

# THE NEXT STEP TRUST

England & Wales · Charity number 1114197

## Details

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**Status** Registered

**Legal form** Charitable company

**Company number** [05711840](#)

**Registered** 2006-05-15

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** Next Step Trust  
Hoover Building  
Westfield Street  
Halifax  
West Yorkshire  
HX1 2DN

**Phone** 01422330938

**Email** [admin@nextsteptrust.co.uk](mailto:admin@nextsteptrust.co.uk)

**Website** [www.nextsteptrust.org.uk](http://www.nextsteptrust.org.uk)

## Activities

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**Objects:** (1) TO ESTABLISH A PROVISION OF A DAY CARE CENTRE TO SUPPORT AND PROVIDE OPPORTUNITIES FOR YOUNG PEOPLE WITH COMPLEX DISABILITIES

**Activities:** PROVISION OF A DAY CARE CENTRE TO SUPPORT & PROVIDE OPPERTUNITIES FOR YOUNG PEOPLE WITH COMPLEX DISABILITIES.

## Classification

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- **How:** Provides Human Resources, Provides Services, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Disability, Amateur Sport, Economic/community Development/employment
- **Who:** People With Disabilities, The General Public/mankind

## Geography

- **Area of benefit:** WEST YORKSHIRE.
- Calderdale

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,920,181	£2,718,338	£2,854,811	90
2024-03-31	£2,635,584	£2,428,001	£2,652,968	83
2023-03-31	£2,216,991	£2,148,598	£2,445,385	75
2022-03-31	£2,315,992	£1,937,132	£2,376,992	74
2021-03-31	£2,046,520	£1,712,832	£1,998,132	69

## Trustees

Name	Role	Appointed
CHRISTINE ANN NAYLOR		
Dr Julie Ann Walsh		2019-01-30
Emily Jayne Pearson		2023-06-21
JOHN Spencer MOONEY		2013-02-26
Leigh-Anne Stradeski		2013-12-02
MAUREEN SNEDDON CAWTHORN		

**THE NEXT STEP TRUST**

England & Wales - Charity number 1114197

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# Accounts

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**REGISTERED COMPANY NUMBER: 05711840 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1114197**

**THE NEXT STEP TRUST**  
**(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT AND**

**AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2025**

Cresswells Accountants (UK) Limited  
Chartered Accountants  
and Statutory Auditors  
12 Market Street  
Hebden Bridge  
West Yorkshire  
HX7 6AD

## **THE NEXT STEP TRUST**

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## **THE NEXT STEP TRUST**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31ST MARCH 2025**

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 2025. 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).

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and aims**

The main object of the charity is to provide support and opportunities to adults with profound and multiple learning disabilities, complex health needs and autism.

The objectives can be summarised:

- To have happier Next Steppers
- Be a financially healthy organisation
- Demonstrate commitment to our mission through operational excellence
- Inspire and embrace the wider world

These objectives are met by a Day Service operating from three properties within Calderdale, with specialised facilities including a hydrotherapy pool, sensory room, indoor swing, a catering facility and provisions such as respite.

Activities are undertaken within the charity properties and in the wider community facilitated by a fleet of specially adapted vehicles.

##### **Significant activities**

The core activities undertaken by the Next Steppers can be generally classified within the following headings:

Therapy	- hydrotherapy, passive stretches, beauty spa, use of specialist manual handling equipment
Sensory	- sensory room and garden
Active Pursuits	- sailing, canoeing, climbing, rambling, horse riding
In House	- life skills, arts and crafts, aromatherapy
Community Based	- swim and gym, gardening, recycling, shopping, work experience; sports zone athletics
Residential	- annual trips to the Calvert Trust's in Keswick and Kielder for residential stays

Further details can be found on the website of the charity at [www.nextsteptrust.org.uk](http://www.nextsteptrust.org.uk).

All expenditure has supported the charity's objectives and/or legal requirements.

The Trustees have considered the Charity Commission guidance on public benefit and consider that they have met their obligation by providing a broad spectrum of opportunities for adults with complex disabilities. In addition to the benefits to the Next Steppers, the charity has benefitted the wider community by providing work-placements for a number of young people to gain experience in the sector as an aid to career selection and development, or as a personal development opportunity.

## **THE NEXT STEP TRUST**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31ST MARCH 2025**

#### **STRATEGIC REPORT**

##### **Achievements and performance**

##### **Charitable activities**

2024-25 has been a year of change in the structure and operation of The Next Step Trust. Further to the investment in the development of specific roles within the staff team in 2023-24, to enhance the quality of the provision for the Next Steppers, the next stage was to audit the roles of the senior leadership team and its resilience given the size of the staff team. The recruitment of a Deputy Operations Manager to support the senior leadership team has given us the space to review the key departments within the organisation and their capability and capacity to carry out the required tasks. Through the course of 2024-25, the health and safety team had a "roots and cause" review; this has resulted in a more robust team with a clearer focus on their roles. This internal quality audit will extend to all departments. There is now more confidence that NST has a succession plan for key roles within the leadership team.

We continued to define and recruit against key roles to enhance the Next Stepper experience.

The Medication Lead was given more time to fulfil the role - this is now a 2 day a week position.

We have a Lead to plan holidays-this will hopefully allow for different experiences for the Next Steppers.

The most significant development in this area was time given to a Lead Support Worker to spend specifically to assess our offer to young people with autism. We have run sessions for staff to discuss how behaviour, especially behaviour which challenges, can be managed.

The new roles for the lead team translated in more internal and community based opportunities for the Next Steppers. We have communication plans that are in use and the next stage is to run workshops for staff to ensure they are well versed in using the adapted equipment to keep the Next Steppers central to the activity.

The last year was also a year of loss. Though we had been unfortunate to lose Next Steppers and colleagues over the years, last year we were tested like we had never been before. We lost three Next Steppers and a colleague in the space of three months. Leaving the team reeling with shock and grief. We had to find strength in each other, the Next Steppers and the families around us. The Trustee's stood by the team to offer any support they needed. A session on bereavement was organised through Overgate Hospice which was greatly appreciated. The experience did leave us more resilient and taught us a lot about how we can support each other through the greatest of challenges.

The external developments around King Cross have been dedicated to the memory of all the friends that we have lost over the years. We are celebrating their lives by creating a stimulating and fun activity zone. Pete Stott, a parent of one of our Next Steppers, has kindly carved the names of everyone that we are celebrating on Yorkshire stone to be incorporated into the development.

As a growing organisation, it was imperative that we stop and take stock of what is needed to support the service and we are pleased that we have had the financial ability to do this.

We continue to maintain a strong financial position which allows us to ensure we can invest in the facilities for the Next Steppers, having 'happier Next Steppers' is central to our ethos. We have also been able to respond to the cost of living concerns that our staff face and are responsive to their needs as well.

As reported last year, the cost of meals was reviewed and it was agreed that after over 10 years of subsidy, the prices were no longer realistic and it was only right to review the cost price of the meals. The prices were subsequently increased in April 2025 after notice was given to all the Next Steppers. The new prices continue to be fair, ensuring the Next Steppers are able to afford a hot meal and pudding that meets their dietary requirements and is also delicious!

## **THE NEXT STEP TRUST**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31ST MARCH 2025**

#### **STRATEGIC REPORT**

##### **Achievements and performance**

##### **Staff and recruitment**

Over the last year, we have been successful in our staff recruitment. People applying for jobs have been attracted by our reputation of being a good employer and our values, which inspired them to choose us over other care provisions.

We continue to pay more than the living wage foundation recommended salaries which also reflects the requirements of the job. As the Next Steppers' needs become more complex, we need the staff team to be trained to a highly skilled level.

The Next Step Trust also encourages a positive and motivating working environment; open door policy; working in partnership with the next steppers; parents and the staff team. We are proud to have an excellent workforce.

The recruitment of the Deputy Operations Manager with finance responsibilities has been an asset to the senior management team. The role, which supports the Operations Manager, is also to review the effectiveness and quality of the various internal departments within the organisation. They have started by auditing the Health & Safety department. The benefits have been immediate including a new role of the Health & Safety and Environmental Officer being offered internally. Additional improvements have been implemented through the last few months and are ongoing. The next objective is to follow this with a review of the day service leadership team.

With a more settled staff team, we were able to give more time to the development of activities and facilities that directly benefitted the Next Steppers. Several activities both internal and external have been a great success with the next steppers and staff.

The Trustees gave the green light to survey how the rebound facility could be incorporated on the grounds of the Hoover building. More details have been provided in the future plans section.

Pay was increased (above inflation) in April 2025 by 5%, this was the majority of the enhancement given by the Council and we are proud to say that passing this on keeps us as one of the highest paying organisations in the care sector in Calderdale. We have continued to offer increased Annual Leave. The personnel committee has been tasked with a review of the sickness and absence policy with the potential to offer occupational sick pay. This will further enhance the offer to the staff team. As an additional reward, the staff have the opportunity to avail of the Simply Health Plan at an enhanced Level 2, which offers health related benefits and discount on various products.

The Development Day in February 2025 allowed us the time to get to know each other as our team continues to grow. Having been through a very difficult year, when we lost three Next Steppers and a colleague in a very short period of time, we also took the opportunity to discuss how we deal with loss and respond when times are tough. It was very important that we turn to our values to give us the direction we need in challenging times. The next activity gave us the opportunity to acknowledge what we do well and where we can improve. It ended with some big dreams on behalf of the Next Steppers. The final hour of the afternoon was about letting off some steam with some highly competitive games.

## **THE NEXT STEP TRUST**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31ST MARCH 2025**

#### **STRATEGIC REPORT**

##### **Achievements and performance**

##### **Respite Project**

Respite continues to be self-funding and income levels now exceed budgeted projections. The surplus has come primarily due to operating at low staffing levels. Since the last report, we have been fortunate to recruit staff to fulfil staffing ideals for 3 beds at the new facility.

As reported last year, we were fortunate to purchase Marsh Meadows, an adapted bungalow in Southowram. The property is a 10 minute drive from the Hoover building. It sits in a beautiful setting, therefore continuing to provide the holiday feel that we are keen to offer the Next Steppers.

The purchase went through in April 2024 and over the last year we further adapted the property to meet building regulations requirements. After which we applied to CQC for a change of address to provide the service from Elland road to Marsh Meadows. This process lasted 7 months with CQC assessors visiting us in March 2025 and the final approval and registration being granted in April 2025.

As reported previously, respite continues to be in high demand and we have a waiting list. Though we are now registered as a 4 bedded facility, we continue to offer 3 beds as we need to recruit more staff to meet the demand. The intention is to review our position in January 2026. We will be deciding whether the 4th bed is used solely as an emergency bed or whether to incorporate it into the regular offer.

##### **Hydrotherapy Pool**

The hydrotherapy pool continues to enhance the lives of the Next Steppers. It has not only changed their experience while at the Day Service but has had a lasting impact on the overall quality of their lives. Where in the past, we were lucky to be able to access one hydrotherapy session per week for the most vulnerable of our next steppers, now we are able to offer two sessions per week to all the next steppers.

Over the last year we have had a few problems with the pool. In September 2024, we had a planned closure to refit the lining. The company stripped the pool back to replace most of the nuts and bolts so we didn't face the risk of another leak.

We have actively advertised over the last year to recruit a pool attendant so we can offer it to external users but haven't had any success. We will keep reviewing our position regards this.

##### **Environmental impact**

As mentioned last year, we have not had to make many significant changes to our activities despite the increase in costs of utilities and fuel, a decision was taken to limit the mileage distance of excursions on the minibuses. This is not only to be cost effective but also for Next Steppers not to spend unnecessary time sat on a bus. It is also better for the environment! Having less 'trips out' allows for better indoor activities to be planned such as the Theatre Group, Music therapy session, Bingo days and outdoor sports sessions.

We have started the process of going paperless.

The Next Step Trust has invested in dedicated recycling bins including food waste.

We have progressed in the plan to have solar panels installed-we have started applying for grants to support this. We have a surveyor who has given us quotes for the three sites.

## **THE NEXT STEP TRUST**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31ST MARCH 2025**

#### **STRATEGIC REPORT**

##### **Financial review**

##### **Principal funding sources**

Funding has been secured for many key areas of the Charity. The majority of income comes from publicly funded centre user's fees.

The Charity has a surplus for the year of £201,843 (2024: £207,583).

We are now back to the level of surplus that we would expect to have and though we continue not to meet our cash reserves we have assets in excess of £2 million which could be used to secure short term finance if needed.

Councils continue to be at risk with adult social care funding cuts. Adult day service contracts are ending in March 2026, the local authority is currently holding consultation events to assess the future of day service provision.

We negotiated with the council for an enhanced uplift to be equitable as they had made a lower offer to learning disability services. There has been a change in government, we will keep our eye on what this may mean for funding.

##### **Reserves policy**

The Charity aims to maintain a level of reserves to ensure that uninterrupted services may continue in the event of short-term funding problems and also to maintain a level of reserves such that if the long-term survival of the Charity could not be sustained, staff redundancy payments and outstanding creditors could be met. Current centre running costs in terms of staffing and centre overheads are running at around £608,735 per quarter.

Total funds held by the charity were £2,854,811 (2024 - £2,652,968). Of these £2,042,199 (2024 - £1,442,177) can only be realised on the disposal of the Charity's fixed assets.

The Charity holds £809,219 (2024 - £1,207,365) in unrestricted current assets less liabilities. Of this, £407,674 (2024 - £354,265) has been designated by the Trustees for specific purposes.

Of the funds held, £112,235 (2024 - £117,225) are restricted and not available for the general use of the Charity.

The Trustees are of the opinion that funds held are adequate.

## **THE NEXT STEP TRUST**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31ST MARCH 2025**

#### **STRATEGIC REPORT**

##### **Future plans**

The Next Step Trust continues to be more successful than was ever originally imagined. Now, having just reached our 19th birthday, the demand for services is forecast to continue increasing.

The successful installation of the Hydrotherapy pool has been the pinnacle of our achievements in the recent past. Though we have been keen to make this facility available to the wider community, we are currently having to keep this plan on hold pending the recruitment of a pool attendant.

Over the last year, we continued to focus on the quality of the provision. The Activity Lead has increased the activities on offer including ice skating for all including wheelchair users, a badminton and rounder's session, wheelchair rambling and special Olympics. A Ready, steady cook competition which has been endorsed by Ainsley Harriot, story massages and find your voice. The communication lead has led sessions on how to use the accessible equipment we have to maximise its potential, such as using switches and PECS.

The medication requirements have increased significantly, therefore the Medication Lead role has been allocated additional time not only to support the safe administration of medication but to also ensure the staff are checked regularly on their competency.

As mentioned previously, a Deputy Day Service Co-ordinator (part time) has been appointed to support the day to day running of the day service. The Moving and Handling Lead role has made a significant difference in influencing the mobility of the Next Steppers. Their passive stretches are reviewed regularly, and training is provided on how to support them in the hydrotherapy pool. Having a trained person on site allows staff to take advice and ensure the next stepper gets the best support possible. The Board of Trustees The Next Step Trust strategy remains.

Ensuring robust Governance - We continue to have a gap for another parent trustee and preferably someone with a finance background, we are also interested in recruiting another Trustee who may have broader experience within the charitable sector. We have been fortunate to have a parent involved with the Service Development Group.

The resilience built into the senior leadership team which now includes the Deputy Operations Manager has been an excellent development. Monthly SLT meetings ensure good communication between the various departments and also give us the opportunity to consider new developments. This has also given more confidence to the team to support their decision making.

We have revisited the transition timeline to welcome new next steppers into the service. To ensure we can recruit staff and train them we now stagger the transition over the summer to be completed in September.

Another important concern was The Next Step Trust being appropriate as a service for older next steppers. It was agreed that rather than age, it was the interests and health of the next steppers that should determine the appropriateness of the service for this. Therefore, Person Centred Plan reviews will be used to determine any changing needs and how The Next Step Trust can respond to these.

The Eligibility Policy has been a good guide to use during transition and lends itself to an open and transparent conversation with parents and carers who are advocating for their child. The welcome pack that is given to new next steppers has been reviewed and is more in line with what we want individuals to know about us when they join. This includes key policies.

The investment in the IT system has been a success. It has made information more accessible, reliable and easier to update. It is also a step closer to becoming paperless. Staff are able to use their time better and are also able to communicate changes across sites more effectively. We will continue to explore the opportunities this system offers.

We continue to consider the possibility of development of respite to not only offer short breaks for the next steppers but possibly offer the option of transition to supported living accommodation. As we have been authorised the use of a fourth bed at Marsh Meadows, we are now in an excellent position to consider its possibilities.

## **THE NEXT STEP TRUST**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31ST MARCH 2025**

#### **STRATEGIC REPORT**

The next step holidays have been very popular over the last 10 years. More and more next steppers are requesting to go away. We would like to explore the options of different holiday offers such as cruise, seaside breaks along with the residential activity breaks.

As we mentioned in the previous report, it has not been possible for us to access rebound through school or community facilities. We are currently in the final stages of seeking authorisation to build our own provision on the grounds of the Hoover building.

Additionally, we have been considering the potential of revamping the external area at King Cross. Some plans were developed during the pandemic. These were put on hold while we consolidated post pandemic. As mentioned earlier in the report, we now have the opportunity to develop this space in memory of the friends we have lost. We want to celebrate their lives and their legacy. An interactive space for the use of the next steppers would be a fitting tribute to them. This project too is in the final stages of its planning. We hope to be able to get some support from a local industry to realise this ambition.

Having successfully made internal changes to use our space more effectively, we have been able to house the equipment for the next steppers who have joined us in 2025. However, we will now need to consider an external storage unit for any additional equipment we may need in the future.

