



ST QUENTIN  
Care Homes 

# ANNUAL REPORT

ST. QUENTIN RESIDENTIAL HOME LIMITED

APRIL TO DECEMBER 2024

PRIVATE LIMITED COMPANY (ENGLAND AND WALES)

COMPANY NUMBER: 02213814

 **HMT**  
HEALTHCARE MANAGEMENT TRUST

# CONTENTS

Chair and CEO Statement	2
<b>Directors' Report including Strategic Report</b>	<b>3</b>
About St Quentin Residential Home Limited	4
Our strategy, mission, vision and purpose	5
Our values	7
Organisational priorities	8
Our Care	9
Operational Highlights	10
Clinical and Operational Risk Management	11
Investment in IT	12
Estates and Facilities	12
Our People	13
Engagement with key stakeholders - key decisions	15
Financial review	17
Structure, governance and management	20
Attendance at board meetings	21
Statement of Directors Responsibilities	23
Independent auditor's report	24
Profit and loss account	30
Balance sheet	31
Statement of Changes in Equity	32
Principal accounting policies and notes to the accounts	33
Reference and administration details	39

The Directors present their Annual Review and statutory report (including Strategic Report) together with the financial statements of St Quentin Residential Home Ltd for the 9-month period to 3 December 2024, with comparative information provided for the 12 months to 31 March 2024.



# DIRECTORS' STATEMENT

This year marks a significant milestone for St Quentin Residential Home Ltd as it officially joined the Healthcare Management Trust Group. This strategic acquisition represented a new chapter in HMT's journey to provide outstanding, compassionate care to residents.

Healthcare Management Trust Group's mission to deliver niche high-quality, person-centred healthcare services to marginalised communities complements St Quentin's longstanding commitment to quality, dignity and respect in care. By becoming part of HMT, St Quentin Residential Home Ltd has gained access to broader resources, innovative care practices, and a collaborative network dedicated to improving health and wellbeing outcomes.

Our shared vision is to create supportive environments where every individual feels valued and empowered. This alignment ensures that St Quentin Residential Home Ltd will continue to evolve, enhancing the quality and scope of care we offer while preserving the community atmosphere our residents and families cherish.

Under HMT's stewardship, we will continue to build solid foundations to meet the growing needs of those we serve, embracing innovation without compromising our core values.

We thank our dedicated people, residents and stakeholders for their ongoing trust and support.



**Dylan Jones**  
**Director**  
**Chair**

3 September 2025



**Nichola Stefanou**  
**Director**  
**Chief Executive Officer of HMT**

3 September 2025





# ANNUAL REPORT

# ABOUT ST QUENTIN RESIDENTIAL HOME LIMITED

St Quentin Residential Home Limited, in Newcastle-under-Lyme, has a rich history in both the local heritage and has offered a longstanding commitment to compassionate care.

The original St Quentin residence was constructed in the early 20<sup>th</sup> century for Colonel Sir George Wade, a pottery manufacturer and World War I veteran. He named the house after the Battle of St Quentin Canal, a significant WWI engagement in which he earned a bar to his Military Cross. After his tenure, the property changed hands several times before being acquired by the Moorhouse family in 1974. Under their ownership, it was transformed into a residential care home in 1988, marking the beginning of St Quentin Residential Home Ltd's journey in adult care.

Over the years, the facility was expanded by adding The Hawthorns in 2000 and Langley House in 2018, creating a trio of care homes situated on Sandy Lane. Each home offers unique services: St Quentin provides residential and nursing care, The Hawthorns offers a mix of single and double rooms, and Langley House caters to younger adults with specialised facilities including a sensory room and rehabilitation services.

In September 2024, the Averill family sold the company to the Healthcare Management Trust. Today, St Quentin Residential Home Ltd continue to serve the Newcastle-under-Lyme community, upholding a legacy of personalised and dignified care that spans over three decades. The company is now a wholly owned subsidiary of HMT, company number 1932882, charity number 292880.



## MISSION

Provide market leading **care solutions** to those with **complex needs** within **marginalised** and **deprived** community settings.



## VISION

To be the most **innovative** and best **quality** provider of **niche** health and social care services.



## PURPOSE

Our purpose is to **make every contact count**, ensuring every **resident** and **patient** receives the best possible experience and outcome.

We focus on **teamwork** and put our **residents**, **patients**, and **people** first in everything we do. Doing the right thing for them is our top priority.

We're always looking for new and better ways to do things, staying connected with the latest and **best practices** out there. We're not afraid to be **bold** and **change** things for the better.

**We love what we do**, and so does our team. We bring our **true selves** to work, finding **joy** and **fun** in our tasks. We provide **care** and **clinical** services with **compassion**, making sure they meet each person's unique needs.

# OUR STRATEGY & MISSION

Throughout 2024, we have significantly enhanced our strategy for developing the HMT Group, of which St Quentin Residential Home Limited is a subsidiary company of. We introduced a comprehensive five-year strategic plan, embarking on a thoughtful journey to better understand our organisational identity and aspirations.

Recognising the profound impact of our work within the health and social care sector, we have begun to craft a strategy that embodies our commitment to excellence in service. This vision inspires innovation and continuous improvement while emphasising our dedication to the well-being of the communities we serve.

By clearly articulating our strategic plan, we effectively communicate our values to stakeholders, including patients, residents, team members, and partners. This transparency fosters trust and cultivates a collaborative environment where all individuals feel valued and motivated to contribute to our collective success.

