respite Care	16,629	23,628
Day opportunities	Community Choices Network	251,691	141,290
Grants	Community Choices Network	9,347	32,769
Rental income	Rental Income	899,206	812,850
Grants	Central Activities	-	3,870
		5,039,981	4,827,295
Grants received, included in th	e above, are as follows:		
		2022	2021
		£	£
Job retention scheme		6,922	59,612
Workforce Development Fund		1,600	3,870
Infection Control Fund		58,251	116,496
Rapid Flow Testing Fund		12,243	5,129
Workforce Capacity Fund		-	7,296
Workforce Recruitment & Rete	ention	41,514	-
		120,530	192,403

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NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2022

5. CHARITABLE ACTIVITIES COSTS

	Direct
	Costs (see
	note 6)
	£
Residential Care	676,807
Supported Living	2,260,696
Respite Care	153,533
Community Choices Network	222,641
Rental Income	768,902
Central Activities	538,292
	4,620,871

6. DIRECT COSTS OF CHARITABLE ACTIVITIES

DIRECT COSTS OF CHARITABLE ACTIVITIES		
	2022	2021
	£	£
Staff costs	3,665,707	3,486,828
Rent	460,251	417,374
Rates and water	22,107	26,460
Insurance	26,371	22,661
Light and heat	42,141	47,108
Repairs and maintenance	93,093	98,041
Advertising and marketing	24,894	10,822
Telephone	36,036	28,173
Other office expenses	27,605	34,148
Food and household	34,886	31,123
Nursing and hygiene	12,836	11,677
Activities and materials	6,811	9,609
Residents costs	367	1,276
Technology costs	47,630	81,408
Motor and travelling	18,210	13,986
Visitor pod	-	25,313
Registration fees	4,090	4,017
Staff training	5,161	25,714
Staff DBS and medical	2,838	3,039
Governance costs and training	2,576	2,650
Legal and professional	22,286	3,694
HR support	9,392	9,481
Auditors remuneration	5,400	5,700
Depreciation	28,515	26,549
Interest payable and similar charges	21,668	33,979
	4,620,871	4,460,830

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2022

7. NET INCOME/(EXPENDITURE)

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

	2022	2021
	£	£
Depreciation - owned assets	28,515	30,738
Other operating leases	460,251	417,374

8. TRUSTEES' REMUNERATION AND BENEFITS

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

The Trustees neither received nor waived any emoluments during the year (2021 - NIL).

During the year directors liability insurance was purchased as part of a combined business insurance package and therefore cannot be quantified.

Trustees' expenses

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

9. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	3,355,173	3,188,481
Social security costs	245,487	235,819
Other pension costs	65,047	62,528
	3,665,707	3,486,828

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

	2022	2021
Senior managers	3	3
Care managers	4	4
Administrative staff	7	7
Support staff	112	118
	126	132

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

	2022	2021
£60,001 - £70,000	-	1
£70,001 - £80,000	1	-
	1	1

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2022

9. STAFF COSTS - continued

2022 £	2021 £
184,960	184,522
191,588	183,342
199,741	182,458
2,860,432	2,864,744
228,986	71,762
3,665,707	3,486,828
	£ 184,960 191,588 199,741 2,860,432 228,986

The senior managers line represents the remuneration paid to the key management personnel.

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Total funds
INCOME AND ENDOWMENTS FROM	£	£	£
INCOME AND ENDOWMENTS FROM Donations and legacies	-	10,598	10,598
Charitable activities			
Residential Care	1,056,660	-	1,056,660
Supported Living	2,567,540	-	2,567,540
Respite Care	212,316	-	212,316
Community Choices Network	174,059	-	174,059
Rental Income	812,850	-	812,850
Central Activities	3,870	-	3,870
Investment income	365	-	365
Total	4,827,660	10,598	4,838,258
EXPENDITURE ON Charitable activities Residential Care Supported Living Respite Care Community Choices Network Rental Income Central Activities Total	748,496 2,210,703 133,265 130,567 698,438 503,446 4,424,915	26,544 697 - - 8,674 35,915	775,040 2,211,400 133,265 130,567 698,438 512,120 4,460,830
Total		55,915	4,400,830
NET INCOME/(EXPENDITURE)	402,745	(25,317)	377,428
Transfers between funds	(21,410)	21,410	-
Net movement in funds	381,335	(3,907)	377,428
RECONCILIATION OF FUNDS			
Total funds brought forward	2,794,643	43,485	2,838,128

11.

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2022

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	CUMPARATIVESFOR	THE STATEMEN.	I OF FINANCI	AL ACTIVITES	- continueu	
				Unrestricted funds	Restricted funds	Total funds
				£	£	£
	TOTAL FUNDS CARRI	ED FORWARD		3,175,978	39,578	3,215,556
•	TANGIBLE FIXED ASS	ETS		D ' 4		
		F 1 11	C1	Fixtures	Matan	
		Freehold	Short	and	Motor vehicles	Totals
		property £	leasehold £	fittings £	£	£
	COST	2	2	L	~	2
	At 1st April 2021	2,775,012	44,025	75,877	41,854	2,936,768
	Additions	48,030	-	11,126	20,000	79,156
	At 31st March 2022	2,823,042	44,025	87,003	61,854	3,015,924
	DEPRECIATION					
	At 1st April 2021	Ξ.	25,527	37,322	27,360	90,209
	Charge for year	-	4,439	18,537	5,539	28,515
	enterent and the state of the s			Wattan and a state of the state	April 11	