To ensure staff have a comfortable and safe space to take a break or to get support if they need it, a beautiful wellness hub was set up by a team of our own staff who worked really hard to redecorate the basement meeting room. Similarly, a group of us did the same for FMH after we opened up the space there to redecorate it into a beauty therapy area and a tranquil space for next steppers. We will continue to revisit how we are using the spaces and finding specific purpose for areas. It was reported that we have the space to welcome new next steppers for the next 3 years at a minimum.

We have started a conversation with Community Foundation for Calderdale to consider the access to the mezzanine floor at Friends' Meeting House as additional space for the future.

We have been very successful in supporting people with autism. Currently, we are in the process of auditing the activities of all the people with autism and complex behaviour. This will allow us to ensure we are providing a stimulating environment that encourages development. We have appointed an autism lead who continues to develop on the work we started last year. He is reviewing the needs of all our next steppers with autism to assess whether they are getting the best out of our service.

At The Next Step Trust, we never forget that it is through the dedication, resilience, friendship and kindness of our staff team that we succeed. Another main focus for us in the coming year is to review the terms and conditions we can offer to staff, as we strive to be the best employer we can be and do all we can to look after the wellbeing of our highly-skilled and highly-dedicated team.

Volunteers, Apprentices and work placement.

Over the last year we have been more proactive in recruiting volunteers. The success has come in more interest from apprentices. Something that during Covid had completely stopped.

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

The Charity is a charitable company limited by guarantee and was set up on 16 February 2006. It is governed by a memorandum of association. Its objects are to establish the provision of support and to provide opportunities for people with complex disabilities.

##### **Organisation and Trustees**

Trustees are to number a minimum of three persons with no maximum number. Trustees are subject to retirement by rotation at the annual general meeting of the Charity. One third of Trustees must retire at each such meeting on the basis of those who have been longest in office since their appointment or reappointment. Retiring Trustees are eligible for re-appointment. New Trustees are appointed at the recommendation of existing Trustees. Membership of the Charity is open to any individual or organisation that does not pose a conflict to the best interests of the Charity. When a new Trustee is appointed he/she is given a welcome pack which includes information relating to his/her responsibilities and details relating to the Charity.

## **THE NEXT STEP TRUST**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31ST MARCH 2025**

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Organisational Structure**

The Charity has a Board of 6 Trustees at the period end (1 of whom is a parent of a Next Stepper), and a Chief Executive Officer who oversees the day-to-day activity of the Charity and reports directly to the Board of Trustees. The staff comprise a further 87 employees (66 full time equivalents). The team includes an Operations Manager, Senior HR & People Development Manager, Day Service Co-ordinator, 5 Lead Supports, 2 Lead Support-Care Plans, Deputy Operations Manager (Finance Officer), a catering team of 4 people, administrative staff including HR Administration. The majority of staff are dedicated to providing direct support to Next Steppers.

There is a Parents Forum that meets regularly (bi-annually) to provide feedback and advice to the Board and Management of the Charity. The local advocacy service, Cloverleaf have started to run some sessions with the Next Steppers, this will hopefully lead to an independent forum which informs us about the Next Steppers needs and dreams.

##### **Volunteers**

The Charity is grateful for the unstinting efforts of its volunteers who are involved in service provision and fund-raising. Current volunteers are involved in catering; we also encourage individuals to volunteer across roles including support and activities. The Charity has also provided work-placements for a number of young people, to gain experience in the sector as an aid to career selection and development, or as a personal development opportunity for employees of a particular company.

##### **Risk Assessment**

The Charity's main funding streams are the Local Authority and Integrated Care Board (formerly PCT). Though the placements are spot purchased, the number of Next Steppers has increased year on year and we continue to be in demand. In the last two years there has been a waiting list for the service. More recently, the transition enquiries have started sooner and extend into the next two years of school leavers. Having said that, as with any external government funding, we are vulnerable to changes in government policy. This is an external risk for the Charity, and the situation continues to be closely monitored by the Trustees. There was an increase in funding for Day Services of 6% on 1 April 2024.

Being in a more financially robust position, we are not dependent on grants and donations. We do seek grants and donations to allow us to expand our facilities for specific large projects such as the hydrotherapy pool. We are most vulnerable to changes in staff, so succession planning is important, and we have taken steps to make the organisation more.

As a small Charity, most potential risks are of an internal nature, such as loss or illness of key staff or Next Steppers. The Charity seeks to identify and monitor risks in order to minimise the effect they may have on its activities. We have a Risk Register in place to evaluate potential risks and implement a contingency plan.

#### **REFERENCE AND ADMINISTRATIVE DETAILS**

##### **Registered Company number**

05711840 (England and Wales)

##### **Registered Charity number**

1114197

##### **Registered office**

The Hoover Building  
Westfield Street  
Halifax  
West Yorkshire  
HX1 2DN

##### **Trustees**

Ms M S Cawthorn Solicitor  
J S Mooney Director  
Ms C A Naylor Housewife  
Ms E J Pearson Community Programmes Manager  
Ms L Stradeski Chief Executive  
Ms J Walsh Hospital Consultant

## **THE NEXT STEP TRUST**

### **TRUSTEES' REPORT FOR THE YEAR ENDED 31ST MARCH 2025**

#### **REFERENCE AND ADMINISTRATIVE DETAILS**

##### **Company Secretary**

J S Mooney

##### **Auditors**

Cresswells Accountants (UK) Limited  
Chartered Accountants  
and Statutory Auditors  
12 Market Street  
Hebden Bridge  
West Yorkshire  
HX7 6AD

#### **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The trustees (who are also the directors of The Next Step Trust for the purposes of company law) are responsible for preparing the Trustees' Report 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. Under that law, the trustees 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 trustees 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 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 Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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, Cresswells Accountants (UK) Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Trustees' report, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 12th November 2025 and signed on the board's behalf by:

J S Mooney - Trustee

## **REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE NEXT STEP TRUST**

### **Opinion**

We have audited the financial statements of The Next Step Trust (the 'charitable company') for the year ended 31st March 2025 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows 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 2025 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 Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

## **REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE NEXT STEP TRUST**

### **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 Trustees' Report.

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.

### **Responsibilities of trustees**

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

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

### **Our responsibilities for the audit of the financial statements**

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

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

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures include the following:

- we obtained an understanding of the legal and regulatory frameworks applicable to the Company and the sector in which it operates. We determined the following laws and regulations were most significant: The Companies Act 2006, FRS102 and Health and Safety Act.
- we obtained an understanding of how the Company is complying with those legal and regulatory frameworks by making inquiries to the management.
- we assessed the susceptibility of the company's financial statements to material misstatement including how fraud might occur. Audit procedures performed by the audit team included:
- identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud.
- understanding how those charged with governance considered and addressed the potential of override of controls or other inappropriate influence over the financial reporting process.
- challenging assumptions and judgements made by management in its significant accounting estimates.
- identifying and testing journal entries.
- assessing the extent of compliance with the relevant laws and regulations.

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 Report of the Independent Auditors.

## **REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE NEXT STEP TRUST**

### **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.

Sarah Helliwell BFP ACA FCCA MAAT (Senior Statutory Auditor)  
for and on behalf of Cresswells Accountants (UK) Limited  
Chartered Accountants  
and Statutory Auditors  
12 Market Street  
Hebden Bridge  
West Yorkshire  
HX7 6AD

12th November 2025

**THE NEXT STEP TRUST**

**STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31ST MARCH 2025**

	Notes	Unrestricted fund £	Designated £	Restricted funds £	2025 Total funds £	2024 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>						
Donations and legacies	2	6,747	-	-	6,747	13,958
<b>Charitable activities</b>						
Charitable activities	5	2,808,248	67,185	17,255	2,892,688	2,602,148
Other trading activities	3	1,111	-	-	1,111	124
Investment income	4	15,586	-	-	15,586	19,354
Other income		4,049	-	-	4,049	-
<b>Total</b>		<u>2,835,741</u>	<u>67,185</u>	<u>17,255</u>	<u>2,920,181</u>	<u>2,635,584</u>
<b>EXPENDITURE ON</b>						
Raising funds	6	47,444	-	13,899	61,343	142,006
<b>Charitable activities</b>						
Support fees	7	282,568	-	-	282,568	427,108
Charitable activities		2,293,815	7,923	5,235	2,306,973	1,807,955
Other		56,912	5,853	4,689	67,454	50,932
<b>Total</b>		<u>2,680,739</u>	<u>13,776</u>	<u>23,823</u>	<u>2,718,338</u>	<u>2,428,001</u>
<b>NET INCOME/(EXPENDITURE)</b>						
Transfers between funds	18	155,002 (1,578)	53,409 -	(6,568) 1,578	201,843 -	207,583 -
<b>Net movement in funds</b>		153,424	53,409	(4,990)	201,843	207,583
<b>RECONCILIATION OF FUNDS</b>						
Total funds brought forward		2,181,478	354,265	117,225	2,652,968	2,445,385
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>2,334,902</u>	<u>407,674</u>	<u>112,235</u>	<u>2,854,811</u>	<u>2,652,968</u>

The notes form part of these financial statements

**THE NEXT STEP TRUST**

**STATEMENT OF FINANCIAL POSITION  
31ST MARCH 2025**

	Notes	Unrestricted fund £	Designated £	Restricted funds £	2025 Total funds £	2024 Total funds £
<b>FIXED ASSETS</b>						
Tangible assets	13	1,624,913	308,444	108,842	2,042,199	1,442,177
<b>CURRENT ASSETS</b>						
Debtors	14	284,836	-	11,048	295,884	392,536
Cash at bank and in hand		565,171	99,230	4,782	669,183	945,893
		<u>850,007</u>	<u>99,230</u>	<u>15,830</u>	<u>965,067</u>	<u>1,338,429</u>
<b>CREDITORS</b>						
Amounts falling due within one year	15	(140,018)	-	(12,437)	(152,455)	(127,638)
<b>NET CURRENT ASSETS</b>		<u>709,989</u>	<u>99,230</u>	<u>3,393</u>	<u>812,612</u>	<u>1,210,791</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>2,334,902</u>	<u>407,674</u>	<u>112,235</u>	<u>2,854,811</u>	<u>2,652,968</u>
<b>NET ASSETS</b>		<u>2,334,902</u>	<u>407,674</u>	<u>112,235</u>	<u>2,854,811</u>	<u>2,652,968</u>
<b>FUNDS</b>						
Unrestricted funds	18				2,742,576	2,535,743
Restricted funds					112,235	117,225
<b>TOTAL FUNDS</b>					<u>2,854,811</u>	<u>2,652,968</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 12th November 2025 and were signed on its behalf by:

J S Mooney - Trustee

C A Naylor - Trustee

**THE NEXT STEP TRUST****STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31ST MARCH 2025**

	Notes	2025 £	2024 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	385,712	127,151
Net cash provided by operating activities		<u>385,712</u>	<u>127,151</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(667,689)	(34,838)
Sale of tangible fixed assets		999	-
Net cash used in investing activities		<u>(666,690)</u>	<u>(34,838)</u>
<b>Change in cash and cash equivalents in the reporting period</b>			
<b>Cash and cash equivalents at the beginning of the reporting period</b>	2	945,893	853,580
<b>Cash and cash equivalents at the end of the reporting period</b>	2	<u>664,915</u>	<u>945,893</u>

The notes form part of these financial statements

**THE NEXT STEP TRUST**

**NOTES TO THE STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31ST MARCH 2025**

**1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2025 £	2024 £
<b>Net income for the reporting period (as per the Statement of Financial Activities)</b>	201,843	207,583
<b>Adjustments for:</b>		
Depreciation charges	67,454	50,932
Profit on disposal of fixed assets	(787)	-
Decrease/(increase) in debtors	96,653	(149,572)
Increase in creditors	20,549	18,208
<b>Net cash provided by operations</b>	<u>385,712</u>	<u>127,151</u>

**2. ANALYSIS OF CASH AND CASH EQUIVALENTS**

	2025 £	2024 £
Cash in hand	1,653	1,594
Notice deposits (less than 3 months)	667,530	944,299
Overdrafts included in bank loans and overdrafts falling due within one year	(4,268)	-
<b>Total cash and cash equivalents</b>	<u>664,915</u>	<u>945,893</u>

**3. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1.4.24 £	Cash flow £	At 31.3.25 £
<b>Net cash</b>			
Cash at bank and in hand	945,893	(276,710)	669,183
Bank overdraft	-	(4,268)	(4,268)
	<u>945,893</u>	<u>(280,978)</u>	<u>664,915</u>
<b>Total</b>	<u>945,893</u>	<u>(280,978)</u>	<u>664,915</u>

## THE NEXT STEP TRUST

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2025

#### 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.

The functional and presentation currency of the charity is considered to be pound sterling (£) because that is the currency of the primary economic environment in which the charity operates. The financial statements have been prepared using round pounds only.

##### **Going concern**

In the opinion of the trustees, there are no material uncertainties as to the charity's ability to continue as a going concern.

##### **Income**

All income is recognised in the Statement of Financial Activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement established.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

##### **Expenditure**

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

##### **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	- 2% on cost
Fixtures and fittings	- 20% on cost
Motor vehicles	- 25% on reducing balance
Equipment	- 33% on cost

Tangible fixed assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

##### **Impairment of fixed assets**

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amounts, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

## THE NEXT STEP TRUST

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2025

#### 1. ACCOUNTING POLICIES - continued

##### Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

##### Taxation

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

##### 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.

##### Pension costs and other post-retirement benefits

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

##### Fund accounting

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

Designated funds are unrestricted funds which have been earmarked by the trustees for particular future projects or commitments.

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

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

#### 2. DONATIONS AND LEGACIES

	2025	2024
	£	£
Donations from individuals	6,747	4,133
Grants	-	9,825
	<u>6,747</u>	<u>13,958</u>

Grants received, included in the above, are as follows:

	2025	2024
	£	£
General	-	9,825
	<u>-</u>	<u>9,825</u>

**THE NEXT STEP TRUST**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31ST MARCH 2025**

**3. OTHER TRADING ACTIVITIES**

	2025	2024
	£	£
Fundraising events	1,111	124

**4. INVESTMENT INCOME**

	2025	2024
	£	£
Bank interest received	15,586	19,354

**5. INCOME FROM CHARITABLE ACTIVITIES**

		2025	2024
	Activity	£	£
Support fees	Charitable activities	1,888,488	1,699,342
Access fees	Charitable activities	684,290	618,675
Respite fees	Charitable activities	215,641	198,347
Transport fees	Charitable activities	65,243	56,046
Outreach fees	Charitable activities	-	6,673
Dinner money	Charitable activities	22,823	21,297
Holiday income	Charitable activities	16,203	1,768
		<u>2,892,688</u>	<u>2,602,148</u>

**6. RAISING FUNDS**

**Raising donations and legacies**

	2025	2024
	£	£
Cost of fundraising	12	253

**Other trading activities**

	2025	2024
	£	£
Purchases	61,331	141,753
Aggregate amounts	<u>61,343</u>	<u>142,006</u>

**7. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £	Support costs (see note 8) £	Totals £
Support fees	691	281,877	282,568
Charitable activities	2,297,819	9,154	2,306,973
	<u>2,298,510</u>	<u>291,031</u>	<u>2,589,541</u>

**THE NEXT STEP TRUST**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31ST MARCH 2025**

**8. SUPPORT COSTS**

	Finance £	Other £	Governance costs £	Totals £
Support fees	603	242,621	38,653	281,877
Charitable activities	-	-	9,154	9,154
	<u>603</u>	<u>242,621</u>	<u>47,807</u>	<u>291,031</u>

**9. NET INCOME/(EXPENDITURE)**

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

	2025 £	2024 £
Depreciation - owned assets	67,455	50,933
Other operating leases	11,458	16,879
Surplus on disposal of fixed assets	(787)	-
	<u>78,126</u>	<u>67,812</u>

**10. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31st March 2025 nor for the year ended 31st March 2024.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31st March 2025 nor for the year ended 31st March 2024.