As we look ahead, we are excited by the opportunities that await us. We are developing a compelling vision that resonates with our teams, encouraging them to use their talents and expertise to make a meaningful impact in their local communities. Our ongoing focus is on identifying and nurturing the talents of our people, as they are our greatest asset.

Over the past year, our central and on-site teams have worked to embed our mission, vision, values, and behaviours, setting a high standard in the care they provide. Our strategic efforts have also prioritised the integration of technology and innovative practices to enhance the quality and efficiency of our services. By embracing digital transformation, we are not only streamlining operations but also creating more personalised and accessible care experiences for those we serve.

Furthermore, we are committed to fostering a culture of inclusivity and diversity across HMT. We believe that a diverse workforce brings a wealth of perspectives and ideas, driving creativity and innovation. We have begun implementing programs that support professional development and career advancement for all team members, ensuring that everyone has the opportunity to thrive.

Looking towards the future, we are excited to expand our partnerships with local communities and organisations. These collaborations will enable us to extend our reach and amplify our impact, addressing the unique needs of different populations and enhancing the overall health and well-being of our society.

# OUR VALUES

## Building a culture through values

Building a strong culture through our values is an integral part of our organisational ethos, guiding how we operate, make decisions, and interact with each other and the communities we serve.



**Our values - caring, enterprising, resourceful, authentic and accountable** - serve as the foundation upon which we construct an environment that nurtures trust, innovation and excellence.

**Caring** is at the heart of everything, it propels us to go above and beyond in everything we do.

Being **enterprising** encourages us to embrace new innovations and seek out new opportunities for growth and improvement.

**Resourcefulness** is critical, helping us find efficient solutions to complex problems.

**Authenticity** in our actions and communications builds trust and credibility both within our teams and with our external partners and the communities we serve.

**Accountability** ensures that we take responsibility for our actions and their outcomes. It reinforces a culture of reliability and trust, where everyone is committed to upholding high standards of performance and ethical conduct.

Together, these values form our culture and shape strong, cohesive and dynamic teams.



# 2024 ORGANISATIONAL PRIORITIES

A number of priorities were identified and agreed for the HMT Group for delivery in 2024, which have been incorporated as part of St Quentin Residential Home's strategy. These included:



## Efficiencies

- Achieve 2024 budget - activity.
- Achieve 2024 efficiency/savings.
- Complete projects in train which enable improved ways of working.
- Introduce new systems.



## People

- Achieve unification across the organisation by organisational redesign.
- Unify clinical elements of service delivery across sites.
- Implement new pay framework.
- Measure and improve colleague satisfaction.



## Strategy

- Launch new HMT strategy.
- Implement new values, behaviours, mission and purpose.
- Undertake detailed commercial assessment in relation to new business development.



## Culture and Values

- Engage colleagues in new behaviours and values.
- Implement clear communication and marketing strategy that promotes brand awareness and includes new website.
- Launch revised quality governance approach with a focus on patient safety across all sites.

Assurance of full performance against these priorities was reported to HMT Group Board in December 2024, the details of delivery of which are contained in further detail in this report.



## OUR CARE

All homes offer personalised care plans, 24-hour care, medication management, and a range of social activities to promote residents wellbeing.

### Compliance:

The Care Quality Commission's latest inspection published on 1<sup>st</sup> February 2024, rated the service as follows:

Safe: Good

Effective: Good

Caring: Good

Responsive: Good

Well-led: Requires Improvement

The 'requires improvement' rating in leadership highlighted an area of development when the HMT Group acquired the organisation, which has been actively addressed through strategic initiatives and will continue to prioritise through further staff training.

One of the first changes made at St Quentin was a change in leadership. Interim Care Home Manager, Lorraine Abbiss, joined as area manager for the 3 homes.

Since HMT's acquisition of St Quentin Residential Home Ltd, the homes have been provided with the service and access to additional clinical support and oversight. This has strengthened governance and quality assurance processes. The HMT Group central quality governance team consists of an Executive Director of Governance, Standards and Regulation and Head of Patient Safety and Improvement (Patient safety specialist).

To ensure delivery of the best care possible, an external review of all Quality Statements under Safe and Well-led to provide a clear gap analysis in relation to these 2 domains in their entirety and inform plans for supporting the service in becoming part of HMT. This work continues and is monitored for progress by the HMT Group central quality governance team. Our aim is not just to meet the standards but to go beyond that, taking St Quentin Residential Home Ltds from "Good" to "Outstanding." Continuous improvement work will continue into 2025.

A quality governance meeting structure has been implemented, from the frontline to board level, with the introduction of daily 10am meetings, to monthly Site Level Quality Governance meetings, quarterly Group Quality Governance meetings and escalations made to Quality Governance Committee, upon which HMT Group's trustees sit.

Significant quality improvement in relation to the prevention and management of pressure ulcers has been carried out since the acquisition in September 2024. This has included:

- The introduction of daily skin integrity checks
- Care staff have all been provided with additional in-person training in pressure ulcer prevention
- Educational pressure ulcer prevention folder put in place for staff to refer to
- The agency manager visited care home and was trained to help train the agency staff due to potential language barriers
- Feet, including heel checks by nursing staff once per week now in place and documented in the residents' notes

## **Operational Highlights:**

St Quentin provides residential and nursing care with 19 single rooms, eight featuring en-suite facilities. The Hawthorns offers residential care with 31 single rooms and two double rooms.