At 31st March 2022	-	29,966	55,859	32,899	118,724
NET BOOK VALUE At 31st March 2022	2,823,042	14,059	31,144	28,955	2,897,200
At 31st March 2021	2,775,012	18,498	38,555	14,494	2,846,559
				and the second s	

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Trade debtors	419,011	509,229
Other debtors	34,317	25,089
Prepayments and accrued income	86,309	78,591
	539,637	612,909

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2022

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Bank loans and overdrafts (see note 15)	56,364	54,200
Trade creditors	35,011	21,280
Social security and other taxes	64,469	60,227
Other creditors	3,513	2,477
Pension contributions	12,953	11,652
Accrued expenses	97,500	137,574
	269,810	287,410
	and the second	

14.	CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YE	CAR	
	Bank loans (see note 15)	2022 £ 528,797	2021 £ 894,300
15.	LOANS		
	An analysis of the maturity of loans is given below:		
		2022 £	2021 £
	Amounts falling due within one year on demand:		
	Bank loans	56,364	54,200
	Amounts falling between one and two years:		
	Bank loans - 1-2 years	56,364	54,200
	Amounts falling due between two and five years:		
	Bank loans - 2-5 years	169,092	162,600
	Amounts falling due in more than five years:		

Repayable by instalments: Bank loans more 5 yr by instal

16. LEASING AGREEMENTS

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

	2022 £	2021 £
Within one year	425,297	448,485
Between one and five years	1,193,134	1,383,833
In more than five years	575,425	798,625
	2,193,856	2,630,943

677,500

303,341

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2022

17. SECURED DEBTS

The following secured debts are included within creditors:

	2022	2021
	£	£
Bank loans	585,161	948,500

The bank loans are secured on Richmond Lodge, 27 Bilton Road, Rugby CV22 7AN and Poppy Place, 1-3 Alfred Street, Rugby CV21 2EL, together with a fixed and floating charge over all the charity's other assets.

18. MOVEMENT IN FUNDS

MOVEMENT IN FUNDS			
		Net	
		movement	At
	At 1.4.21	in funds	31.3.22
	£	£	£
Unrestricted funds			
General fund	2,767,909	458,830	3,226,739
Development and Maintenance Fund	265,508	-	265,508
COVID recovery fund	142,561	-	142,561
	3,175,978	458,830	3,634,808
Restricted funds			
Transport Fund	5,288	(4,693)	595
Day Opportunities Fund	5,242	(310)	4,932
Respite Fund	975	212	1,187
Communal Assets Fund	4,788	-	4,788
Hardship Benevolent Fund	10,165	1,486	11,651
Poppy Place Fund	-	30,343	30,343
Vehicle fund	13,120	(3,748)	9,372
Queens Court Fund	-	400	400
	39,578	23,690	63,268
TOTAL FUNDS	3,215,556	482,520	3,698,076
IOTAL FUNDS		402,520	

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2022

18. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	5,065,235	(4,606,405)	458,830
Restricted funds			
Transport Fund	-	(4,693)	(4,693)
Day Opportunities Fund	-	(310)	(310)
Respite Fund	630	(418)	212
Hardship Benevolent Fund	1,986	(500)	1,486
Poppy Place Fund	32,522	(2,179)	30,343
Vehicle fund	-	(3,748)	(3,748)
Queens Court Fund	3,018	(2,618)	400
	38,156	(14,466)	23,690
TOTAL FUNDS	5,103,391	(4,620,871)	482,520

Comparatives for movement in funds

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds	-		18 T ()	
General fund	2,529,135	260,184	(21,410)	2,767,909
Development and Maintenance Fund	265,508	-	-	265,508
COVID recovery fund		142,561	-	142,561
	2,794,643	402,745	(21,410)	3,175,978
Restricted funds				
Transport Fund	5,632	(6,760)	6,416	5,288
Residential Gardening Fund	11,341	(538)	(10,803)	-
Day Opportunities Fund	5,033	209	-	5,242
Respite Fund	845	130	-	975
Communal Assets Fund	5,335	(547)		4,788
Hardship Benevolent Fund	12,972	1,427	(4,234)	10,165
Poppy Place Fund	2,327	(17,364)	15,037	-
Vehicle fund	-	(1,874)	14,994	13,120
	43,485	(25,317)	21,410	39,578
TOTAL FUNDS	2,838,128	377,428	-	3,215,556

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2022

18. MOVEMENT IN FUNDS - continued

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds	<i>6</i> 4	~	~
General fund	4,685,099	(4,424,915)	260,184
COVID recovery fund	142,561		142,561
	4,827,660	(4,424,915)	402,745
Restricted funds			
Transport Fund	40	(6,800)	(6,760)
Residential Gardening Fund	-	(538)	(538)
Day Opportunities Fund	209	-	209
Respite Fund	130	-	130
Communal Assets Fund	100	(647)	(547)
Hardship Benevolent Fund	1,477	(50)	1,427
Poppy Place Fund	8,642	(26,006)	(17,364)
Vehicle fund	-	(1,874)	(1,874)
	10,598	(35,915)	(25,317)
TOTAL FUNDS	4,838,258	(4,460,830)	377,428
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19. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st March 2022.

20. COMPANY STATUS

The Charity is a company limited by guarantee. All members guarantee an amount not to exceed £10 payable in the event of the company being wound up with a deficiency of assets. At 31st March 2022 there were 47 members (2021 - 47 members).