**11. STAFF COSTS**

	2025 £	2024 £
Wages and salaries	2,029,324	1,842,416
Social security costs	174,901	150,167
Other pension costs	43,766	37,753
	<u>2,247,991</u>	<u>2,030,336</u>

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

	2025	2024
Management and administration	18	12
Support workers	65	48
Catering and caretaking	7	6
	<u>90</u>	<u>66</u>

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

	2025	2024
£60,001 - £70,000	<u>1</u>	<u>1</u>

**THE NEXT STEP TRUST**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31ST MARCH 2025**

**12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted fund £	Designated £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>				
Donations and legacies	12,743	-	1,215	13,958
<b>Charitable activities</b>				
Charitable activities	2,600,380	-	1,768	2,602,148
Other trading activities	124	-	-	124
Investment income	19,354	-	-	19,354
<b>Total</b>	<u>2,632,601</u>	<u>-</u>	<u>2,983</u>	<u>2,635,584</u>
<b>EXPENDITURE ON</b>				
Raising funds	81,630	41,066	19,310	142,006
<b>Charitable activities</b>				
Support fees	427,108	-	-	427,108
Charitable activities	1,807,955	-	-	1,807,955
Other	50,932	-	-	50,932
<b>Total</b>	<u>2,367,625</u>	<u>41,066</u>	<u>19,310</u>	<u>2,428,001</u>
<b>NET INCOME/(EXPENDITURE)</b>	264,976	(41,066)	(16,327)	207,583
<b>Transfers between funds</b>	(172,568)	170,738	1,830	-
<b>Net movement in funds</b>	92,408	129,672	(14,497)	207,583
<b>RECONCILIATION OF FUNDS</b>				
Total funds brought forward	2,089,070	224,593	131,722	2,445,385
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>2,181,478</u>	<u>354,265</u>	<u>117,225</u>	<u>2,652,968</u>

**13. TANGIBLE FIXED ASSETS**

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Equipment £	Totals £
<b>COST</b>					
At 1st April 2024	1,700,593	240,886	225,020	110,254	2,276,753
Additions	637,694	-	29,995	-	667,689
Disposals	-	-	(38,000)	-	(38,000)
At 31st March 2025	<u>2,338,287</u>	<u>240,886</u>	<u>217,015</u>	<u>110,254</u>	<u>2,906,442</u>
<b>DEPRECIATION</b>					
At 1st April 2024	331,095	189,867	212,341	101,273	834,576
Charge for year	43,726	15,212	4,422	4,095	67,455
Eliminated on disposal	-	-	(37,788)	-	(37,788)
At 31st March 2025	<u>374,821</u>	<u>205,079</u>	<u>178,975</u>	<u>105,368</u>	<u>864,243</u>
<b>NET BOOK VALUE</b>					
At 31st March 2025	<u>1,963,466</u>	<u>35,807</u>	<u>38,040</u>	<u>4,886</u>	<u>2,042,199</u>
At 31st March 2024	<u>1,369,498</u>	<u>51,019</u>	<u>12,679</u>	<u>8,981</u>	<u>1,442,177</u>

**THE NEXT STEP TRUST****NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31ST MARCH 2025****14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2025	2024
	£	£
Trade debtors	256,545	361,709
Prepayments and accrued income	39,339	30,827
	<u>295,884</u>	<u>392,536</u>

**15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2025	2024
	£	£
Bank loans and overdrafts (see note 16)	4,268	-
Trade creditors	44,701	25,530
Social security and other taxes	33,497	29,838
Other creditors	8,013	8,357
Accrued expenses	61,976	63,913
	<u>152,455</u>	<u>127,638</u>

**16. LOANS**

An analysis of the maturity of loans is given below:

	2025	2024
	£	£
Amounts falling due within one year on demand:		
Bank overdrafts	<u>4,268</u>	<u>-</u>

**17. LEASING AGREEMENTS**

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

	2025	2024
	£	£
Within one year	41,075	20,700
Between one and five years	51,582	64,875
	<u>92,657</u>	<u>85,575</u>

**THE NEXT STEP TRUST**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31ST MARCH 2025**

**18. MOVEMENT IN FUNDS**

	At 1.4.24 £	Net movement in funds £	Transfers between funds £	At 31.3.25 £
<b>Unrestricted funds</b>				
General fund	2,181,478	155,002	(1,578)	2,334,902
Buildings fund	271,117	55,889	-	327,006
Minibus fund	81,410	(742)	-	80,668
Staff pension & bonuses fund	1,738	(1,738)	-	-
	<u>2,535,743</u>	<u>208,411</u>	<u>(1,578)</u>	<u>2,742,576</u>
<b>Restricted funds</b>				
Swing Rebound	2,068	(1,170)	(299)	599
Calvert Trust	1,308	(658)	1,685	2,335
Action Halifax	3,713	(88)	-	3,625
HBOS	963	(23)	-	940
Lord Taverners	4,414	(2,354)	(107)	1,953
Gardening grant	211	(51)	(160)	-
Hydrotherapy Pool	99,848	(2,124)	-	97,724
Screwfix Foundation	4,700	(100)	-	4,600
Garden Memories	-	-	459	459
	<u>117,225</u>	<u>(6,568)</u>	<u>1,578</u>	<u>112,235</u>
<b>TOTAL FUNDS</b>	<u>2,652,968</u>	<u>201,843</u>	<u>-</u>	<u>2,854,811</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	2,835,741	(2,680,739)	155,002
Buildings fund	60,000	(4,111)	55,889
Minibus fund	1,000	(1,742)	(742)
Staff pension & bonuses fund	6,185	(7,923)	(1,738)
	<u>2,902,926</u>	<u>(2,694,515)</u>	<u>208,411</u>
<b>Restricted funds</b>			
Swing Rebound	-	(1,170)	(1,170)
Calvert Trust	17,255	(17,913)	(658)
Action Halifax	-	(88)	(88)
HBOS	-	(23)	(23)
Lord Taverners	-	(2,354)	(2,354)
Gardening grant	-	(51)	(51)
Hydrotherapy Pool	-	(2,124)	(2,124)
Screwfix Foundation	-	(100)	(100)
	<u>17,255</u>	<u>(23,823)</u>	<u>(6,568)</u>
<b>TOTAL FUNDS</b>	<u>2,920,181</u>	<u>(2,718,338)</u>	<u>201,843</u>

**THE NEXT STEP TRUST**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31ST MARCH 2025**

**18. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 1.4.23 £	Net movement in funds £	Transfers between funds £	At 31.3.24 £
<b>Unrestricted funds</b>				
General fund	2,089,070	264,976	(172,568)	2,181,478
Buildings fund	143,183	(41,066)	169,000	271,117
Minibus fund	81,410	-	-	81,410
Staff pension & bonuses fund	-	-	1,738	1,738
	<u>2,313,663</u>	<u>223,910</u>	<u>(1,830)</u>	<u>2,535,743</u>
<b>Restricted funds</b>				
Swing Rebound	-	590	1,478	2,068
Calvert Trust	11,768	(10,460)	-	1,308
Action Halifax	3,801	(88)	-	3,713
HBOS	995	(32)	-	963
Lord Taverners	5,886	(1,472)	-	4,414
Gardening grant	-	(141)	352	211
Hydrotherapy Pool	104,472	(4,624)	-	99,848
Screwfix Foundation	4,800	(100)	-	4,700
	<u>131,722</u>	<u>(16,327)</u>	<u>1,830</u>	<u>117,225</u>
<b>TOTAL FUNDS</b>	<u>2,445,385</u>	<u>207,583</u>	<u>-</u>	<u>2,652,968</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	2,632,601	(2,367,625)	264,976
Buildings fund	-	(41,066)	(41,066)
	<u>2,632,601</u>	<u>(2,408,691)</u>	<u>223,910</u>
<b>Restricted funds</b>			
Swing Rebound	1,215	(625)	590
Calvert Trust	1,768	(12,228)	(10,460)
Action Halifax	-	(88)	(88)
HBOS	-	(32)	(32)
Lord Taverners	-	(1,472)	(1,472)
Gardening grant	-	(141)	(141)
Hydrotherapy Pool	-	(4,624)	(4,624)
Screwfix Foundation	-	(100)	(100)
	<u>2,983</u>	<u>(19,310)</u>	<u>(16,327)</u>
<b>TOTAL FUNDS</b>	<u>2,635,584</u>	<u>(2,428,001)</u>	<u>207,583</u>

**THE NEXT STEP TRUST**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31ST MARCH 2025**

**18. MOVEMENT IN FUNDS - continued**

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.23 £	Net movement in funds £	Transfers between funds £	At 31.3.25 £
<b>Unrestricted funds</b>				
General fund	2,089,070	419,978	(174,146)	2,334,902
Buildings fund	143,183	14,823	169,000	327,006
Minibus fund	81,410	(742)	-	80,668
Staff pension & bonuses fund	-	(1,738)	1,738	-
	<u>2,313,663</u>	<u>432,321</u>	<u>(3,408)</u>	<u>2,742,576</u>
<b>Restricted funds</b>				
Swing Rebound	-	(580)	1,179	599
Calvert Trust	11,768	(11,118)	1,685	2,335
Action Halifax	3,801	(176)	-	3,625
HBOS	995	(55)	-	940
Lord Taverners	5,886	(3,826)	(107)	1,953
Gardening grant	-	(192)	192	-
Hydrotherapy Pool	104,472	(6,748)	-	97,724
Screwfix Foundation	4,800	(200)	-	4,600
Garden Memories	-	-	459	459
	<u>131,722</u>	<u>(22,895)</u>	<u>3,408</u>	<u>112,235</u>
<b>TOTAL FUNDS</b>	<u>2,445,385</u>	<u>409,426</u>	<u>-</u>	<u>2,854,811</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	5,468,342	(5,048,364)	419,978
Buildings fund	60,000	(45,177)	14,823
Minibus fund	1,000	(1,742)	(742)
Staff pension & bonuses fund	6,185	(7,923)	(1,738)
	<u>5,535,527</u>	<u>(5,103,206)</u>	<u>432,321</u>
<b>Restricted funds</b>			
Swing Rebound	1,215	(1,795)	(580)
Calvert Trust	19,023	(30,141)	(11,118)
Action Halifax	-	(176)	(176)
HBOS	-	(55)	(55)
Lord Taverners	-	(3,826)	(3,826)
Gardening grant	-	(192)	(192)
Hydrotherapy Pool	-	(6,748)	(6,748)
Screwfix Foundation	-	(200)	(200)
	<u>20,238</u>	<u>(43,133)</u>	<u>(22,895)</u>
<b>TOTAL FUNDS</b>	<u>5,555,765</u>	<u>(5,146,339)</u>	<u>409,426</u>

**THE NEXT STEP TRUST**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31ST MARCH 2025**

**19. RELATED PARTY DISCLOSURES**

Rent of £11,458 (2024: £12,500) was paid to Community Foundation for Calderdale, a charitable company of which the Chief Executive Officer is also a director and trustee.

**THE NEXT STEP TRUST****DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31ST MARCH 2025**

	2025 £	2024 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations from individuals	6,747	4,133
Grants	-	9,825
	<hr/> 6,747	<hr/> 13,958
<b>Other trading activities</b>		
Fundraising events	1,111	124
<b>Investment income</b>		
Bank interest received	15,586	19,354
<b>Charitable activities</b>		
Support fees	1,888,488	1,699,342
Access fees	684,290	618,675
Respite fees	215,641	198,347
Transport fees	65,243	56,046
Outreach fees	-	6,673
Dinner money	22,823	21,297
Holiday income	16,203	1,768
	<hr/> 2,892,688	<hr/> 2,602,148
<b>Other income</b>		
Gain on sale of tangible fixed assets	787	-
Compensation	3,262	-
	<hr/> 4,049	<hr/> -
<b>Total incoming resources</b>	<hr/> 2,920,181	<hr/> 2,635,584
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Cost of fundraising	12	253
<b>Other trading activities</b>		
Purchases	61,331	141,753
<b>Charitable activities</b>		
Wages	1,831,371	1,662,695
Social security	155,879	133,835
Pensions	39,501	34,074
Other operating leases	11,458	16,879
Insurance	19,100	16,529
Centre running costs	148,890	64,360
Vehicle running costs	33,369	36,407
Staff recruitment & training	19,690	27,440
Office & admin costs	25,161	10,884
Legal and professional fees	14,091	-
	<hr/> 2,298,510	<hr/> 2,003,103

This page does not form part of the statutory financial statements

**THE NEXT STEP TRUST****DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31ST MARCH 2025**

	2025 £	2024 £
<b>Charitable activities</b>		
<b>Other</b>		
Depreciation of tangible fixed assets	67,454	50,932
<b>Support costs</b>		
<b>Finance</b>		
Bank charges	603	496
<b>Other</b>		
Wages	178,823	162,353
Social security	19,022	16,332
Pensions	4,265	3,679
Office and admin costs	40,511	12,784
	<hr/>	<hr/>
	242,621	195,148
<b>Governance costs</b>		
Wages	19,130	17,368
Accountancy and legal fees	9,154	6,626
Office & administration costs	19,523	12,322
	<hr/>	<hr/>
	47,807	36,316
Total resources expended	<hr/>	<hr/>
	2,718,338	2,428,001
<b>Net income</b>	<hr/>	<hr/>
	201,843	207,583

This page does not form part of the statutory financial statements

**THE NEXT STEP TRUST**

England & Wales - Charity number 1114197

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# Accounts

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# THE NEXT STEP TRUST

←

**Company Limited by Guarantee**  
**FINANCIAL STATEMENTS**  
**31 MARCH 2024**

**Company Registration Number: 05711840**  
**Charity Registration Number: 1114197**

**STREETS<sup>®</sup>**  
SPENSER WILSON  
CHARTERED ACCOUNTANTS

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**  
**FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2024**

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Statement of financial activities (including income and expenditure account)	<b>18</b>
Statement of financial position	<b>19</b>
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Notes to the financial statements	<b>21</b>

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# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)

#### YEAR ENDED 31 MARCH 2024

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The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 March 2024.

#### REFERENCE AND ADMINISTRATIVE DETAILS

<b>Registered charity name</b>	The Next Step Trust
<b>Charity registration number</b>	1114197
<b>Company registration number</b>	05711840
<b>Principal office and registered office</b>	The Hoover Building Westfield Street Halifax West Yorkshire HX1 2DN

#### THE TRUSTEES

E J Pearson (Appointed 21 June 2023)  
J S Mooney  
C Naylor  
M S Cawthorn  
L Stradeski  
J Walsh

**Auditor** Streets Spenser Wilson (Yorkshire) Limited  
Chartered Accountants & statutory auditor  
Equitable House  
55 Pellon Lane  
Halifax  
West Yorkshire  
HX1 5SP

**Bankers** CAF Bank  
25 Kings Hill Avenue  
West Malling  
ME19 4JQ

Barclays Bank Plc  
P O Box 14  
Halifax  
West Yorkshire  
HX1 1BG

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

**YEAR ENDED 31 MARCH 2024**

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Handelsbanken  
Ground Floor  
Fearnley Mill  
Dean Clough Mills  
Old Lane  
Halifax  
HX3 5WP

State Bank of India  
Carlton House  
18 Albert Square  
Manchester  
M2 5PE

Cambridge & Counties Bank  
Charnwood Court  
5B New Walk  
Leicester  
LE1 6TE

#### **Solicitors**

Wilkinson Woodward  
11 Fountain Street  
Halifax  
West Yorkshire  
HX1 1LU

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

The Charity is a charitable company limited by guarantee and was set up 16 February 2006. It is governed by a memorandum and articles of association. Its objects are to establish the provision of support and to provide opportunities for people with complex disabilities.

### **Organisation and Trustees**

Trustees are to number a minimum of three persons with no maximum number. Trustees are subject to retirement by rotation at the annual general meeting of the Charity. One third of Trustees must retire at each such meeting on the basis of those who have been longest in office since their appointment or reappointment. Retiring Trustees are eligible for re-appointment. New Trustees are appointed at the recommendation of existing Trustees. Membership of the Charity is open to any individual or organisation that does not pose a conflict to the best interests of the Charity. When a new Trustee is appointed he/she is given a welcome pack which includes information relating to his/her responsibilities and details relating to the Charity.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

#### **YEAR ENDED 31 MARCH 2024**

---

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT** *(continued)*

##### **Organisation Structure**

The Charity has a Board of 6 Trustees at the period end (1 of whom is a parent of a Next Stepper), and a Chief Executive Officer who oversees the day-to-day activity of the Charity and reports directly to the Board of Trustees. The staff comprise a further 87 employees (66 full time equivalents). The team includes an Operations Manager, Senior HR & People Development Manager, Day Service Co-ordinator, 5 Lead Supports, 2 Lead Support-Care Plans, Deputy Operations Manager (Finance Officer), a catering team of 4 people, administrative staff including HR Administration. The majority of staff are dedicated to providing direct support to Next Steppers.

There is a Parents Forum that meets regularly (bi-annually) to provide feedback and advice to the Board and management of the Charity. The local advocacy service, Cloverleaf have started to run some session with the next steppers, this will hopefully lead to an independent forum which informs us about the next steppers needs and dreams.

##### **Volunteers**

The Charity is grateful for the unstinting efforts of its volunteers who are involved in service provision and fund-raising. Current volunteers are involved in catering; we also encourage individuals to volunteer across roles including support and activities. The Charity has also provided work-placements for a number of young people, to gain experience in the sector as an aid to career selection and development, or as a personal development opportunity for employees of a particular company.

##### **Risk assessment**

The Charity's main Funding streams are the Local Authority and Integrated Care Board (formerly PCT). Though the placements are spot purchased, the number of next steppers has increased year on year and we continue to be in demand. In the last two years there has been a waiting list for the service. More recently, the transition enquiries have started sooner and extend into the next two years of school leavers. Having said that, as with any external government funding, we are vulnerable to changes in government policy. This is an external risk for the Trust, and the situation continues to be closely monitored by the Trustees. There was an increase in funding for the Day Service of 10% on 1st April 2023. There has been a further increase from 1 April 2024 of 6%.

Being in a more financially robust position, we are not dependant on grants and donations. We do seek grants and donations to allow us to expand our facilities for specific large projects such as the hydrotherapy pool. We are most vulnerable to changes in staff, so succession planning is important, and we have taken steps to make the organisation more robust in the last year.

As a small Charity, most potential risks are of an internal nature, such as loss or illness of key staff or Next Steppers. The Charity seeks to identify and monitor risks in order to minimise the effect they may have on its activities. We have a Risk Register in place to evaluate potential risks and implement a contingency plan.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

#### **YEAR ENDED 31 MARCH 2024**

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#### **STRUCTURE, GOVERNANCE AND MANAGEMENT** *(continued)*

##### **COVID-19**

The Covid-19 risk is now similar to the risk of influenza. Staff and next steppers are encouraged to take both the flu and Covid vaccine, but it is no longer mandatory to do this. Some of the measures adopted during the pandemic have become good practice within the workplace. This includes enhanced use of PPE if the staff are aware of the possibility of an infection-this is both to prevent transmission as well as incurring an infection

##### **Staffing-**

Reducing the measures around vaccinations have also helped us to recruit staff. Having said that, most of the staff who have joined our team have had more than two doses of the Covid vaccine. We have been fortunate to attract some good staff to join the team and are close to being fully staffed at this stage. With a larger staff team, there is also the additional risk of turnover. In the last three years the turnover for the organisation has been higher than pre-pandemic levels. More recently this has been more due to change in circumstances and natural progression. It is now to be expected. One of our strategies to retain a skilled workforce includes offering flexible working. Over the last year we have considered and approved more than 10 flexible working requests. We are proud that more than half our team have worked here over 5 years. A quarter have worked more than ten years. This does however also open the possibility that this group may look to move on or reduce their days of work. The Employee Contracts still include the requirement to be fully vaccinated, but the policy has been suspended at this time.