Langley House caters to younger adults with specialised facilities, including 22 en-suite wet rooms, a sensory room and rehabilitation services.

## Clinical and Operational Risk Management

A robust risk management process to identify, assess and mitigate potential risks has been implemented.

One of the key changes made since the acquisition in September 2024 has been the introduction of a new Incident and Risk Management System called Ulysses. This system has streamlined the way incident reporting in the service is handled and improved safety practices, assisting in maintaining the highest standards of care.

Ulysses brings together the different strands of incidents, risk, customer care and experience, giving a complete picture of risk, patient safety & governance within the organisation. The following modules of the system were implemented in 2024:

- Risk
- Incidents
- Alerts
- Compliance
- Audit Feedback (compliments, comments, concerns and complaints)

The introduction of Ulysses has afforded us more internal control and influence over the development, configuration and functionality of our incident and risk management system. It has improved the staff experience of using such a system and has afforded us increased flexibility to respond to requests made for information. It has assisted us in:

- Unifying reporting: Ulysses has helped us to standardise procedures and ensure consistency.
- Providing better analytics: with Ulysses, we have been able to report and identify patterns, themes, and potential for improvement.
- Boosting our safety culture: Ulysses has actively supported the implementation of PSIRF, helping us foster a culture of continuous safety improvement.

The incident management system is highly configurable, with multiple levels of escalation, ensuring that incidents are followed up, and feedback is provided. Learned actions are identified and shared throughout the organisation via dashboards and reporting processes.

We have implemented an online risk register, with a hierarchy of corporate, divisional and departmental risks managed at different levels. It enables clear recording of controls and actions to mitigate risk. Risk review reminders are disseminated throughout the organisation.

In 2025, we will further embed Health & Safety Risk Assessments in Ulysses. Ulysses will also be used to record all out-of-hours contacts when staff are on call, allowing Operations to explore any patterns and trends. The system will be developed further to become HMT Group's Information Asset Register/ROPA (Record of Processing Activities) which is a regulatory requirement to comply with Information Governance protocol.



## Investment in IT

We have carried out a review of IT systems and ensured that we have an infrastructure fit for purpose. In September 2024 alone, we have spent more than £9,000 on investment in IT. This included:

- The replacement of all desktop computers
- Issuing of HMT emails and logins to the local senior leadership team to enable access to systems
- Provision of work phones to staff and the upgrade of the on-call phone

## Estates and Facilities

The quality and maintenance of the homes and outside areas have a direct impact on the health, safety and well-being of our staff and residents. If these are in poor condition, a greater risk is present. This is why we have prioritised internal environmental and clinical equipment audits to inform us of any immediate purchases required. We have ensured that a robust process for responding to routine maintenance issues is in place, together with on-call maintenance being accessible when required.

A clinical waste management survey has also been carried out and an audit undertaken to rationalise collections points.

# OUR PEOPLE



Since acquiring St Quentin Residential Homes Ltd, the HMT Group Central People and Learning and Development Teams have carried out a full audit of HR policy, process and compliance and identified gaps. Based on this, we have implemented an extensive set of actions, some examples as follows:

- Supported the recruitment and appointment of an Interim Area / Registered Manager
- Rechecking of all staff DBS's, Right to Work and NMC pins (and trained the site Administrator how to perform these checks)
- Trained Operations Managers on sickness absence management and implemented sickness absence management policy, process and tracker
- Implemented an annual leave tracker and trained site management how to use this
- Conducted a training audit and renewed the Care Skills e-learning platform
- Implemented onboarding, induction, appraisal and probationary review processes
- Introduced a new recruitment management and tracking process and trained the site Administrator on this
- Introduced Occupational Health and Employee Assistance services and introduced pre-employment occupational health reviews
- Review and introduction of new employment contract templates
- Coaching, advising and upskilling the local management team on employee relations matters and process

The People Team also lead the transition of local team members through the change of ownership period, by way of communications sessions, information leaflets, Q&As and provided support for resident family communications, etc.

## **Freedom to Speak Up - Raising the Bar in Adult Social Care**

The Freedom to Speak Up Guardian role is mandatory in NHS hospitals or hospitals providing contractual NHS care. However, the company has voluntarily extended this role to support its hospital in Wales and its care homes across the UK, including St Quentin Residential Home Ltds. This ensures every team member feels empowered to speak up about safety and quality concerns.

The company has also established a network of Champions at site. These Champions represent diverse roles, promoting the initiative and ensuring it is accessible and relatable for all staff. Three champions were appointed and trained at St Quentin Residential Home Ltd in December 2024.

### **Leadership Commitment**

We want to ensure that a culture of speaking up is adopted by leaders within the organisation. Senior leaders are held accountable for maintaining an open culture across all sites. Regular governance reports and annual reviews further support this continuous improvement.

### **Listening to Staff and Improving Care Through Feedback Every October**

The company celebrates Annual Freedom to Speak Up Month, engaging staff through events, surveys, and feedback sessions. Insights gathered during these activities lead to actionable outcomes, shared with staff via “You said, We did” updates. This approach has fostered a much stronger speaking-up culture across the organisation, where staff feel valued, contributing to improved practices and higher-quality care in both hospitals and care homes.

### **Impact on Adult Social Care**

The company’s prioritisation of the Freedom to Speak Up initiative and the embedding of the Guardian role across the organisation has built greater trust among staff, patients, and families. It has reduced barriers to raising concerns and improved staff morale.

## Our Stakeholders

St Quentin Residential Home Ltd's relationships with key stakeholders are imperative to our success. We recognise the importance developing these relationships and ensure that they evolve and are reactive to challenges.

## Our residents

Our residents are at the centre of all we do, and we focus on providing them with the best possible care. We actively seek out and value the feedback and opinions that they provide us which in turn drives us to improve the quality of our services.

### **How we engaged with our residents and patients in 2024:**

- Resident and Patient Satisfaction Surveys.
- Resident and Family Forums.
- Social Media and our websites.

## Our People

Our people are our biggest asset in delivering care to improve the outcomes for the people and communities we serve. Seeking the views of our employees is key to making St Quentin Residential Home Ltd's a place that is inspiring, rewarding and a healthy place to work, and one that values and promotes inclusion and diversity, recognising skills and talent, developing individuals and teams.

### **How we engaged with our people in 2024:**

- HR Clinics.
- Monthly CEO newsletters.
- Regular HMT Trustee, director and Executive visits to our care home



## Our Suppliers

We seek to develop collaborative partnerships with our suppliers which are key in developing a strong and proactive supply chain, minimising the environmental impact of the care, diagnostics and treatments we deliver.

We engage with our suppliers through:

- Regular meetings.
- Sharing of information.
- Following the supplier code of conduct.
- Periodic supplier reviews.

St Quentin Residential Home Ltd is committed to continuously improve our practices to identify and eliminate slavery and human trafficking in our business and supply chains and to acting ethically and with integrity in all our business relationships.

## The Government

Our purpose is to improve the social care outcomes of the people and communities we serve. Therefore, whilst we are not a campaigning company, it is essential that we ensure that we are aware of and keep up to date with governmental priorities, policies and regulatory changes across health and social care. We engage with the government and local authorities at all levels.

**We engage with government through:**

- Industry bodies, particularly the National Care Forum
- Participation in government consultations.

## Financial Review

Financial Highlights – Acquisition Performance (9 months)

- Total Income: £7,601,904
- Operating Surplus: £1,818,872

This performance reflects a strong margin position, with a surplus equating to approximately 24% of income, demonstrating both financial viability and efficient operational integration.

The acquisition has broadened the Trust's service offering, providing access to new markets and increasing our exposure to long-term, sustainable income streams. As part of the Trust's diversification strategy, this development supports both financial resilience and enhanced service delivery for individuals with highly complex needs.

The services at St Quentin Residential Home Ltd have progressed smoothly, supported by strong operational oversight and targeted investment in workforce and infrastructure.

## Dividend

The directors do not recommend payment of a dividend.

## Risk Management

The Board is responsible for establishing a risk management structure, policy and strategy for the Company. The Board decides the level of risk appetite and the level of risk it is prepared to tolerate.

Significant risks to which the company is exposed have been identified and, for each of these, an assessment has been made as to their impact, severity, and probability. Risks are prioritised based on the likelihood of an event occurring and the impact of that event should it happen. All identified risks are recorded at either central or local level on risk registers, detailing controls, and actions in place to mitigate them. Risks are reviewed on a continuous basis through HMT's Group governance meeting structure and significant risks are escalated formally at each Board Meeting.

The risk management of the company has been strengthened since acquisition with the introduction of Ulysses, a risk and incident management system, implementation of a robust risk identification and management policy and the creation of a risk register.

Risk	Description and Potential Impact	Key controls and mitigating factors
<b>Recruitment</b>	There is a national shortage of health and social care workers. There is a risk that we will be able to continue to attract suitability trained staff, particularly in specialist areas. This could lead to greater reliance upon agency staff, impacting financial performance and continuous quality patient and resident care.	In order to ensure we are attractive in a highly competitive market; we regularly review our pay and benefits framework to ensure we are offering a fair and competitive package. We invest in our colleagues in training and development. We continue to review our wellbeing programme offered to staff. We have widened recruitment to overseas.
<b>Estate and property</b>	There is a need for continued significant investment and maintenance/remedial work to HMT's property and under lease repairing obligations. The adverse financial position in previous years has caused delays to the capital expenditure programme of work.	Survey for all sites have been obtained and the extent of the works are known. The 2024 budget has provision for year 1 of such works.
<b>Increased costs and inflationary pressures</b>	The cost of goods and services rose steadily throughout 2024, reflecting broader inflationary pressures. Budgets for 2025 were drafted in 2024 to take into account expected significant increases in national insurance contributions.	We continue to work closely with our suppliers to secure the most competitive rates and maximise value across all areas of procurement. Our procurement strategy includes an ongoing focus on process efficiencies and category spend management, allowing us to leverage economies of scale where possible. To further support cost control, particularly in our largest area of expenditure—staffing—we have implemented Time and Attendance systems across our services. These systems enable more accurate scheduling, improved resource allocation, and better management of staffing levels in real time, helping to ensure workforce optimisation and cost-effective service delivery
<b>Activity and Occupancy</b>	There is a continuing challenge of the economic climate and its impact on residents' ability to self-fund care at care homes, resulting in budgeted activity and occupancy levels not being achieved.	We continue to market and promote the services offered and work closely with partners, such as the NHS and local authorities. Efficiency planning is always considered.
<b>CQC Rating and compliance</b>	Failure for our services to maintain/achieve good or outstanding compliance with the CQC could lead to financial losses and reputational damage. 2024 saw a change in leadership at the CQC and the roll out across England of the new Single assessment framework. In 2024 the CQC faced significant criticism, particularly regarding its operational effectiveness and the impact of its regulatory actions on the health and social care system.	Sites have internal plans in place to ensure compliance and continuous quality improvement.
<b>Government Policy</b>	The funding for health and social care is the government's responsibility. HMT has significant contracts and framework agreements in place with the NHS. The NHS tariff increases generally have been below the general inflation rate and we have seen our margin on NHS work eroded. Other risks include National Minimum Wage, Brexit, the Government's approach to health and social care.	HMT attempts to mitigate these risks through the regular review of strategy to ensure that we can be flexible to take account of external conditions. We are work closely with local commissioners and through the Independent Healthcare Providers Network and the National Care Forum on a national level, to endeavour to address these challenges and inform the reform agenda.
<b>Compliance with legislation and regulation</b>	Failure to comply with legislation and regulation could lead to financial loss, reputational damage, claims against HMT, prosecution, and loss of registration.	We ensure compliance through policies and procedures, risk assessments, internal audits, insurance, and training.
<b>Major incident</b>	A serious incident resulting in avoidable harm, resulting in serious injury or death to a patient, resident, or employee.	There are a number of policies in place and monitoring of health and safety requirements. Clinical Governance and Quality management is a high priority and robustly monitored.