##### **OBJECTIVES AND ACTIVITIES**

The main object of the Charity is to provide support and opportunities to adults with complex disabilities and health needs.

The objectives can be summarised:-

- To have happier Next Steppers
- Be a financially healthy organisation.
- Demonstrate commitment to our mission through operational excellence.
- Inspire and embrace the wider world.

These objectives are met by a day service operating from four properties within Calderdale, with specialised facilities including a sensory room, a catering facility and provisions such as Respite.

Activities are undertaken within the Charity properties and in the wider community facilitated by a fleet of specially adapted vehicles.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

#### **YEAR ENDED 31 MARCH 2024**

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#### **ACHIEVEMENTS AND PERFORMANCE** *(continued)*

The core activities undertaken by the Next Steppers can be generally classified within the following headings:-

- Therapy - hydrotherapy, rebound, physiotherapy and spa
- Sensory - sensory room and garden
- Active Pursuits - sailing, canoeing, climbing, rambling
- In House - life skills, arts and crafts, aromatherapy
- Community Based - swim and gym, gardening, recycling, shopping, work experience
- Residential - annual trips to Calvert Trust and Ribby Hall for residential stays.

Further details can be found on the website of the Charity at [www.nextsteptrust.org.uk](http://www.nextsteptrust.org.uk).

All expenditure has supported the Charity's objectives and/or legal requirements.

The Trustees have considered the Charity Commission guidance on public benefit and consider that they have met their obligation by providing a broad spectrum of opportunities for adults with complex disabilities. In addition to the benefits to the Next Steppers, the Charity has benefitted the wider community by providing work-placements for a number of young people, to gain experience in the sector as an aid to career selection and development, or as a personal development opportunity.

#### **STRATEGIC REPORT**

The following sections for achievements and performance and financial review form the strategic report of the charity.

#### **ACHIEVEMENTS AND PERFORMANCE**

The following sections for achievements and performance and financial review form the strategic report of the charity.

#### **ACHIEVEMENTS AND PERFORMANCE**

As reported last year, 2022/23 was a year for consolidation, as it was, there was a lot of flux during 2022/23 including a big staff turnover. 2023/24 has therefore been the year to reflect on the way we have changed as an organisation as a provision. Having recruited a Senior HR Manager, we had the opportunity to consider what was needed within the staff team to be able to develop the opportunities for the next steppers. The consensus was that unless we invest in the right skills, we would not be able to improve the quality of our offer to the next steppers.

Fortunately, we have some very talented and ambitious staff. The following roles were recognised as a requirement to enhance our provision, and we were fortunate to be able to advertise them internally and invest in the development of our own team.

Communication Lead - Whose role is to set up specific guidelines and tools on how to communicate with each next stepper.

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## **THE NEXT STEP TRUST**

### **COMPANY LIMITED BY GUARANTEE**

#### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

#### **YEAR ENDED 31 MARCH 2024**

---

##### **ACHIEVEMENTS AND PERFORMANCE** *(continued)*

Activity and Timetable Lead - Specific time to identify activities both internal and external and to follow this up with changes to the timetable.

Deputy Day Service Co-ordinator - A part time job to support the increasing demands of the day service.

Health and Safety Lead-A part time job which supports the moving and handling; passive stretches; mobility needs of the next steppers.

As a growing organisation it was imperative we stop and take stock of what is needed to support the service, and we are pleased that we have had the financial ability to do this.

We continue to maintain a strong financial position which allows us to ensure we can invest in the facilities for the next steppers, having 'happier next steppers' is central to our ethos. We have also been able to respond to the cost of living concerns that our staff face and are responsive to their needs as well.

A review of the real cost of meals has been carried out. Unsurprisingly, there is a sharp increase in the cost of each meal. As we are currently in a comfortable financial position the Trustees have agreed to continue to subsidise meals not only for the next steppers but also for any staff who choose to have a hot meal at NST. This is likely to be reviewed in 2024/25 as the subsidy is unrealistic moving forward. There is likely to be an increase, but this will only be enough to recover the cost of raw materials.

##### **Staff and recruitment**

The previous report spoke of the challenges we faced to get the staffing ratios right without compromising on the values and skills we needed. This has been essential over the last year to support the team and ensure the next steppers are not compromised.

We are pleased that we have been able to tackle this problem. As a good employer, paying more than the living wage foundation recommended salaries, encouraging a positive and motivating working environment; open door policy; working in partnership with the next steppers; parents and the staff team we have been successful in meeting our recruitment targets. However, recruitment remains a challenge across the care sector.

One of the areas that was identified as a vulnerability was the succession planning for the senior management team. The responsibilities on the two senior managers has not been reviewed for the last 5 years during which NST has grown significantly, not just with the additional next steppers and staff but also the additional buildings including the Hoover building. Some of this has been offset by the employment of the Senior HR and People Manager but there continued to be a gap of skills. In the last few months we agreed a job role for a Deputy Operations Manager-this would include the Finance responsibilities. This role supports the Operations Manager but also is supporting the audit and improvement of internal departments.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

**YEAR ENDED 31 MARCH 2024**

---

#### **ACHIEVEMENTS AND PERFORMANCE** *(continued)*

Pay was increased above inflation in April 2024 by 5%, this was the majority of the enhancement given by the Council and we are proud to say that passing this on keeps us as one of the highest paying organisations in the care sector. We have continued to offer increased Annual Leave to acknowledge the time off sick people in the care sector were having to take due to Covid related isolation (which the Government stopped supporting in the Spring of 2022).

The Development Day in February 2024 allowed us the opportunity get to know each other as a team. With a quarter of the team having joined in the last two years it was really important for us to get to know each other. This also included getting to know the Trustees. We asked the staff team to give us questions for the Trustees and a parent, which they answered face to face. The staff and Trustees had a great opportunity to discuss what their plans and ambitions for the future are and to have an open dialogue. We agreed the top priorities for the next couple of years. The afternoon was an opportunity to have some fun together at a 'Murder Mystery Party'!

#### **Respite Project**

Respite continues to be self-funding and income levels now exceed budgeted projections. The surplus has come primarily due to operating at low staffing levels. Since the end of this reporting period, we have invested in further renovations to improve the experience for the visiting individuals. Since 2023 it was clear that we would not benefit from developing the respite bungalow in Ripponden as we have struggled to recruit locally. Our staff team are no longer volunteering to work in Ripponden either.

Despite this we did consider the option of a smaller internal upgrade to meet some of the current need, buying us time to look for an appropriate property in central Halifax. Fortunately for us we viewed and were successful in purchasing a semi adapted bungalow in Southowram.

The property is a 10 minute drive from the Hoover building. It sits in a beautiful setting, therefore continuing to provide the holiday feel that we are keen to offer the next steppers.

The purchase went through in April 2024, and we are currently in the process of carrying out the adaptations needed to get it to the specifications that are required before we move in. We also need to get CQC approval to change the location of our provision.

As reported previously, we continue to be in high demand and have a waiting list. We are currently unable to take additional users on, especially those with a higher level of staffing needs, we are both tight on space and staffing ratios.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

#### **YEAR ENDED 31 MARCH 2024**

---

#### **ACHIEVEMENTS AND PERFORMANCE** *(continued)*

##### **Hydrotherapy Pool**

The hydrotherapy pool continues to enhance the lives of the Next Steppers. It has not only changed their experience while at the Day Service but has had a lasting impact on the overall quality of their lives. Where in the past, we were lucky to be able to access one hydrotherapy session per week for the most vulnerable of our next steppers, now we are able to offer two sessions per week to all the next steppers.

After the catastrophic failure in January 2023, it took Innova and their partners over 10 weeks to fix the damage. There continued to be issues with the repairs, in January 2024 it was identified that there needed to be a full inspection of the pool with the intention of ensuring no further problems come up. This is being carried out in September 2024. Once completed we are keen to start hiring the pool to external users, both to offer the facility to the local community but also to offset the running costs.

We now have a better idea about the cost of running the pool. Hiring it out as a community facility will support its upkeep.

##### **Environmental impact**

As mentioned last year, we have not had to make many significant changes to our activities despite the increase in costs of utilities and fuel, a decision was taken to limit the mileage distance of excursions on the minibuses. This is not only to be cost effective but also for next stepper not to spend unnecessary time sat on a bus. It is also better for the environment! Having less 'trips out' allows for better indoor activities to be planned such as the Theatre Group; Music therapy session; Bingo days and outdoor sports sessions.

The Next Step Trust has invested in dedicated recycling bins including food waste.

We are getting surveys on the possibility of installing solar panels on our sites.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

**YEAR ENDED 31 MARCH 2024**

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#### **FINANCIAL REVIEW**

Funding has been secured for many key areas of the Charity. The majority of income comes from publicly funded centre user's fees.

The Charity has a surplus for the year of £207,583 (2023 - £68,393).

#### **Reserves policy**

The Charity aims to maintain a level of reserves to ensure that uninterrupted services may continue in the event of short-term funding problems and also to maintain a level of reserves such that if the long-term survival of the Charity could not be sustained, staff redundancy payments and outstanding creditors could be met. Current centre running costs in terms of staffing and centre overheads are running at around £603,000 per quarter.

Total funds held by the charity were £2,652,968 (2023 - £2,445,385). Of these £1,442,177 (2023 - £1,458,272) can only be realised on the disposal of the Charity's fixed assets.

The Charity holds £1,207,365 (2023 - £972,845) in unrestricted current assets less liabilities. Of this, £354,265 (2023 - £224,593) has been designated by the Trustees for specific purposes. Of the funds held, £117,225 (2023 - £131,722) are restricted and not available for the general use of the Charity.

The Trustees are of the opinion that funds held are adequate.

We are now back to the level of surplus that we would expect to have & we continue not to meet our reserves.

As we have been hearing on the news, councils neighbouring us have been in hardship and may be facing bankruptcy. This is a risk for us as we are funded by the Adult Care Services. We will be keeping a closer eye on this and will report if any such threats come up.

We negotiated with the council for an enhanced uplift to be equitable as they had made a lower offer to learning disability services. There has been a change in government, we will keep our eye on what this may mean for funding.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)**

*(continued)*

#### **YEAR ENDED 31 MARCH 2024**

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#### **PLANS FOR FUTURE PERIODS**

The Next Step Trust continues to be more successful than was ever originally anticipated. Now, having just reached our 18th birthday, the demand for services is forecast to continue increasing.

The successful installation of the Hydrotherapy pool has been the pinnacle of our achievement in the recent past. Having developed this through the peak of the pandemic and against the odds of Brexit and a growing cost of living crisis was no mean feat. Building on this success we are keen to make this facility available to the wider community, once the repairs have been carried out, we intend to progress this plan.

Over the last year, we continued to focus on the quality of the provision. The role of the Activity Lead was reviewed and made into a stand alone position rather than an additional responsibility for a support worker. Also, one day a week has been committed to the audit of medication. As mentioned previously, a Deputy Day Service Co-ordinator (part time) has been appointed to support the day to day running of the day service. The Moving and Handling Lead role has made a significant difference in influencing the mobility of the next steppers. Their passive stretches are reviewed regularly, and training is provided on how to support them in the hydrotherapy pool. Having a trained person on site allows staff to take advice and ensure the next stepper gets the best support possible. The activity schedule has broadened, using the Zone in Huddersfield for sensory play; regular music sessions and the rambling group led by a support worker are examples of what has been introduced in the last year.

The Board of Trustees have reviewed the NST Strategy for the next three years. The main areas of discussion were:

Ensuring robust Governance - since the year end we have been fortunate to recruit a new Trustee to the Board following a trial in 2022-23. There is still a gap for another parent trustee and preferably someone with a finance background. We have been fortunate to have a parent involved with the Service Development Group and another one possibly attending the Finance Committee.

The appointment of a Senior HR & People Development Manager in May 2023 not only addressed the HR requirements of a larger staff team but also gave The Next Step Trust the opportunity to consider staff development opportunities in line with the needs of the next steppers. A Senior Manager working alongside the Operations Manager also adds resilience to the team and allows for more robust decision making. This has been further reinforced by the appointment of a Deputy Operations Manager in July 2024.

The capacity to continue to accept new next steppers was deliberated. It was agreed subject to physical and personnel capacity, we would continue to accept referrals, but we may have a waiting list if the numbers exceed three full time equivalent. This would also ensure we remained dynamic and progressive.

Another important concern was NST being appropriate as a service for older next steppers. It was agreed that more than age, it was the interests and health of the next steppers that should determine the appropriateness of the service for this. Therefore, Person Centred Plan reviews will be used to determine any changing needs and how NST can respond to these.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

#### **YEAR ENDED 31 MARCH 2024**

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##### **PLANS FOR FUTURE PERIODS** *(continued)*

We have now adopted an eligibility policy which guides us as to which individuals are eligible to be referred to Next Step. Also, as Service User needs are changing, who may out grow our services and may require a different level of support. This would usually be related to a significant change in health needs being a community based service that supports people to access activities within our buildings and in the local community it is important that we ensure that this is the basis of our provision.

We are also looking to invest in 'softer' areas both to build the capacity of the team and support them to be more effective in using their time given the demands on their day supporting the complex needs of the next steppers. Working alongside a local IT Company, we have invested in laptops and software to make access to the care plans; policies and daily jotters easier and more accessible across all sites. The plans for the future include the development of respite to not only offer short breaks for the next steppers but possibly offer the option of transition to supported accommodation.

The next step holidays have been very popular over the last 10 years. More and more next steppers are requesting to go away. We would like to explore the options of different holiday offers such as cruises; seaside breaks along with the residential activity breaks.

A rebound trampoline facility was discussed at the development day, though our preference is to use community services where possible, it is now not possible to get this service for our next steppers. The Service Development Group (SDG) recommended we look at developing this on one of our sites and the Board gave us the go ahead to put a proposal forward, over the last year we have been successful in getting planning permission for the facility. We look forward to getting a date to take this further.

The 'use of space' committee has been working well to consider the various challenges in the use of the properties. Storage areas have been created to ensure equipment can be kept safe but also moved away from the main activity areas when it is not needed. We are also auditing the space we have to gauge how many additional referrals we may be able to take over the next few years-this will be reported to the board later this year and form a part of the strategy review.

We have been very successful in supporting people with autism. Currently, we are in the process of auditing the activities of all the people with autism and complex behaviour. This will allow us to ensure we are providing a stimulating environment that encourages development.

At the Next Step Trust, we never forget that it is through the dedication, resilience, friendship and kindness of our staff team that we succeed. Another main focus for us in the coming year is to review the terms and conditions we can offer to staff, as we strive to be the best employer we can be and do all we can to look after the wellbeing of our highly-skilled and highly-dedicated team.

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) (continued)

YEAR ENDED 31 MARCH 2024

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#### TRUSTEES' RESPONSIBILITIES STATEMENT

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

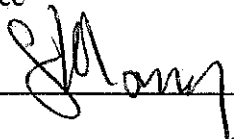
#### AUDITOR

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The trustees' annual report and the strategic report were approved on 19 November 2024 and signed on behalf of the board of trustees by:

J S Mooney  
Trustee



C Naylor  
Trustee



# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST**

**YEAR ENDED 31 MARCH 2024**

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#### **OPINION**

We have audited the financial statements of The Next Step Trust (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and the related notes, 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, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **BASIS FOR OPINION**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST** *(continued)*

**YEAR ENDED 31 MARCH 2024**

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **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 trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

#### **MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

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

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

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

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST** *(continued)*

**YEAR ENDED 31 MARCH 2024**

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#### **RESPONSIBILITIES OF TRUSTEES**

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors 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.

#### **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:

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 directors and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST** *(continued)*

**YEAR ENDED 31 MARCH 2024**

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#### **AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS** *(continued)*

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 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;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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;
- reading the minutes of meetings of those charged with governance; and
- inquiring of management as to actual and potential litigation and claims.

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 directors 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.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST** *(continued)*

**YEAR ENDED 31 MARCH 2024**

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#### **USE OF OUR REPORT**

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



SALLY SHACKLOCK BA FCA (Senior Statutory Auditor)

For and on behalf of  
Streets Spenser Wilson (Yorkshire) Limited  
Chartered Accountants & statutory auditor  
Equitable House  
55 Pellon Lane  
Halifax  
West Yorkshire  
HX1 5SP

19 November 2024

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 MARCH 2024

		2024	2023		
	Unrestricted	Restricted	Total funds		
	funds	funds	Total funds		
Note	£	£	£		
<b>Income and endowments</b>					
Donations and legacies	5	12,743	1,215	<b>13,958</b>	18,676
Charitable activities	6	2,600,380	1,768	<b>2,602,148</b>	2,192,237
Other trading activities	7	124	–	<b>124</b>	365
Investment income	8	19,354	–	<b>19,354</b>	5,713
<b>Total income</b>		<u>2,632,601</u>	<u>2,983</u>	<u>2,635,584</u>	<u>2,216,991</u>
<b>Expenditure</b>					
Expenditure on raising funds:					
Costs of other trading activities	9	253	–	<b>253</b>	29
Expenditure on charitable activities	10,11	2,408,439	19,310	<b>2,427,748</b>	2,148,569
<b>Total expenditure</b>		<u>2,408,692</u>	<u>19,310</u>	<u>2,428,001</u>	<u>2,148,598</u>
<b>Net income</b>		<u>223,909</u>	<u>(16,327)</u>	<u>207,583</u>	<u>68,393</u>
Transfers between funds		(1,830)	1,830	–	–
<b>Net movement in funds</b>		<u>222,080</u>	<u>(14,497)</u>	<u>207,583</u>	<u>68,393</u>
<b>Reconciliation of funds</b>					
Total funds brought forward		2,313,663	131,722	<b>2,445,385</b>	2,376,992
<b>Total funds carried forward</b>		<u>2,535,743</u>	<u>117,225</u>	<u>2,652,968</u>	<u>2,445,385</u>

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

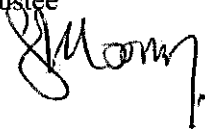
The notes on pages 21 to 32 form part of these financial statements.