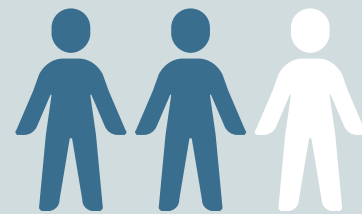
Board comprised of  
**3\*** DIRECTORS



**CHAIR APPOINTED**

September 2024

**BOARD  
GENDER  
DIVERSITY**



2      1  
men    women



**3**

**3\* directors  
appointed in 2024**



## Director Appointments and Resignations

Emma Averill resigned as director on 4 September 2024, upon the date of acquisition of the company. Three new directors, Dylan Jones, Nichola Stefanou and Nigel Roissetter, were appointed on the same date.

---

### BOARD COMPOSITION AS AT 31ST DECEMBER 2024

Director	Originally appointed
D Jones	12/12/2012
Nichola Stefanou	20/04/2016
Nigel Roissetter*	04/09/2024*

\*RETIRED ON 31/03/2025

Director Tenure at as at 31 December 2024		
1-3 years	4-9 years	9 + years
D Jones		
N Stefanou		
N Roissetter*		
3		

---

### Director site visits

Directors regularly visit the company. Feedback form of their visits is shared with the site teams. This enables positive feedback to be celebrated and for action plans to be developed, if required. It increases director's visibility and affords directors to engage to front line colleagues, allowing directors to understand frontline challenges and making a connection from frontline to Board. Enhanced DBS checks are all in place for directors to ensure the safeguarding of our patients and residents.

## Corporate Governance Structure

The sets the strategic aims of the Group and provides leadership and guidance to the Executive Team to ensure that the necessary structures and resources are in place to achieve the agreed strategy.

A full governance review has been carried out to ensure the structure is fit for purpose, effective and efficient, proportionate, to ensure delegated responsibilities and ensure that current practice guidelines are being adopted.

### Attendance at Board meetings in 2024:

	18.09.2024	18.12.2024
D Jones	✓	✓
N Stefanou	✓	✓
N Roissetter (resigned on 31 <sup>st</sup> March 2025)	✓	✓

Four board meetings are held per year as part of the HMT board meetings. The company also benefits from the robust committee structure as set out below:

### Committee structure:

HMT GROUP BOARD (4 X PER YEAR)

ST QUENTIN RESIDENTIAL HOME LTD BOARD MEETING (4 X PER YEAR)

GROUP CLINICAL  
GOVERNANCE  
COMMITTEE  
(4 X PER YEAR)

GROUP REMUNERATION  
AND NOMINATIONS  
COMMITTEE  
(2 X PER YEAR)

GROUP FINANCE  
COMMITTEE  
(3 X PER YEAR)

GROUP GOVERNANCE  
COMMITTEE  
(4 X PER YEAR)

## HMT Group Board and Committee Effectiveness reviews

HMT Group Board and HMT Group Committee Performance reviews were carried out in January 2025 in respect of 2024 performance. This provided an opportunity for the Board and members of each Committee to reflect and ensure that they are functioning properly and effectively, in the best interests of HMT.

The results and findings on the whole were positive and were reported and note by each HMT Group Committee and to HMT Group Board, with actions being taken, where necessary. The reviews for 2025 will be carried out early 2026 and reported to subsequent HMT Group Committees and HMT Group Board meetings.

---

## Conflicts of Interest

HMT Group's trustees, Directors and Senior Leaders are aware of their legal duty to act in the best interests of the HMT Group and the company and abide by HMT Group's Conflicts of Interest policy. In practice this means that anyone who has a conflict of interest in relation to any matter discussed by the HMT Group Board or the company's board must declare that interest at the start of the meeting, withdraw from discussions and not participate in voting. There is opportunity at the start of each HMT Group Board, the Company's Board and HMT Group Committee meeting to declare any interests. In addition, HMT Group records interests of its trustees and senior leadership team in its register of interests based on the annual written declarations made. This is updated during the course of the year, if required.

## Auditors

The auditors for the year were Buzzacott Audit LLP, who were appointed as auditors following fair and open competition and in accordance with section 485 of the Companies Act 2006.

## Statement of directors' responsibilities

The directors are responsible for preparing the Director's report (including the Strategic Report) and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law, the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.

In preparing those financial statements, the directors are required to:

- i) select suitable accounting policies and then apply them consistently;
- ii) make judgements and estimates that are reasonable and prudent;
- iii) prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Company will continue in business; and
- iv) state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. The directors are also responsible for safeguarding the assets of the Company and for taking steps for the prevention and detection of fraud and other irregularities.

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

### Statement of disclosure of information to auditors

So far as the directors are aware, there is no relevant audit information of which the Company's auditors are unaware, and the directors have taken all the steps that they ought to have taken as directors to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

Approved by the Board of Directors on 22 September 2025 and signed on its behalf by:

  
Dylan Jones (Sep 19, 2025 17:16:01 GMT+1)

Dylan Jones  
Director



## **Independent auditor's report to the members of St. Quentin Residential Home Limited**

### **Opinion**

We have audited the financial statements of St. Quentin Residential Home Limited (the 'company') for the 9-month period ended 31 December 2024 which comprise the profit and loss account, balance sheet, statement of changes in equity and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2024 and of its profit for the period 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 director's 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 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 directors with respect to going concern are described in the relevant sections of this report.

## **Other information**

The other information comprises the information included in the Annual report, other than the financial statements and our Auditor's report thereon. The directors are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we 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 Strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report have 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## **Responsibilities of directors**

As explained more fully in the Directors' responsibilities statement on page x, the directors 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 directors 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 directors are responsible for assessing the 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 directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

## **Auditor's responsibilities for the audit of the financial statements**

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with management, and from our commercial knowledge and experience of the sector; the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the company. These included but were not limited to the Companies Act 2006, data protection legislation and regulations governing the medical profession (e.g. CQC); and
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- reviewed how journal entries are entered to minimise the risk of any unusual postings from being made;
- tested the existence of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing any available correspondence with the CQC and HMRC.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's report.

## **Other matters**

In the previous accounting period the directors of the company took advantage of audit exemption under s477 of the Companies Act. Therefore the prior period financial statements were not subject to audit.

**Use of our report**

This report is made solely to the 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 company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Hugh Swainson (Senior Statutory Auditor)

For and on behalf of Buzzacott Audit LLP, Statutory Auditor

130 Wood Street

London

EC2V 6DL

22 September 2025

# St Quentin Residential Home Limited

## Profit and loss account

FOR THE 9 MONTHS PERIOD ENDED 31 DECEMBER 2024

	Notes	9 Months	12 Months
		1 Apr to 31 Dec 2024	1 Apr to 31 Mar 2024
Turnover		7,601,904	9,773,481
Cost of sales		(4,991,284)	(6,579,182)
Gross Profit		2,610,620	3,194,299
Administrative expenses		(1,044,063)	(857,099)
Operating profit	2	1,566,557	2,337,200
Interest receivable and similar expense		665	621
		1,567,222	2,337,821
Interest payable and similar expenses		(3,203)	(77,778)
Profit for the period before taxation		1,564,019	2,260,043
Taxation on profit	4	254,853	(546,642)
Profit for the period after taxation		1,818,872	1,713,401

All activities derived from continuing operations in each of the above two periods



# St Quentin Residential Home Limited

## BALANCE SHEET

### AS AT YEAR ENDED 31 DECEMBER 2024

	Notes	31 December 2024 £	31 March 2024 £
<b>Fixed assets</b>			
Tangible fixed assets	5	3,691,179	3,958,579
		<u>3,691,179</u>	<u>3,958,579</u>
<b>Current assets</b>			
Stocks		4,750	4,750
Debtors	6	746,428	1,234,924
Cash at bank and in hand		3,290,099	1,928,917
<b>Creditors: amounts falling due within one year:</b>	7	(1,590,822)	(1,045,730)
<b>Net current assets</b>		<u>2,450,455</u>	<u>2,122,861</u>
<b>Total assets less current liabilities</b>		<u>6,141,634</u>	<u>6,081,440</u>
<b>Creditors: amounts falling due after one year</b>	8	-	(350,866)
<b>Provisions for liabilities</b>	4	-	(157,812)
<b>Total net assets</b>		<u>6,141,634</u>	<u>5,572,762</u>
Called up share capital	9	2	2
Revaluation reserve		66,986	66,986
Capital redemption reserve		1	1
Profit and loss account		<u>6,074,645</u>	<u>5,505,773</u>
<b>Shareholder's funds</b>		<u>6,141,634</u>	<u>5,572,762</u>

Approved by the Directors and signed on their behalf by: Dylan Jones (Chairman and Director)

  
Dylan Jones (Sep 19, 2025 17:16:01 GMT+1)

Approved on: 22 September 2025

St. Quentin Residential Home Limited: A company limited by guarantee, Company Registration No. 02213814 (England and Wales)

**St Quentin Residential Home Limited**  
**Statement of Changes in Equity**  
**AS AT YEAR ENDED 31 DECEMBER 2024**

	Called up share capital	Profit and loss account	Revaluation Reserve	Capital redemption reserve	Total equity
Balance at 1 april 2023	2	3,872,372	66,986	1	3,939,361
Dividends paid		(80,000)			(80,000)
Operating profit for the period		1,713,401			1,713,401
<b>Balance as at 31 March 2024</b>	<b>2</b>	<b>5,505,773</b>	<b>66,986</b>	<b>1</b>	<b>5,572,762</b>
Operating profit for the period		1,818,872			1,818,872
Distributed by charitable donation		(1,250,000)			(1,25,000)
<b>Balance as at 31 December 2024</b>	<b>2</b>	<b>6,074,645</b>	<b>66,986</b>	<b>1</b>	<b>6,141,634</b>

## **1.Principal accounting policies**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

### **Basis of preparation**

These accounts have been prepared for 9 months period to 31 December 2024. Comparative information is provided in respect to the year to 31 March 2024.