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**  
**STATEMENT OF FINANCIAL POSITION**  
**31 MARCH 2024**

	Note	2024		2023	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible fixed assets	17		1,442,177		1,458,272
<b>CURRENT ASSETS</b>					
Debtors	18	392,536		242,963	
Cash at bank and in hand		945,892		853,580	
		<u>1,338,428</u>		<u>1,096,543</u>	
<b>CREDITORS: amounts falling due within one year</b>	19	<u>127,637</u>		<u>109,430</u>	
<b>NET CURRENT ASSETS</b>			<u>1,210,791</u>		<u>987,113</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>2,652,968</u>		<u>2,445,385</u>
<b>NET ASSETS</b>			<u>2,652,968</u>		<u>2,445,385</u>
<b>FUNDS OF THE CHARITY</b>					
Restricted funds			117,225		131,722
Unrestricted funds			2,535,743		2,313,663
<b>Total charity funds</b>	21		<u>2,652,968</u>		<u>2,445,385</u>

These financial statements were approved by the board of trustees and authorised for issue on 19 November 2024, and are signed on behalf of the board by:

J S Mooney  
Trustee



C Naylor  
Trustee



The notes on pages 21 to 32 form part of these financial statements.

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**  
**STATEMENT OF CASH FLOWS**  
**YEAR ENDED 31 MARCH 2024**

	<b>2024</b>	2023
	£	£
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net income	207,583	68,393
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	50,933	51,293
Other interest receivable and similar income	(19,354)	(5,713)
Interest payable and similar charges	496	298
Accrued expenses	17,641	14,929
<i>Changes in:</i>		
Trade and other debtors	(149,573)	(25,694)
Trade and other creditors	566	(20,115)
Cash generated from operations	<u>108,292</u>	<u>83,391</u>
Interest paid	(496)	(298)
Interest received	19,354	5,713
Net cash from operating activities	<u>127,150</u>	<u>88,806</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of tangible assets	(34,838)	(3,216)
Net cash used in investing activities	<u>(34,838)</u>	<u>(3,216)</u>
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>92,312</b>	<b>85,590</b>
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>	<b>853,580</b>	<b>767,990</b>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b><u>945,892</u></b>	<b><u>853,580</u></b>

The notes on pages 21 to 32 form part of these financial statements.

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2024**

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**1. GENERAL INFORMATION**

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is The Hoover Building, Westfield Street, Halifax, West Yorkshire, HX1 2DN.

**2. STATEMENT OF COMPLIANCE**

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Companies Act 2006.

**3. ACCOUNTING POLICIES**

**Basis of preparation**

The financial statements have been prepared on the historical cost basis.

The financial statements are prepared in sterling, which is the functional currency of the entity.

**Going concern**

There are no material uncertainties about the charity's ability to continue.

**Judgements and key sources of estimation uncertainty**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are not considered to be any key judgments or estimates.

**Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal.

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 MARCH 2024

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#### 3. ACCOUNTING POLICIES *(continued)*

##### **Incoming resources**

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

##### **Resources expended**

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

##### **Operating leases**

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2024

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#### 3. ACCOUNTING POLICIES *(continued)*

##### **Tangible assets**

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

##### **Depreciation**

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	-	2% straight line
Fixtures and fittings	-	20% straight line
Motor vehicles	-	25% reducing balance
Equipment	-	33.33% straight line

##### **Impairment of fixed assets**

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

##### **Financial instruments**

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

##### **Defined contribution plans**

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

#### 4. LIMITED BY GUARANTEE

The Charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS** *(continued)*

**YEAR ENDED 31 MARCH 2024**

**5. DONATIONS AND LEGACIES**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
<b>DONATIONS</b>			
Individuals	2,918	1,215	4,133
<b>GRANTS</b>			
Grants receivable	9,825	–	9,825
	<u>12,743</u>	<u>1,215</u>	<u>13,958</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
<b>DONATIONS</b>			
Individuals	328	13,261	13,589
<b>GRANTS</b>			
Grants receivable	2,587	2,500	5,087
	<u>2,915</u>	<u>15,761</u>	<u>18,676</u>

**6. CHARITABLE ACTIVITIES**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Support fees	1,699,342	–	1,699,342
Access fees	618,675	–	618,675
Respite fees	198,347	–	198,347
Transport fees	56,046	–	56,046
Outreach fees	6,673	–	6,673
Dinner money	21,297	–	21,297
Holiday income	–	1,768	1,768
	<u>2,600,380</u>	<u>1,768</u>	<u>2,602,148</u>

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS** *(continued)*

**YEAR ENDED 31 MARCH 2024**

**6. CHARITABLE ACTIVITIES** *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Support fees	1,451,998	–	1,451,998
Access fees	532,008	–	532,008
Respite fees	143,669	–	143,669
Transport fees	43,293	–	43,293
Outreach fees	1,343	–	1,343
Dinner money	19,926	–	19,926
Holiday income	–	–	–
	<u>2,192,237</u>	<u>–</u>	<u>2,192,237</u>

**7. OTHER TRADING ACTIVITIES**

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Fundraising events	<u>124</u>	<u>124</u>	<u>365</u>	<u>365</u>

**8. INVESTMENT INCOME**

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Bank interest received	<u>19,354</u>	<u>19,354</u>	<u>5,713</u>	<u>5,713</u>

**9. COSTS OF OTHER TRADING ACTIVITIES**

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Costs of fundraising activities	<u>253</u>	<u>253</u>	<u>29</u>	<u>29</u>

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2024

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#### 10. EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Charitable activities	2,182,640	19,310	2,201,949
Support costs	225,799	–	225,799
	<u>2,408,439</u>	<u>19,310</u>	<u>2,427,748</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Charitable activities	1,920,717	5,990	1,926,707
Support costs	221,862	–	221,862
	<u>2,142,579</u>	<u>5,990</u>	<u>2,148,569</u>

#### 11. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE

	Activities undertaken directly £	Support costs £	Total funds 2024 £	Total fund 2023 £
Charitable activities	2,201,949	195,644	2,397,593	2,121,481
Governance costs	–	30,155	30,155	27,088
	<u>2,201,949</u>	<u>225,799</u>	<u>2,427,748</u>	<u>2,148,569</u>

#### 12. ANALYSIS OF SUPPORT COSTS

	Total 2024 £	Total 2023 £
Staff costs	182,364	178,732
General office	12,784	15,743
Finance costs	496	298
Governance costs	17,368	16,338
Audit, accountancy & bookkeeping	6,626	6,814
Office & administrative	6,161	3,935
	<u>225,799</u>	<u>221,860</u>

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# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2024

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#### 13. NET INCOME

Net income is stated after charging/(crediting):

	2024	2023
	£	£
Depreciation of tangible fixed assets	<u>50,933</u>	<u>51,293</u>

#### 14. AUDITORS REMUNERATION

	2024	2023
	£	£
Fees payable for the audit of the financial statements	<u>3,300</u>	<u>3,300</u>
Fees payable to the charity's auditor and its associates for other services: Other non-audit services	<u>3,026</u>	<u>3,209</u>

#### 15. STAFF COSTS

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2024	2023
	£	£
Wages and salaries	1,842,416	1,629,252
Social security costs	150,167	131,191
Employer contributions to pension plans	37,753	34,903
	<u>2,030,336</u>	<u>1,795,346</u>

The average head count of employees during the year was 83 (2023: 75). The average number of full-time equivalent employees during the year is analysed as follows:

	2024	2023
	No.	No.
Management and administration staff	12	8
Support workers	48	49
Catering and caretaking	6	4
	<u>66</u>	<u>61</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2024	2023
	No.	No.
£60,000 to £69,999	<u>1</u>	<u>1</u>

#### Key Management Personnel

Key management personnel, as detailed in the Trustees' Annual Report, received total remuneration of £124,946 (2023: £118,176) in the year.

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# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2024

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#### 16. TRUSTEE REMUNERATION AND EXPENSES

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees.

No trustee expenses have been incurred.

#### 17. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Equipment £	Total £
<b>Cost</b>					
At 1 April 2023	1,700,593	214,264	225,020	102,038	2,241,915
Additions	–	26,622	–	8,216	34,838
<b>At 31 March 2024</b>	<u>1,700,593</u>	<u>240,886</u>	<u>225,020</u>	<u>110,254</u>	<u>2,276,753</u>
<b>Depreciation</b>					
At 1 April 2023	299,643	179,132	208,112	96,756	783,643
Charge for the year	31,452	10,735	4,229	4,517	50,933
<b>At 31 March 2024</b>	<u>331,095</u>	<u>189,867</u>	<u>212,341</u>	<u>101,273</u>	<u>834,576</u>
<b>Carrying amount</b>					
<b>At 31 March 2024</b>	<u>1,369,498</u>	<u>51,019</u>	<u>12,679</u>	<u>8,981</u>	<u>1,442,177</u>
At 31 March 2023	<u>1,400,950</u>	<u>35,132</u>	<u>16,908</u>	<u>5,282</u>	<u>1,458,272</u>

#### 18. DEBTORS

	2024 £	2023 £
Trade debtors	361,709	211,098
Prepayments and accrued income	30,827	31,865
	<u>392,536</u>	<u>242,963</u>

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2024

#### 19. CREDITORS: amounts falling due within one year

	2024	2023
	£	£
Trade creditors	25,529	23,141
Accruals and deferred income	63,913	46,272
Social security and other taxes	29,838	31,208
Pension	7,301	5,886
Other creditors	1,056	2,923
	<u>127,637</u>	<u>109,430</u>

#### 20. PENSIONS AND OTHER POST RETIREMENT BENEFITS

##### Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £37,753 (2023: £34,903).

#### 21. ANALYSIS OF CHARITABLE FUNDS

##### Unrestricted funds

	1 April				31 March
	2023	Income	Expenditure	Transfers	2024
	£	£	£	£	£
General funds	2,089,070	2,632,601	(2,367,626)	(172,568)	2,181,477
Buildings Fund	143,183	–	(41,066)	169,000	271,117
Minibus Fund	81,410	–	–	–	81,410
Staff Pension & Bonus	–	–	–	1,738	1,738
	<u>2,313,663</u>	<u>2,632,601</u>	<u>(2,408,692)</u>	<u>(1,830)</u>	<u>2,535,742</u>

	1 April				31 March
	2022	Income	Expenditure	Transfers	2023
	£	£	£	£	£
General funds	2,194,414	2,201,230	(2,112,574)	(194,000)	2,089,070
Buildings Fund	2,377	–	(27,194)	168,000	143,183
Minibus Fund	58,250	–	(2,840)	26,000	81,410
Staff Pension & Bonus	–	–	–	–	–
	<u>2,255,041</u>	<u>2,201,230</u>	<u>(2,142,608)</u>	<u>–</u>	<u>2,313,663</u>

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2024

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#### 21. ANALYSIS OF CHARITABLE FUNDS *(continued)*

##### Restricted funds

	1 April 2023	Income	Expenditure	Transfers	31 March 2024
	£	£	£	£	£
Action Halifax	3,801	–	(88)	–	3,713
HBOS	995	–	(32)	–	963
Lord Taverners	5,886	–	(1,472)	–	4,414
Gardening grant	–	–	(141)	352	211
Hydrotherapy Pool	104,472	–	(4,624)	–	99,848
Bearder Charity	–	–	–	–	–
Calvert Trust	11,768	1,768	(12,228)	–	1,308
Screwfix Foundation	4,800	–	(100)	–	4,700
Swing Rebound	–	1,215	(625)	1,478	2,068
	<u>131,722</u>	<u>2,983</u>	<u>(19,310)</u>	<u>1,830</u>	<u>117,225</u>

	1 April 2022	Income	Expenditure	Transfers	31 March 2023
	£	£	£	£	£
Action Halifax	3,889	–	(88)	–	3,801
HBOS	1,027	–	(32)	–	995
Lord Taverners	7,848	–	(1,962)	–	5,886
Gardening grant	–	–	–	–	–
Hydrotherapy Pool	104,096	2,500	(2,124)	–	104,472
Bearder Charity	191	–	(191)	–	–
Calvert Trust	–	13,261	(1,493)	–	11,768
Screwfix Foundation	4,900	–	(100)	–	4,800
Swing Rebound	–	–	–	–	–
	<u>121,951</u>	<u>15,761</u>	<u>(5,990)</u>	<u>–</u>	<u>131,722</u>

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2024

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#### 21. ANALYSIS OF CHARITABLE FUNDS *(continued)*

The general fund represents the free funds of the Charity which are not designated for particular purposes.

The designated funds represent the following:

Buildings - Funds set aside for the improvement of the existing premises or the deposit on new premises.

The minibus fund represents the net book value of assets held plus funds set aside for the purchase of further vehicles. December lumpsum represents money accumulated towards future staff costs.

The following restricted funds represent the net book value of the capital facilities for which they were provided. The fund balances are reduced by the depreciation charged on the facility.

- Action Halifax - Various capital items
- The Lord's Taverners Charity - Contributions to minibuses
- HBOS - Conservatory (part)
- Hydrotherapy Pool - Funds raised/ donated for a hydrotherapy pool
- Screwfix Foundation - Donation received towards alterations and widening of the car park entrance gate.

The following funds represent balances in respect of grants and donations made for specific purposes relating to the ongoing costs of the Charity:-

- Wilkinson Woodward - Towards activities
- Gardening grant - Funds raised/ donated for the garden area
- Calvert Trust - Funds towards Holiday trips
- Swing rebound - Funds raised/donated for the garden area

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2024

#### 22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Tangible fixed assets	1,328,377	113,800	1,442,177
Current assets	1,335,002	3,425	1,338,427
Creditors less than 1 year	(127,637)	–	(127,637)
<b>Net assets</b>	<b>2,535,742</b>	<b>117,225</b>	<b>2,652,967</b>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Tangible fixed assets	1,340,818	117,454	1,458,272
Current assets	1,082,275	14,268	1,096,543
Creditors less than 1 year	(109,430)	–	(109,430)
<b>Net assets</b>	<b>2,313,663</b>	<b>131,722</b>	<b>2,445,385</b>

#### 23. ANALYSIS OF CHANGES IN NET DEBT

	At 1 Apr 2023 £	Cash flows £	At 31 Mar 2024 £
Cash at bank and in hand	853,580	92,312	945,892

#### 24. OPERATING LEASE COMMITMENTS

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2024 £	2023 £
Not later than 1 year	20,700	20,700
Later than 1 year and not later than 5 years	64,875	85,575
Later than 5 years	–	5,667
	<b>85,575</b>	<b>111,942</b>

#### 25. RELATED PARTIES

Rent of £12,500 (2023: £12,500) was paid to Community Foundation for Calderdale a charitable company of which the Chief Executive Officer is also a director and trustee.

**THE NEXT STEP TRUST**

England & Wales - Charity number 1114197

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# Accounts

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→

# THE NEXT STEP TRUST

←

**Company Limited by Guarantee**  
**FINANCIAL STATEMENTS**  
**31 MARCH 2023**

**Company Registration Number: 05711840**  
**Charity Registration Number: 1114197**



**Spenser Wilson**  
Chartered Accountants & Business Advisers

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**  
**FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2023**

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# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)

#### YEAR ENDED 31 MARCH 2023

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The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 March 2023.

#### REFERENCE AND ADMINISTRATIVE DETAILS

<b>Registered charity name</b>	The Next Step Trust
<b>Charity registration number</b>	1114197
<b>Company registration number</b>	05711840
<b>Principal office and registered office</b>	The Hoover Building Westfield Street Halifax West Yorkshire HX1 2DN
<b>The Trustees</b>	J S Mooney C Naylor M S Cawthorn L Stradeski J Walsh E J Pearson (Appointed 21 June 2023)
<b>Auditor</b>	Spenser Wilson Ltd Chartered Accountants & statutory auditor Equitable House 55 Pellon Lane Halifax West Yorkshire HX1 5SP
<b>Bankers</b>	CAF Bank 25 Kings Hill Avenue West Malling ME19 4JQ  Barclays Bank Plc P O Box 14 Halifax West Yorkshire HX1 1BG

## **THE NEXT STEP TRUST**

### **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

### **YEAR ENDED 31 MARCH 2023**

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#### **REFERENCE AND ADMINISTRATIVE DETAILS** *(continued)*

Handelsbanken  
Ground Floor  
Fearnley Mill  
Dean Clough Mills  
Old Lane  
Halifax  
HX3 5WP

State Bank of India  
Carlton House  
18 Albert Square  
Manchester  
M2 5PE

Cambridge & Counties Bank  
Charnwood Court  
5B New Walk  
Leicester  
LE1 6TE

#### **Solicitors**

Wilkinson Woodward  
11 Fountain Street  
Halifax  
West Yorkshire  
HX1 1LU

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

The Charity is a charitable company limited by guarantee and was set up 16 February 2006. It is governed by a memorandum and articles of association. Its objects are to establish the provision of support and to provide opportunities for people with complex disabilities.

##### **Organisation and Trustees**

Trustees are to number a minimum of three persons with no maximum number. Trustees are subject to retirement by rotation at the annual general meeting of the Charity. One third of Trustees must retire at each such meeting on the basis of those who have been longest in office since their appointment or reappointment. Retiring Trustees are eligible for re-appointment. New Trustees are appointed at the recommendation of existing Trustees. Membership of the Charity is open to any individual or organisation that does not pose a conflict to the best interests of the Charity. When a new Trustee is appointed he/she is given a welcome pack which includes information relating to his/her responsibilities and details relating to the Charity.

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# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)

*(continued)*

YEAR ENDED 31 MARCH 2023

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#### STRUCTURE, GOVERNANCE AND MANAGEMENT *(continued)*

##### **Organisation Structure**

The Charity has a Board of 6 Trustees at the period end (1 of whom is a parent of a Next Stepper), and a Chief Executive Officer who oversees the day-to-day activity of the Charity and reports directly to the Board of Trustees. The staff comprise a further 77 employees (61 full time equivalents). The team includes an Operations Manager, Day Service Co-ordinator, 6 Lead Supports, Finance Officer, a catering team of 4 people, administrative staff and 1 apprentice. HR & Training Officer (resigned in November 2022). The majority of staff are dedicated to providing direct support to Next Steppers.

There is a Parents Forum that meets regularly (bi-annually) to provide feedback and advice to the Board and management of the Charity. The local advocacy service, Cloverleaf, have started to run some sessions with the next steppers, this will hopefully lead to an independent forum which informs us about the next steppers needs and dreams.

##### **Volunteers**

The Charity is grateful for the unstinting efforts of its volunteers who are involved in service provision and fund-raising. Current volunteers are involved in catering; we also encourage individuals to volunteer across roles including support and activities. The Charity has also provided work-placements for a number of young people, to gain experience in the sector as an aid to career selection and development, or as a personal development opportunity for employees of a particular company.

##### **Risk assessment**

Historically, the Charity was dependent upon funding grants and donations for its financial viability. These continue to be forthcoming from a number of sources. They are still actively pursued but more so for specific project led needs rather than to meet general cash flow consideration to ensure financial viability. The Trustees seek to ensure that the services provided are of the highest quality and its reputation maintained in order to attract such income

Due to the current economic climate there has been a significant change in the commissioning of social care nationally. With the government agenda that introduced personal budgets starting during 2013, there continues to be the potential of significant changes in how the Charity receives its income - for instance, funding previously provided by the Primary Care Trust is now provided by the Care Commissioning Groups now the ICB (Integrated Care Board), and there has been an increased take-up of Personal Health Budgets. This is an external risk for the Trust, and the situation continues to be closely monitored by the Trustees. There was an increase in funding for the Day Service of 6.5% on 1st April 2022. There has been a further increase from 1 April 2023 of 10%.

As a small Charity, most potential risks are of an internal nature, such as loss or illness of key staff or Next Steppers. The Charity seeks to identify and monitor risks in order to minimise the effect they may have on its activities. We have a Risk Register in place to evaluate potential risks and implement a contingency plan.

As we have been hearing on the news, councils neighbouring us have been in hardship and may be facing bankruptcy. This is a risk for us as we are funded by the Adult Care Services. We will be keeping a closer eye on this and will report if any such threats come up.

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# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) (continued)

YEAR ENDED 31 MARCH 2023

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#### STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

##### Covid-19

Through 2022/23 we have been in the process of working our way out of the Covid 19 measures as a response to the reduced risk of the illness. Also, all our next steppers and staff are now fully vaccinated and have had the first booster, supporting the lifting of some of the restrictions that have been in place since 2020.

Following the changing guidance through the year, the measures were eased, with reduced testing and monitoring. Also, some of the PPE usage was eased based on the activities and the environment. Since April 2023, we have suspended the requirement for vaccinations with the caveat that they could be reintroduced if the risk of Covid 19 increased. The Employee Contracts still include the requirement to be fully vaccinated but the policy has been suspended at this time.

The primary challenge over the last year has been to recruit good staff and further to keep motivation up when staff have been hit by the cost of living challenge on the back of the pandemic.

#### OBJECTIVES AND ACTIVITIES

The main object of the Charity is to provide support and opportunities to adults with complex disabilities and health needs.

The objectives can be summarised :-

- To have happier Next Steppers
- Be a financially healthy organisation.
- Demonstrate commitment to our mission through operational excellence.
- Inspire and embrace the wide world.

These objectives are met by a day service operating from four properties within Calderdale, with specialised facilities including a sensory room, a catering facility and provisions such as Respite and Outreach.

Activities are undertaken within the Charity properties and in the wider community facilitated by a fleet of specially adapted vehicles.

The core activities undertaken by the Next Steppers can be generally classified within the following headings:-

- Therapy - hydrotherapy, rebound, physiotherapy and spa
- Sensory - sensory room and garden
- Active Pursuits - sailing, canoeing, climbing, rambling
- In House - life skills, arts and crafts, aromatherapy
- Community Based - swim and gym, gardening, recycling, shopping, work experience
- Residential - annual trips to Calvert Trust and Ribby Hall for residential stays.

Further details can be found on the website of the Charity at [www.nextsteptrust.org.uk](http://www.nextsteptrust.org.uk).

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# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

#### **YEAR ENDED 31 MARCH 2023**

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#### **OBJECTIVES AND ACTIVITIES** *(continued)*

All expenditure has supported the Charity's objectives and/or legal requirements.

The Trustees have considered the Charity Commission guidance on public benefit and consider that they have met their obligation by providing a broad spectrum of opportunities for adults with complex disabilities. In addition to the benefits to the Next Steppers, the Charity has benefitted the wider community by providing work-placements for a number of young people, to gain experience in the sector as an aid to career selection and development, or as a personal development opportunity.

#### **STRATEGIC REPORT**

The following sections for achievements and performance and financial review form the strategic report of the charity.

#### **ACHIEVEMENTS AND PERFORMANCE**

It was agreed that 2022 would be a year of consolidation, allowing us to ensure that the organisation invest time in training and nurturing staff to meet the needs of the next steppers. Also, enabling us to enhance the indoor activity provision including sensory and accessible equipment.

We continued to maintain a strong financial position which allows us to ensure we can invest in the facilities for the next steppers, Having 'happier next steppers' is central to our ethos. We have also been able to respond to the cost of living concerns that our staff face and are responsive to their needs as well.

#### **Staff and recruitment**

As previously mentioned, over the last year we have been dealing with the fallout of the pandemic. Added to this, the cost of living challenges that faced us made it harder to find the motivation that is needed to provide the best possible service for the next steppers. Having regular meetings with staff and allowing time for open conversations about what was working and not working went some way to pull the team together, The bigger challenge was to get the staffing ratios right without compromising on the values and skills we needed. This has been essential over the last year to support the team and ensure the next steppers are not compromised.

This year our staff turnover has been higher. The vaccination policy continued to have an impact, influencing one staff member's decision to leave; some staff moved on as they were struggling to cope with the complexity of the next steppers care and some seeking opportunities to get higher qualifications. Recruitment has taken up a lot of our time.

The HR and Training Officers' resignation prompted a review of the Senior Management Team and our requirements as we have grown as an organisation.

We are pleased to say that since October 2022, there has been a significant change in mood. The staffing ratios improved and we now have the correct staffing numbers plus cover for annual leave. The easing of the Covid 19 restrictions and suspending the requirement of the vaccine has also played a part in more interest in support work jobs.

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# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) (continued)

#### YEAR ENDED 31 MARCH 2023

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#### ACHIEVEMENTS AND PERFORMANCE (continued)

For the remainder of this year (2023) we have taken the decision not to recruit, allowing the staff and next steppers to settle into their roles.

Pay was increased to reflect inflation in April 2023 by 10%, this was the entire enhancement given by the Council and we are proud to say that passing on the full 10% inflationary rise has made us one of the highest paying organisations in the care sector. We have continued to offer increased Annual Leave to acknowledge the time off sick people in the care sector were having to take due to Covid related isolation (which the Government stopped supporting in the Spring of 2022).

We are proud at NST to be offering the Real Living Wage (closer to the London equivalent) as per the Living Wage Foundation recommendations and to offer cost of Living support of £500 per staff spread over 5 months from November to April.

A review of the real cost of meals has been carried out. Unsurprisingly, there is a sharp increase in the cost of each meal. As we are currently in a comfortable financial position the Trustees have agreed to continue to subsidise meals not only for the next steppers but also for any staff who choose to have a hot meal at NST.

The Development Day in January 2023 allowed us the opportunity to consider why we work in the care sector; the charitable sector and more specifically at The Next Step Trust. We took the opportunity to get to know some of the new staff. There was also feedback on how the work spaces were working or not working for us. As always, it was a reflective and inspiring day.

#### **Respite Project**

Respite continues to be self-funding and income levels now exceed budgeted projections. The surplus has come primarily due to operating at low staffing levels. Since the end of this reporting period, we have invested in further renovations to improve the experience for the visiting individuals. As a part of the development, we are now actively looking to make internal changes to allow for a social area and have bought some external storage. The un-adopted road leading to the bungalow has been repaired and resurfaced at our expense to create better access.

Through the Service Development Group it was raised that there is a lot of interest in Respite since the pandemic. To cater to the higher demand we needed to ensure the correct staffing ratios and also explore the option of extending the bungalow to create an extra bedroom; more space for storage and an open plan living space to allow the staff to be closer to the next steppers while preparing and serving meals. We spent a majority of the year liaising with the architects, applying and getting planning permission and seeking quotes for the build.

Having had planning permission, we were then faced with the challenge of finding bats in the eaves. This required further investigation and possibly could jeopardise the extension.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)**

*(continued)*

#### **YEAR ENDED 31 MARCH 2023**

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#### **ACHIEVEMENTS AND PERFORMANCE *(continued)***

Additionally, we started the year with a good staff ratio but due to personal circumstances one staff member had to leave and another was off sick for several weeks. Over a period of 6 months, it was clear that we were not attracting the same number of applicants to work at Respite as we were at the day service. This was as much to do with the 24 hour working pattern as the location, where it has been difficult to recruit in the Ripponden area. We continue to recruit at Respite but have to manage the occupancy levels according to the staff availability.

It has highlighted how vulnerable we were to these risks. Our current plan is therefore to look for a new respite property in Central Halifax rather than the Ryburn valley. In the meantime, our plans for extending the Ripponden bungalow have been modified with an internal upgrade being approved. This will allow us to create an improved open plan living space while we search for a suitable new property.

#### **Hydrotherapy Pool**

The hydrotherapy pool came into use from February 2022 and has transformed the lives of the Next Steppers. It has not only changed their experience while at the Day Service, but has had a lasting impact on the overall quality of their lives. Where in the past, we were lucky to be able to access one hydrotherapy session per week for the most vulnerable of our next steppers, now we are able to offer two sessions per week to all the next steppers.

The hydrotherapy pool faced a catastrophic failure in January 2023. It took Innova and their partners over ten weeks to fix the damage. Needless to say, this was detrimental to the next steppers health. It also had the side effect of pausing any plans we had of opening the pool to the wider community. Since April 2023, we are fully functional. We are hopeful that we will open the pool for external users in the new year.

#### **Impact of COVID-19 on objectives and activities**

With the further easing of restrictions during 2022 and the access to vaccinations, the next steppers were able to start accessing community activities. More activities opened their door and through the year, other than the rebound facilities, we were able to go back to most of the other community based activities.

This includes boxing, sailing, bikes, barge trips, bowling, horse riding. All but rebound are available to the next steppers. The Development day feedback was to continue to some inhouse activities that were started during the pandemic as they have been very popular with the next steppers. Continuing to meet our social aims and objectives, we have invested in more resources and amended the timetable to ensure a balance of activities is maintained. The commitment to keep contact with parents continues to be a priority, daily contact was maintained to check on the health and wellbeing of the next steppers.

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)

*(continued)*

#### YEAR ENDED 31 MARCH 2023

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#### **Environmental impact**

As mentioned last year, we have not had to make many significant changes to our activities despite the increase in costs of utilities and fuel. A decision was taken to limit the mileage distance of excursions on the minibuses. This is not only to be cost effective but also for next stepper not to spend unnecessary time sat on a bus. It is also better for the environment! Having less 'trips out' allows for better indoor activities to be planned such as the Theatre Group; music therapy session; bingo days and outdoor sports sessions.

We now have a better idea about the cost of running the pool. Hiring it out as a community facility will support its upkeep.

The Next Step Trust has invested in dedicated recycling bins including food waste.

#### **FINANCIAL REVIEW**

Funding has been secured for many key areas of the Charity. The majority of income comes from publicly funded centre user's fees.

The Charity has a surplus for the year of £68,393 (2022 - £378,860).

#### **Reserves policy**

The Charity aims to maintain a level of reserves to ensure that uninterrupted services may continue in the event of short-term funding problems and also to maintain a level of reserves such that if the long-term survival of the Charity could not be sustained, staff redundancy payments and outstanding creditors could be met. Current centre running costs in terms of staffing and centre overheads are running at around £537,000 per quarter.

Total funds held by the charity were £2,445,385 (2022 - £2,376,992). Of these £1,458,272 (2022 - £1,506,349) can only be realised on the disposal of the Charity's fixed assets.

The Charity holds £972,845 (2022 - £865,643) in unrestricted current assets less liabilities. Of this, £224,593 (2022 - £60,627) has been designated by the Trustees for specific purposes. Of the funds held, £131,722 (2022 - £121,951) are restricted and not available for the general use of the Charity.,

The Trustees are of the opinion that funds held are adequate.

While this last year saw a significant dip in the surplus the Trust has had previously, this is reflective of the increase in the cost of all supplies and services and we have predicted this trend going forward. Though it is not predicted that we will be in financial hardship through it but we are unlikely to meet our reserves policy over the next couple of years.

If we have had a surplus, this is due to having lower staffing numbers than projected due to the recruitment challenges we have been facing. As our staffing numbers normalise we may see a further reduction in the surplus.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

**YEAR ENDED 31 MARCH 2023**

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#### **PLANS FOR FUTURE PERIODS**

The Next Step Trust continues to be more successful than was ever originally anticipated. Now, having just reached our 17th birthday, the demand for services is forecast to continue increasing for the foreseeable future.

The successful installation of the Hydrotherapy pool has been the pinnacle of our achievement in the recent past. Having developed this through the peak of the pandemic and against the odds of Brexit and a growing cost of living crisis was no mean feat. We are also pleased that the wall thanking and acknowledging all the contributors to the success of this resource is now complete!

Looking beyond this and coming out of the worst of the pandemic, it is paramount to focus on the quality of the service being provided. Ensuring the next steppers get access to the activities and therapies that they want and need is the focus of our year. Training staff not only in the essential mandatory requirements but also on the values and objectives of the organisation was the objective during 2022/23. It is now essential for us to upgrade our communication resources, both physical and software/IT based and we are actively engaged in looking at options.

The Board of Trustees have reviewed the NST Strategy for the next three years. The main areas of discussion were:

Ensuring robust Governance - since the year end we have been fortunate to recruit a new Trustee to the Board following a trial in 202/23. There is still a gap for another parent trustee and preferably someone with a finance background. We have been fortunate to have a parent involved with the Service Development Group and another one possibly attending the Finance Committee who may be possible recruits to the trustee board.

The appointment of a Senior HR & People Development Manager in May 2023 not only addressed the HR requirements of a larger staff team but also gave The Next Step Trust the opportunity to consider staff development opportunities in line with the needs of the next steppers. A Senior Manager working alongside the Operations Manager also adds resilience to the team and allows for more robust decision making.

The capacity to continue to accept new next steppers was deliberated. It was agreed that if while we have both physical and personnel capacity we would continue to accept referrals, but may have a waiting list if the numbers exceeded three full time equivalent. This would also ensure we remained dynamic and progressive.

Another important concern was NST being appropriate as a service for older next steppers. It was agreed that more than age, it was the interests and health of the next steppers that should determine the appropriateness of the service for this. Therefore, Person Centred Plan reviews will be used to determine any changing needs and how NST can respond to these.

We are also looking to invest in 'softer' areas both to build the capacity of the team and support them to be more effective in using their time given the demands on their day supporting the complex needs of the next steppers. This includes investment in care related software; IT equipment; communication technology. We need to make life easier for the team where possible!

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

#### **YEAR ENDED 31 MARCH 2023**

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##### **PLANS FOR FUTURE PERIODS** *(continued)*

The plans for the future include the development of respite to not only offer short breaks for the next steppers but possibly offer the option of transition to supported accommodation.

We have also seen an increase in next steppers with more complex health issues. We are therefore looking at the recruitment of a part time qualified nurse to ensure that we are able meet their needs.

We also aim to offer the hydrotherapy for community use. Initially, to individuals who would benefit most, such as people with physical disabilities and those who are rehabilitating.

The next step holidays have been very popular over the last 10 years. More and more next steppers are requesting to go away. We would like to explore the options of different holiday offers such as cruises; seaside breaks along with the residential activity breaks.

A rebound trampoline facility was discussed at the development day, though our preference is to use community services where possible, it is now not possible to get accessible rebound for our next steppers. The Service Development Group recommended we look at developing this on one of our sites and the Board gave us the go ahead to put a proposal forward...this is ongoing.

We are also looking to get an audit of the spaces we use to understand if we can be more effective. This includes the actual space in the buildings and the accessible equipment that we use.

At the Next Step Trust, we never forget that it is through the dedication, resilience, friendship and kindness of our staff team that all we do is achieved. To this end, another main focus for us in the coming year is to further review the terms and conditions we can offer to staff, as we strive to be the best employer we can be and do all we can to look after the wellbeing of our highly-skilled and highly-dedicated team.

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) (continued)

YEAR ENDED 31 MARCH 2023

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#### TRUSTEES' RESPONSIBILITIES STATEMENT

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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 adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charity and 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.