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The financial statements have been prepared in accordance with FRS 102 the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland.

The company, as a wholly owned subsidiary company of the Healthcare Management Trust, has taken advantage of the following FRS 102 disclosure exemptions:

- The requirement of Section 7 Statement of Cash Flows not to present a statement of cash flows; and
- The requirement of section 33 Related Party Disclosures paragraph 33.7 not to disclose transactions with other wholly owned members of the group

The accounts are presented in sterling and are rounded to the nearest pound.

### **Changes to Accounting Period**

The previous accounting period had been adjusted from the financial year to the calendar year. As such these financial statements show comparative figures for the full year from 1<sup>st</sup> April 2023 to 31<sup>st</sup> March 2024. The current accounting period covers for 9 months from 1<sup>st</sup> April 2024 to 31<sup>st</sup> December 2024.

### **Critical accounting estimates and areas of judgement**

The preparation of the accounts in compliance with the FRS 102 requires the use of certain critical accounting estimates. It requires also that management and directors exercise judgement in applying the Company accounting policies.

In preparing these accounts, the directors have made significant estimates and judgements in the following areas:

- Estimating the expected useful economic life of tangible fixed assets for the purposes of determining the annual depreciation charge;
- Estimating any provision for bad or doubtful debts;
- Estimating future income and expenditure flows for the purpose of assessing going concern.

**Assessment of going concern**

The Directors have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. The Directors have made this assessment in respect to a period of at least one year from the date of approval of these accounts.

The Directors have taken into consideration the current economic uncertainties in their projections, they have reviewed possible areas of short-term and medium-term mitigation within their control and believe that these offer sufficient comfort to be of the opinion that the Company's financial position is such that it is expected to be able to withstand the challenges presented.

The Directors have therefore concluded that there are no material uncertainties that may cast significant doubt on the ability of the company to continue as a going concern, and therefore, they are of the opinion that the company will have sufficient resources to meet its liabilities as they fall due.

**Income recognition**

Income is recognised in the period in which the Company has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income comprises fees from residents and interest receivable. Income from residents' fees is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. It is measured at fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

**Expenditure recognition**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the company to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis.

All expenditure is stated inclusive of irrecoverable VAT.

### **Tangible fixed assets**

Individual assets costing £1,000 or more, with an expected useful life exceeding one year, are capitalised at cost.

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

- Freehold buildings 2%
- Fixtures and fittings 10-20%
- Plant and machinery 15%

Plant and machinery includes hospital facilities such as operating theatres and related equipment.

### **Stocks**

Stocks of medical and sundry supplies comprising drugs, dressings and medical consumables are stated at the lower of cost and net realisable value. Provision is made against any slow moving or obsolete stock.

### **Debtors**

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

### **Cash at bank and in hand**

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short term deposits. Cash placed on deposit for more than one year is disclosed as a fixed asset investment.

### **Creditors and provisions**

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the Company anticipates it will pay to settle the debt.

### **Pension costs**

Contributions in respect of both the Company's defined contribution scheme and stakeholder pension scheme are charged to the statement of financial activities in the period in which they become payable to the scheme.

<b>2. Operating profit</b>	<b>1 Apr to 31 Dec 2024</b>	<b>1 Apr to 31 Mar 2024</b>
<b>Operating profit is stated after charging:</b>	<b>£</b>	<b>£</b>
Auditor's remuneration - audit fee	<b>12,500</b>	<b>-</b>
Depreciation	<b>165,381</b>	<b>217,670</b>
Operating lease rentals	<b>8,599</b>	<b>17,089</b>

### **3. Directors and employees**

Staff costs during the year were as follows:

#### **Employees**

Wages	<b>4,298,598</b>	<b>5,626,327</b>
Social Security	<b>323,472</b>	<b>562,633</b>
Pension Cost	<b>31,935</b>	<b>42,920</b>
<b>Total Staff Cost</b>	<b>4,654,005</b>	<b>6,231,880</b>

#### **Directors**

Salaries	<b>8,000</b>	<b>19,200</b>
Social security	<b>581</b>	<b>1,394</b>
Pension Cost	<b>451</b>	<b>1,080</b>
<b>Total Director Remuneration</b>	<b>9,032</b>	<b>21,674</b>

	<b>Headcount 2024</b>	<b>Headcount 2023</b>
Healthcare services	<b>101</b>	<b>104</b>



#### 4. Taxation

The tax assessed for the period equals the standard rate of corporation tax in the UK of 25%. Although the company has made taxable profits for the period ended 31 December 2024 which are higher than the accounting profits by £269,939 as a result of certain disallowable costs being added back for tax purposes, all taxable profits are deemed to be qualifying charitable donations. As such, there is no tax payable with the profits being paid to the parent charity, Healthcare Management Trust, as corporate gift aid during the 2025 financial year.