#### AUDITOR

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The trustees' annual report and the strategic report were approved on 13 December 2023 and signed on behalf of the board of trustees by:

J S Mooney  
Trustee



C Naylor  
Trustee



# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST**

**YEAR ENDED 31 MARCH 2023**

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#### **OPINION**

We have audited the financial statements of The Next Step Trust (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and the related notes, 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, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 charity 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.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST** *(continued)*

**YEAR ENDED 31 MARCH 2023**

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **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 trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

#### **MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

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

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

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

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST** *(continued)*

**YEAR ENDED 31 MARCH 2023**

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#### **RESPONSIBILITIES OF TRUSTEES**

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors 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.

#### **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:

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 charitable company through discussions with directors and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST** *(continued)*

**YEAR ENDED 31 MARCH 2023**

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**AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**  
*(continued)*

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

- making enquiries of management 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;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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;
- reading the minutes of meetings of those charged with governance;
- inquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with relevant regulators including the Care Quality Commission.

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 directors 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.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

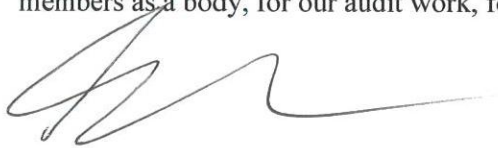
### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST** *(continued)*

**YEAR ENDED 31 MARCH 2023**

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#### **USE OF OUR REPORT**

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



SALLY SHACKLOCK BA FCA (Senior Statutory Auditor)

For and on behalf of  
Spenser Wilson Ltd  
Chartered Accountants & statutory auditor  
Equitable House  
55 Pellon Lane  
Halifax  
West Yorkshire  
HX1 5SP

13 December 2023

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 MARCH 2023

		2023		2022	
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
<b>Income and endowments</b>					
Donations and legacies	5	2,915	15,761	18,676	215,387
Charitable activities	6	2,192,237	–	2,192,237	2,099,376
Other trading activities	7	365	–	365	1,041
Investment income	8	5,713	–	5,713	188
<b>Total income</b>		<u>2,201,230</u>	<u>15,761</u>	<u>2,216,991</u>	<u>2,315,992</u>
<b>Expenditure</b>					
Expenditure on raising funds:					
Costs of other trading activities	9	29	–	29	–
Expenditure on charitable activities	10,11	2,142,579	5,990	2,148,569	1,937,132
<b>Total expenditure</b>		<u>2,142,608</u>	<u>5,990</u>	<u>2,148,598</u>	<u>1,937,132</u>
<b>Net income and movement in funds</b>		<u>58,622</u>	<u>9,771</u>	<u>68,393</u>	<u>378,860</u>
<b>Reconciliation of funds</b>					
Total funds brought forward		2,255,041	121,951	2,376,992	1,998,132
<b>Total funds carried forward</b>		<u>2,313,663</u>	<u>131,722</u>	<u>2,445,385</u>	<u>2,376,992</u>

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

The notes on pages 20 to 31 form part of these financial statements.

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

(Company Registration Number: 05711840)

### STATEMENT OF FINANCIAL POSITION

31 MARCH 2023

	Note	2023		2022	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible fixed assets	17		1,458,272		1,506,349
<b>CURRENT ASSETS</b>					
Debtors	18	242,963		217,269	
Cash at bank and in hand		853,580		767,990	
		<u>1,096,543</u>		<u>985,259</u>	
<b>CREDITORS: amounts falling due within one year</b>	19	<u>109,430</u>		<u>114,616</u>	
<b>NET CURRENT ASSETS</b>			<u>987,113</u>		<u>870,643</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>2,445,385</u>		<u>2,376,992</u>
<b>NET ASSETS</b>			<u>2,445,385</u>		<u>2,376,992</u>
<b>FUNDS OF THE CHARITY</b>					
Restricted funds			131,722		121,951
Unrestricted funds			2,313,663		2,255,041
<b>Total charity funds</b>	21		<u>2,445,385</u>		<u>2,376,992</u>

These financial statements were approved by the board of trustees and authorised for issue on 13 December 2023, and are signed on behalf of the board by:

J S Mooney  
Trustee



C Naylor  
Trustee



The notes on pages 20 to 31 form part of these financial statements.

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**  
**STATEMENT OF CASH FLOWS**  
**YEAR ENDED 31 MARCH 2023**

	2023	2022
	£	£
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net income	68,393	378,860
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	51,293	59,583
Other interest receivable and similar income	(5,713)	(188)
Interest payable and similar charges	298	201
Accrued expenses	14,929	3,592
<i>Changes in:</i>		
Trade and other debtors	(25,694)	(33,654)
Trade and other creditors	(20,115)	39,921
Cash generated from operations	<u>83,391</u>	<u>448,315</u>
Interest paid	(298)	(201)
Interest received	5,713	188
Net cash from operating activities	<u>88,806</u>	<u>448,302</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of tangible assets	(3,216)	(289,877)
Proceeds from sale of tangible assets	–	1,290
Net cash used in investing activities	<u>(3,216)</u>	<u>(288,587)</u>
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>85,590</b>	<b>159,715</b>
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>	<b>767,990</b>	<b>608,275</b>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b><u>853,580</u></b>	<b><u>767,990</u></b>

The notes on pages 20 to 31 form part of these financial statements.

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2023

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#### 1. GENERAL INFORMATION

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is The Hoover Building, Westfield Street, Halifax, West Yorkshire, HX1 2DN.

#### 2. STATEMENT OF COMPLIANCE

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Companies Act 2006.

#### 3. ACCOUNTING POLICIES

##### **Basis of preparation**

The financial statements have been prepared on the historical cost basis.

The financial statements are prepared in sterling, which is the functional currency of the entity.

##### **Going concern**

There are no material uncertainties about the charity's ability to continue.

As noted in the Trustees' report, councils neighbouring Calderdale have been in hardship and may be facing bankruptcy. Whilst there are no indications that Calderdale Metropolitan Borough Council, who provide a large proportion of the charity's funding, is experiencing any such difficulties, the Trustees continue to keep the threat under review.

##### **Judgements and key sources of estimation uncertainty**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are not considered to be any key judgments or estimates.

##### **Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal.

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2023

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### 3. ACCOUNTING POLICIES *(continued)*

#### **Incoming resources**

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

#### **Resources expended**

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

#### **Operating leases**

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2023

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#### 3. ACCOUNTING POLICIES *(continued)*

##### **Tangible assets**

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

##### **Depreciation**

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	-	2% straight line
Fixtures and fittings	-	20% straight line
Motor vehicles	-	25% reducing balance
Equipment	-	33.33% straight line

##### **Impairment of fixed assets**

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

##### **Financial instruments**

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

##### **Defined contribution plans**

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

#### 4. LIMITED BY GUARANTEE

The Charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2023

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#### 5. DONATIONS AND LEGACIES

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
<b>DONATIONS</b>			
Individuals	328	13,261	<b>13,589</b>
Corporate donors	–	–	–
<b>GRANTS</b>			
Grants receivable	2,587	2,500	<b>5,087</b>
	<u>2,915</u>	<u>15,761</u>	<u><b>18,676</b></u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
<b>DONATIONS</b>			
Individuals	7,208	9,098	16,306
Corporate donors	–	5,000	5,000
<b>GRANTS</b>			
Grants receivable	113,562	80,519	194,081
	<u>120,770</u>	<u>94,617</u>	<u>215,387</u>

#### 6. CHARITABLE ACTIVITIES

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Support fees	1,451,998	<b>1,451,998</b>	1,384,048	1,384,048
Access fees	532,008	<b>532,008</b>	484,536	484,536
Respite fees	143,669	<b>143,669</b>	161,885	161,885
Transport fees	43,293	<b>43,293</b>	44,806	44,806
Outreach fees	1,343	<b>1,343</b>	4,230	4,230
Dinner money	19,926	<b>19,926</b>	19,871	19,871
	<u>2,192,237</u>	<u><b>2,192,237</b></u>	<u>2,099,376</u>	<u>2,099,376</u>

#### 7. OTHER TRADING ACTIVITIES

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Fundraising events	<u>365</u>	<u><b>365</b></u>	<u>1,041</u>	<u>1,041</u>

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**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS** *(continued)*

**YEAR ENDED 31 MARCH 2023**

**8. INVESTMENT INCOME**

	Unrestricted Funds	<b>Total Funds 2023</b>	Unrestricted Funds	Total Funds 2022
	£	£	£	£
Bank interest received	<u>5,713</u>	<u>5,713</u>	<u>188</u>	<u>188</u>

**9. COSTS OF OTHER TRADING ACTIVITIES**

	Unrestricted Funds	<b>Total Funds 2023</b>	Unrestricted Funds	Total Funds 2022
	£	£	£	£
Costs of fundraising activities	<u>29</u>	<u>29</u>	<u>—</u>	<u>—</u>

**10. EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND TYPE**

	Unrestricted Funds	Restricted Funds	<b>Total Funds 2023</b>
	£	£	£
Charitable activities	1,920,719	5,990	<b>1,926,709</b>
Support costs	221,860	—	<b>221,860</b>
	<u>2,142,579</u>	<u>5,990</u>	<u><b>2,148,569</b></u>

	Unrestricted Funds	Restricted Funds	Total Funds 2022
	£	£	£
Charitable activities	1,710,796	27,851	1,738,647
Support costs	198,485	—	198,485
	<u>1,909,281</u>	<u>27,851</u>	<u>1,937,132</u>

**11. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE**

	Activities undertaken directly	Support costs	<b>Total funds 2023</b>	Total fund 2022
	£	£	£	£
Charitable activities	1,926,709	194,774	<b>2,121,483</b>	1,910,343
Governance costs	—	27,086	<b>27,086</b>	26,789
	<u>1,926,709</u>	<u>221,860</u>	<u><b>2,148,569</b></u>	<u>1,937,132</u>

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2023

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#### 12. ANALYSIS OF SUPPORT COSTS

	<b>Total 2023</b>	Total 2022
	£	£
Staff costs	<b>178,732</b>	157,336
General office	<b>15,743</b>	14,157
Finance costs	<b>298</b>	200
Governance costs	<b>16,338</b>	14,825
Audit, accountancy & bookkeeping	<b>6,814</b>	7,250
Office & administrative	<b>3,935</b>	4,717
	<b><u>221,860</u></b>	<u>198,485</u>

#### 13. NET INCOME

Net income is stated after charging/(crediting):

	<b>2023</b>	2022
	£	£
Depreciation of tangible fixed assets	<b><u>51,293</u></b>	<u>59,583</u>

#### 14. AUDITORS REMUNERATION

	<b>2023</b>	2022
	£	£
Fees payable for the audit of the financial statements	<b><u>3,300</u></b>	<u>3,180</u>
Fees payable to the charity's auditor and its associates for other services: Other non-audit services	<b><u>3,209</u></b>	<u>3,348</u>

#### 15. STAFF COSTS

The total staff costs and employee benefits for the reporting period are analysed as follows:

	<b>2023</b>	2022
	£	£
Wages and salaries	<b>1,629,252</b>	1,408,963
Social security costs	<b>131,191</b>	105,299
Employer contributions to pension plans	<b>34,903</b>	30,688
	<b><u>1,795,346</u></b>	<u>1,544,950</u>

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS** *(continued)*

**YEAR ENDED 31 MARCH 2023**

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**15. STAFF COSTS** *(continued)*

The average head count of employees during the year was 75 (2022: 75). The average number of full-time equivalent employees during the year is analysed as follows:

	<b>2023</b>	2022
	<b>No.</b>	No.
Management and administration staff	<b>8</b>	8
Support workers	<b>49</b>	47
Catering and caretaking	<b>4</b>	4
	<u><b>61</b></u>	<u>59</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	<b>2023</b>	2022
	<b>No.</b>	No.
£60,000 to £69,999	<u><b>1</b></u>	<u>–</u>

**Key Management Personnel**

Key management personnel, as detailed in the Trustees' Annual Report, received total remuneration of £118,176 (2022: £107,395) in the year.

**16. TRUSTEE REMUNERATION AND EXPENSES**

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees.

No trustee expenses have been incurred.

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2023

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#### 17. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Equipment £	Total £
<b>Cost</b>					
At 1 April 2022	1,700,593	214,264	225,020	98,822	<b>2,238,699</b>
Additions	–	–	–	3,216	<b>3,216</b>
<b>At 31 March 2023</b>	<u>1,700,593</u>	<u>214,264</u>	<u>225,020</u>	<u>102,038</u>	<u><b>2,241,915</b></u>
<b>Depreciation</b>					
At 1 April 2022	268,618	171,672	202,476	89,584	<b>732,350</b>
Charge for the year	31,025	7,460	5,636	7,172	<b>51,293</b>
<b>At 31 March 2023</b>	<u>299,643</u>	<u>179,132</u>	<u>208,112</u>	<u>96,756</u>	<u><b>783,643</b></u>
<b>Carrying amount</b>					
<b>At 31 March 2023</b>	<u>1,400,950</u>	<u>35,132</u>	<u>16,908</u>	<u>5,282</u>	<u><b>1,458,272</b></u>
At 31 March 2022	<u>1,431,975</u>	<u>42,592</u>	<u>22,544</u>	<u>9,238</u>	<u>1,506,349</u>

#### 18. DEBTORS

	2023 £	2022 £
Trade debtors	<b>211,098</b>	192,676
Prepayments and accrued income	<b>31,865</b>	24,593
	<u><b>242,963</b></u>	<u>217,269</u>

#### 19. CREDITORS: amounts falling due within one year

	2023 £	2022 £
Trade creditors	<b>23,141</b>	80,350
Accruals and deferred income	<b>46,272</b>	31,343
Social security and other taxes	<b>31,208</b>	–
Pension	<b>5,886</b>	–
Other creditors	<b>2,923</b>	2,923
	<u><b>109,430</b></u>	<u>114,616</u>

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2023

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#### 20. PENSIONS AND OTHER POST RETIREMENT BENEFITS

##### Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £34,903 (2022: £30,688).

#### 21. ANALYSIS OF CHARITABLE FUNDS

##### Unrestricted funds

	1 April 2022 £	Income £	Expenditure £	Transfers £	31 March 2023 £
General funds	2,194,414	2,201,230	(2,112,574)	(194,000)	<b>2,089,070</b>
Buildings Fund	2,377	–	(27,194)	168,000	<b>143,183</b>
Minibus Fund	58,250	–	(2,840)	26,000	<b>81,410</b>
	<u>2,255,041</u>	<u>2,201,230</u>	<u>(2,142,608)</u>	<u>–</u>	<u><b>2,313,663</b></u>

	1 April 2021 £	Income £	Expenditure £	Transfers £	31 March 2022 £
General funds	1,576,328	2,168,825	(1,550,739)	–	2,194,414
Buildings Fund	248,619	44,300	(358,542)	68,000	2,377
Minibus Fund	118,000	8,250	–	(68,000)	58,250
	<u>1,942,947</u>	<u>2,221,375</u>	<u>(1,909,281)</u>	<u>–</u>	<u>2,255,041</u>

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS** *(continued)*

**YEAR ENDED 31 MARCH 2023**

**21. ANALYSIS OF CHARITABLE FUNDS** *(continued)*

**Restricted funds**

	1 April 2022	Income	Expenditure	Transfers	31 March 2023
	£	£	£	£	£
Action Halifax	3,889	–	(88)	–	3,801
HBOS	1,027	–	(32)	–	995
Lord Taverners	7,848	–	(1,962)	–	5,886
Hydrotherapy Pool	104,096	2,500	(2,124)	–	104,472
Bearder Charity	191	–	(191)	–	–
Calvert Trust	–	13,261	(1,493)	–	11,768
Screwfix Foundation	4,900	–	(100)	–	4,800
	<u>121,951</u>	<u>15,761</u>	<u>(5,990)</u>	<u>–</u>	<u>131,722</u>

	1 April 2021	Income	Expenditure	Transfers	31 March 2022
	£	£	£	£	£
Action Halifax	5,029	–	(1,140)	–	3,889
HBOS	1,059	–	(32)	–	1,027
Lord Taverners	8,534	–	(686)	–	7,848
Provident Insurance	797	–	(797)	–	–
Wilkinson Woodward	3,906	–	(3,906)	–	–
Garden Swing	1,478	–	(1,478)	–	–
Hydrotherapy Pool	32,220	74,000	(2,124)	–	104,096
Bearder Charity	2,162	–	(1,971)	–	191
Calvert Trust	–	9,098	(9,098)	–	–
CMBC COVID 19	–	4,519	(4,519)	–	–
Respite Hoist	–	2,000	(2,000)	–	–
Screwfix Foundation	–	5,000	(100)	–	4,900
	<u>55,185</u>	<u>94,617</u>	<u>(27,851)</u>	<u>–</u>	<u>121,951</u>

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2023

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#### 21. ANALYSIS OF CHARITABLE FUNDS *(continued)*

The general fund represents the free funds of the Charity which are not designated for particular purposes.

The designated funds represent the following:

The designated funds represent the following:

- |                       |  |
|-----------------------|--|
| Buildings fund        | - funds set aside for the improvement of the existing premises or the deposit on new premises. |
| Minibus fund          | - the net book value of assets held plus funds set aside for the purchase of further vehicles. |
| Staff pension & bonus | - money accumulated towards future staff costs.  |

The following restricted funds represent the net book value of the capital facilities for which they were provided. The fund balances are reduced by the depreciation charged on the facility.