There is therefore an accounting credit on the face of the statement of income and retained earnings which has arisen following a reversal of the prior year corporate tax provision included in creditors and associated deferred tax as presented on the balance sheet, which are both no longer applicable given the above.

#### 5. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Plant and equipment £	Total £
<b>Cost or valuation</b>				
At 1 April 2024	4,097,938	1,245,859	383,620	5,727,417
Additions	-	3,528	9,101	12,629
Disposal	-	-	(190,349)	(190,349)
At 31 December 2024	4,097,938	1,249,387	202,372	5,549,697
<b>Depreciation</b>				
At 1 April 2024	770,609	817,023	181,206	1,768,838
Provided in the year	61,469	84,570	19,342	165,381
Disposal	-	-	(75,701)	(75,701)
At 31 December 2024	832,078	901,593	124,847	1,858,518
<b>Net book values</b>				
At 31 December 2024	3,265,860	347,794	77,525	3,691,179
At 1 April 2024	3,327,329	428,836	202,414	3,958,579

## 6. Debtors

	31 December 2024 £	31 March 2024 £
Fees and related charges	718,329	611,170
Other debtors	-	140,263
Director's Loan account	-	439,595
Prepayments and accrued income	28,099	43,896
	<b>746,428</b>	<b>1,234,924</b>

The director's loan account has been fully paid to Emma Averill as part of the acquisition of this company on 4 September, 2024

## 7. Creditors: amounts falling due within one year

	31 December 2024 £	31 March 2024 £
Expense creditors	<b>262,908</b>	333,805
Social security and other taxes	13,059	642,193
Other creditors	—	9,862
Amount due to Parent company	695,285	—
Accruals and deferred income	<b>619,570</b>	59,870
	<b>1,590,822</b>	<b>1,045,730</b>

## 8. Creditors: amounts falling due after one year

	31 December 2024 £	31 March 2024 £
Other creditors	—	350,866
	—	<b>350,866</b>

Other creditors as at 31 March 2024 relate to the mortgage on the company's assets held by the previous Director which has been fully paid in June 2024

## 9. Called up share capital

	31 December 2024 £	31 March 2024 £
Authorised 2 shares of £1 each	2	2
Allotted, called up and fully paid 2 shares of £1 each	2	2

## 10. Related Party Transactions

The company has taken advantage of the FRS102 exemption which exempts wholly owned subsidiary undertakings from disclosing transactions with entities that are part of the group or investees of the group qualifying as related parties. With the exception of the directors' loan account as disclosed in note 6, there have been no other transactions with related parties in the current or prior periods.

## 11. General Information

St. Quentin Residential Home Limited is a limited company incorporated in England and Wales and has its registered office and principal place of business at Sandy Lane, Newcastle, Staffs, ST5 0LZ.

The directors regard the Healthcare Management Trust (company number 01932882) as the company's ultimate parent undertaking and ultimate controlling party. Copies of the consolidated group accounts of the Healthcare Management Trust are available from 1 Langdon House, Langdon Road, Swansea, Wales, SA1 8QY.

## Reference and Administration Details

### Directors:

Mr D Jones - Chair

Dr N Stefanou

N Roissetter (Resigned (resigned on 31<sup>st</sup> March 2025)

E Averill (Resigned 4<sup>th</sup> September 2024)

### Company Secretary:

Mrs A Hayward

### Executive Management Team:

#### Executive Management Team of HMT

Mr A Bloor - Executive Director of Community and Complex Care

Mr H Dowlen - Executive Clinical Care and Acute Services

Mrs C Simoes - Executive Director of People, Culture and Communications

Mrs A Hayward - Executive Director of Governance, Standards and Regulation

Ms D Enguita - Executive Director of Programme and Estates

Mrs Sarah Evans - Director of Finance and Procurement

### Registered Office:

St.Quentin Residential Home Limited, Sandy Lane, Newcastle, Staffs, ST5 0LZ

### Auditors:

Buzzacott Audit LLP, 130 Wood Street, London, EC2V 6DL

**Bankers:**

HSBC UK Bank Plc, 1 Centenary Square, Birmingham B1 1HQ

**Solicitors:**

Broadfield UK, 50 Broadway, London SW1H 0BL

DAC Beachcroft LLP, 25 Walbrook, London EC4N 8AF

Clarke Mairs, One Hood Street, Newcastle upon Tyne, NE1 6JQ

Clarke Willmott LLP, Burlington House Botleigh Grange Business Park, Hedge End, Southampton, United Kingdom, SO30 2AF










# DRAFT Annual Report 2024 - St Quentin's

Final Audit Report

2025-09-19

Created:	2025-09-19
By:	Bhanu Allu (ballu@hmt-uk.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAAp6ykPoJAz9E2ndbf0KX-WckFHUXAI2Sr

## "DRAFT Annual Report 2024 - St Quentin's" History

-  Document created by Bhanu Allu (ballu@hmt-uk.org)  
2025-09-19 - 1:28:43 PM GMT
-  Document emailed to Dylan Jones (dylanglynnjones@btinternet.com) for signature  
2025-09-19 - 1:29:00 PM GMT
-  Email viewed by Dylan Jones (dylanglynnjones@btinternet.com)  
2025-09-19 - 4:15:19 PM GMT
-  Document e-signed by Dylan Jones (dylanglynnjones@btinternet.com)  
Signature Date: 2025-09-19 - 4:16:01 PM GMT - Time Source: server
-  Agreement completed.  
2025-09-19 - 4:16:01 PM GMT