- |                              |   |
|------------------------------|---|
| Action Halifax               | - Various capital items                                   |
| The Lord's Taverners Charity | - Contributions to minibuses                              |
| Provident Insurance          | - Contribution to vehicle YJ59 FWZ                        |
| HBOS                         | - Conservatory (part)                                     |
| Bearder Charity              | - Hoist   |
| Hydrotherapy Pool            | - Hydrotherapy pool                                       |
| Screwfix Foundation          | - Alterations and widening of the car park entrance gate. |

The following funds represent balances in respect of grants and donations made for specific purposes relating to the ongoing costs of the Charity:-

- |                           |                                   |
|---------------------------|-----------------------------------|
| Wilkinson Woodward -      | - Towards activities              |
| Garden Swing -            | - Garden area                     |
| Calvert Trust             | - Residential holidays            |
| Lottery Infection Control | - Reducing the spread of Covid-19 |
| CFFC Covid-19             | - Reducing the spread of Covid-19 |
| Respite Hoist             | - Sensory room                    |

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS** *(continued)*

**YEAR ENDED 31 MARCH 2023**

**22. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Tangible fixed assets	1,340,818	117,454	<b>1,458,272</b>
Current assets	1,082,275	14,268	<b>1,096,543</b>
Creditors less than 1 year	(109,430)	–	<b>(109,430)</b>
<b>Net assets</b>	<u>2,313,663</u>	<u>131,722</u>	<u><b>2,445,385</b></u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Tangible fixed assets	1,384,398	121,951	1,506,349
Current assets	980,259	5,000	985,259
Creditors less than 1 year	(114,616)	–	(114,616)
<b>Net assets</b>	<u>2,250,041</u>	<u>126,951</u>	<u>2,376,992</u>

**23. ANALYSIS OF CHANGES IN NET DEBT**

	1 Apr 2022 £	Cash flows £	31 Mar 2023 £
Cash at bank and in hand	767,990	85,590	<b>853,580</b>

**24. OPERATING LEASE COMMITMENTS**

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2023 £	2022 £
Not later than 1 year	<b>20,700</b>	21,698
Later than 1 year and not later than 5 years	<b>85,575</b>	68,000
Later than 5 years	<b>5,667</b>	22,667
	<u><b>111,942</b></u>	<u>112,365</u>

**25. RELATED PARTIES**

Rent of £12,500 (2022: £12,188) was paid to Community Foundation for Calderdale, a charitable company of which one of the Chief Executive Officer is also a director and trustee.

Rent and service charges of £nil (2022: £39,396) was paid to Eureka! The National Children's Museum, a charitable company of which one of the trustees is also a director and trustee.

**THE NEXT STEP TRUST**

England & Wales - Charity number 1114197

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# Accounts

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# THE NEXT STEP TRUST

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**Company Limited by Guarantee**  
**FINANCIAL STATEMENTS**  
**31 MARCH 2022**

**Company Registration Number: 05711840**  
**Charity Registration Number: 1114197**



**Spenser Wilson**  
Chartered Accountants & Business Advisers



**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**  
**FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

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# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) (continued)

YEAR ENDED 31 MARCH 2022

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Handelsbanken  
Ground Floor  
Fearnley Mill  
Dean Clough Mills  
Old Lane  
Halifax  
HX3 5WP

State Bank of India  
Carlton House  
18 Albert Square  
Manchester  
M2 5PE

Cambridge & Counties Bank  
Charnwood Court  
5B New Walk  
Leicester  
LE1 6TE

#### **Solicitors**

Wilkinson Woodward  
11 Fountain Street  
Halifax  
West Yorkshire  
HX1 1LU

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

The Charity is a charitable company limited by guarantee and was set up 16 February 2006. It is governed by a memorandum and articles of association. Its objects are to establish the provision of support and to provide opportunities for people with complex disabilities.

### **Organisation and Trustees**

Trustees are to number a minimum of three persons with no maximum number. Trustees are subject to retirement by rotation at the annual general meeting of the Charity. One third of Trustees must retire at each such meeting on the basis of those who have been longest in office since their appointment or reappointment. Retiring Trustees are eligible for re-appointment. New Trustees are appointed at the recommendation of existing Trustees. Membership of the Charity is open to any individual or organisation that does not pose a conflict to the best interests of the Charity. When a new Trustee is appointed he/she is given a welcome pack which includes information relating to his/her responsibilities and details relating to the Charity.



# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)**

*(continued)*

#### **YEAR ENDED 31 MARCH 2022**

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#### **STRUCTURE, GOVERNANCE AND MANAGEMENT** *(continued)*

##### **Organisation Structure**

The Charity has a Board of 5 Trustees at the period end (1 of whom is a parent of a Next Stepper), and a Chief Executive Officer who oversees the day-to-day activity of the Charity and reports directly to the Board of Trustees. The staff comprise a further 74 employees (59 full time equivalents). The team includes an Operations Manager, Day Service Co-ordinator, 6 Lead Supports, Finance Officer, HR & Training Officer, a catering team of 4 people, administrative staff and 1 apprentice. The majority of staff are dedicated to providing direct support to Next Steppers.

There is a Parents Forum that meets regularly (bi-annually) to provide feedback and advice to the Board and management of the Charity. The Next Step Forum has not been active over the past two years due in part to the pandemic; this is something we are looking at revisiting with a local advocacy service.

##### **Volunteers**

The Charity is grateful for the unstinting efforts of its volunteers who are involved in service provision and fund-raising. Current volunteers are involved in catering; we also encourage individuals to volunteer across roles including support and activities. The Charity has also provided work-placements for a number of young people, to gain experience in the sector as an aid to career selection and development, or as a personal development opportunity for employees of a particular company.

##### **Risk assessment**

Historically, the Charity was dependent upon funding grants and donations for its financial viability. These continue to be forthcoming from a number of sources. They are still actively pursued but more so for specific project led needs rather than to meet general cash flow consideration to ensure financial viability. The Trustees seek to ensure that the services provided are of the highest quality and its reputation maintained in order to attract such income.

Due to the current economic climate there has been a significant change in the commissioning of social care nationally. With the government agenda that introduced personal budgets starting during 2013, there continues to be the potential of significant changes in how the Charity receives its income - for instance, funding previously provided by the Primary Care Trust is now provided by the Care Commissioning Groups, and there has been an increased take-up of Personal Health Budgets. This is an external risk for the Trust, and the situation continues to be closely monitored by the Trustees. There was an increase in funding for the Day Service of 4.8% on 1st April 2021. There has been a further increase from 1 April 2022 of 6.5%.

As a small Charity, most potential risks are of an internal nature, such as loss or illness of key staff or Next Steppers. The Charity seeks to identify and monitor risks in order to minimise the effect they may have on its activities. We have a Risk Register in place to evaluate potential risks and implement a contingency plan.

##### **COVID-19**

The Covid 19 pandemic continued to dominate the service through 2021-22. Due to the medical vulnerability of Next Steppers, the focus on ensuring the highest standards of safety within an ever-changing context, has needed to be relentless. The Next Step Trust team has showed wonderful compassion, agility, dedication and resilience to those we support and to each other during this most testing of times.

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# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)**

*(continued)*

#### **YEAR ENDED 31 MARCH 2022**

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#### **STRUCTURE, GOVERNANCE AND MANAGEMENT** *(continued)*

As a result of the pandemic we put in place individual Risk Assessments for all Day Service sites and at the respite provision, regarding the exposure to and transmission of COVID-19 as a result of any work-related activities. Additional Risk Assessments and the Track and Trace programme created a significant impact on our service provision and supporting operations. We also introduced a Code of Practice for both staff and Next Steppers that is updated as required to reflect local guidelines and stringent PPE procedures for all visitors to our premises.

A rigorous testing schedule was implemented across all aspects of our work, including submitting daily, weekly and monthly updates onto the national Capacity Tracker. Such testing regimes remain in place. Along with the measures taken above it was agreed that to protect the next steppers and staff we would implement a vaccination policy requiring a fully vaccinated work force and user group.

The policy was implemented with a variation to contracts done after a consultation with all staff. This had its challenges as there were individuals who did not agree with the policy and 1 staff member was dismissed after a disciplinary process. The challenge continued with the booster which was required against the Omicron wave. Despite the protracted process, the staff and next steppers are all double vaccinated and have had the first boosters. This has allowed us as an organisation to ease some of the PPE restrictions, which also benefits our ability to communicate with the next steppers.

#### **OBJECTIVES AND ACTIVITIES**

The main object of the Charity is to provide support and opportunities to adults with complex disabilities and health needs.

The objectives can be summarised :-

- To have happier Next Steppers
- Be a financially healthy organisation.
- Demonstrate commitment to our mission through operational excellence.
- Inspire and embrace the wide world.

These objectives are met by a day service operating from four properties within Calderdale, with specialised facilities including a sensory room, a catering facility and provisions such as Respite and Outreach.

Activities are undertaken within the Charity properties and in the wider community facilitated by a fleet of specially adapted vehicles.

The core activities undertaken by the Next Steppers can be generally classified within the following headings:-

- Therapy - hydrotherapy, rebound, physiotherapy and spa
- Sensory - sensory room and garden
- Active Pursuits - sailing, canoeing, climbing, rambling
- In House - life skills, arts and crafts, aromatherapy
- Community Based - swim and gym, gardening, recycling, shopping, work experience
- Residential - annual trips to Calvert Trust and Ribby Hall for residential stays.

Further details can be found on the website of the Charity at [www.nextsteptrust.org.uk](http://www.nextsteptrust.org.uk).

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# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

#### **YEAR ENDED 31 MARCH 2022**

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#### **OBJECTIVES AND ACTIVITIES** *(continued)*

All expenditure has supported the Charity's objectives and/or legal requirements.

The Trustees have considered the Charity Commission guidance on public benefit and consider that they have met their obligation by providing a broad spectrum of opportunities for adults with complex disabilities. In addition to the benefits to the Next Steppers, the Charity has benefitted the wider community by providing work-placements for a number of young people, to gain experience in the sector as an aid to career selection and development, or as a personal development opportunity.

#### **STRATEGIC REPORT**

The following sections for achievements and performance and financial review form the strategic report of the charity.

#### **ACHIEVEMENTS AND PERFORMANCE**

As previously mentioned, the last 18-months have continued to throw up many challenges and test the organisation in its resolve to meet its objectives and social mission in the midst of the Covid 19 pandemic.

Taking the decision to have a fully vaccinated work force and next stepper community threw up issues which impacted on staff morale in the first half of the year. Some staff were not keen to take up the vaccination. After consultation we had to take the difficult decision to let one member of staff go. The vaccination and booster requirement continued to dominate the discussion through the year. Though all the staff and next steppers have had their primary vaccinations and first booster, this came with a price.

The last year has presented us with the biggest turnover of staff we have had since our opening. This was partly to do with the vaccination policy; some staff leaving the care industry and some seeking opportunities to get higher qualifications. Recruitment has been a challenge as it has across the country. Despite the above, the Trust stands by its decision on the vaccination policy as the safety of the next steppers is paramount. Having a fully vaccinated NST community has meant that we have been able to reduce the restrictions under which we are working safely.

The Hydrotherapy Pool installation was completed in November 2021. After a process of training, the pool came into use from February 2022 and has transformed the lives of the Next Steppers. It has not only changed their experience while at the Day Service, but has had a lasting impact on the overall quality of their lives. Where in the past, we were lucky to be able to access one hydrotherapy session per week for the most vulnerable of our next steppers, now we are able to offer two sessions per week to all the next steppers.

The Development Day in November 2021 allowed us the opportunity to reflect on the 18 months of working with Covid. We were given a glimpse into the lives of the parents/carers of our next steppers which was hugely inspirational and very enlightening, especially for staff who may not have worked in the sector before. It was also an opportunity to discuss the values that define the work we do, after consultation with next steppers, parents, staff and trustees it was agreed to include 'Adaptability' and 'Kindness' to the values that support our offer.



# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)**

*(continued)*

#### **YEAR ENDED 31 MARCH 2022**

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##### **ACHIEVEMENTS AND PERFORMANCE** *(continued)*

It was also agreed that 2022 would be a year of consolidation, allowing us to ensure that the organisation invest time in training and nurturing staff to meet the needs of the next steppers. Also, enabling us to enhance the indoor activity provision including sensory and accessible equipment. Outdoor access was improved with the widening of the gates at the Hoover Building.

As mentioned earlier, recruitment has been a challenge over the last year. Unfortunately, despite our efforts and the rigorous process we follow, we have had challenges recruiting good quality staff. As the ratio of care we offer is high, it is incumbent upon us to keep up to our required staffing numbers.

As a commitment to this we have enhanced the contract offered by increasing the Annual Leave offer. This was also done to acknowledge the time off sick people in the care sector were having to take due to Covid related isolation (which the Government stopped supporting in the Spring of 2022). The pay was increased to reflect inflation in April 2022 by 6.5%, this was the entire enhancement given by the Council. We are proud at NST to be offering the Real Living Wage as per the Living Wage Foundation recommendations.

Our recruitment drive is ongoing. In our commitment to create opportunities for continuous development for staff, alongside training we have created an entry 'Lead Support' position, offering staff the option to take on more responsibility.

We celebrated the Queen's Jubilee in style! Despite the weather it was a lovely day with music, games and fantastic food.

The respite service continues to be in high demand. In the latter half of 2021 and early 2022 we had occupancy levels over 75%. This took a toll on the staff working there. A couple of staff requested to moving to Day Service hours as they were exhausted with shift work. We had to take the difficult decision to reduce our offer of nights for about 2/3 months. Fortunately, having recruited more staff in the last couple of months, we are able to increase the offer and have also taken more referrals for respite.

Respite continues to be self-funding and income levels now exceed budgeted projections. Since the end of this reporting period, we have invested in further renovations to improve the experience for the visiting individuals. As a part of the development, we are now actively looking to expand the property to allow for more social space and also much need storage. We will also have an additional bedroom for staff. The un-adopted road leading to the bungalow is being repaired and resurfaced at our expense to create better access.

##### **Impact of COVID-19 on objectives and activities**

With the easing of restrictions from 2021 onwards and the access to vaccinations the next steppers were able to start accessing community activities. Not all activities opened fully and those that did had limited access for a period of time.

In the first half of the year we were able to lease additional space at Eureka! to allow the building work and pool installation at King Cross to go ahead. Once we reopened King Cross we were not only able to stop the extended lease but no longer required access to the 1855 building. We would like to thank the team at Eureka! for being generous and supportive hosts over the four years that we were there.

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# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)**

*(continued)*

#### **YEAR ENDED 31 MARCH 2022**

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#### **ACHIEVEMENTS AND PERFORMANCE** *(continued)*

Community activities resumed over the course of the year. This includes boxing, sailing, bikes, barge trips, bowling, horse riding. All but rebound are available to the next steppers. The Development day feedback was to continue to some inhouse activities that were started during the pandemic as they have been very popular with the next steppers. Continuing to meet our social aims and objectives, we have invested in more resources and amended the timetable to ensure a balance of activities is maintained. The commitment to keep contact with parents continues to be a priority, daily contact was maintained to check on the health and wellbeing of the next steppers.

The Board of Trustees reviewed the NST Strategy for the next three years. The main areas of discussion were:

We continue to maintain a strong financial position which allows us to ensure we can invest in the facilities for the next steppers, Having 'happier next steppers' is central to our ethos. We have also been able to respond to the cost of living concerns that our staff face and are responsive to their needs as well.

Though we have not had to make many significant changes to our activities despite the increase in costs of utilities and fuel, a decision was taken to limit the mileage distance of excursions on the minibuses. This is not only to be cost effective but also for next stepper not to spend unnecessary time sat on a bus. It is also better for the environment! Having less 'trips out' allows for better indoor activities to be planned such as the Theatre Group; Music therapy session; Bingo days and outdoor sports sessions.

A review of the real cost of meals has been carried out. Unsurprisingly, there is a sharp increase in the cost of each meal. As we are currently in a comfortable financial position the Trustees have agreed to continue to subsidise meals not only for the next steppers but also for any staff who choose to have a hot meal at NST.

#### **FINANCIAL REVIEW**

Funding has been secured for many key areas of the Charity. The majority of income comes from publicly funded centre user's fees.

The Charity has a surplus for the year of £378,860 (2021 - £333,688).

#### **Reserves policy**

The Charity aims to maintain a level of reserves to ensure that uninterrupted services may continue in the event of short-term funding problems and also to maintain a level of reserves such that if the long-term survival of the Charity could not be sustained, staff redundancy payments and outstanding creditors could be met. Current centre running costs in terms of staffing and centre overheads are running at around £484,000 per quarter.

Total funds held by the charity were £2,376,992 (2021 - £1,998,132). Of these £1,506,349 (2021 - £1,277,345) can only be realised on the disposal of the Charity's fixed assets.

The Charity holds £865,643 (2021 - £688,361) in unrestricted current assets less liabilities. Of this, £60,627 (2021 - £366,619) has been designated by the Trustees for specific purposes. Of the funds held, £121,951 (2021 - £55,185) are restricted and not available for the general use of the Charity.

The Trustees are of the opinion that funds held are adequate.

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# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

#### **YEAR ENDED 31 MARCH 2022**

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#### **PLANS FOR FUTURE PERIODS**

The Next Step Trust continues to be more successful than was ever originally anticipated. Now, having just reached our 16th birthday, the demand for services is forecast to continue increasing for the foreseeable future.

The successful installation of the Hydrotherapy pool has been the pinnacle of our achievement in the recent past. Having developed this through the peak of the pandemic and against the odds of Brexit and a growing cost of living crisis was no mean feat.

Looking beyond this, and coming out of the worst of the pandemic it is paramount to focus on the quality of the service being provided. Ensuring the next steppers get access to the activities and therapies that they want and need is the focus of our year. Training staff not only in the essential mandatory requirements but also on the values and objectives of the organisation is a key aim for 2022/23.

The plans for the future include the development of respite to not only offer short breaks for the next steppers but possibly offer the option of transition to supported accommodation.

We also aim to offer the hydrotherapy for community use. Initially, to individuals who would benefit most, such as people with physical disabilities and those who are rehabilitating.

The next step holidays have been very popular over the last 10 years. More and more next steppers are requesting to go away. We would like to explore the options of different holiday offers such as cruises; seaside breaks along with the residential activity breaks.

The last year saw the trustee number drop to five. Though we are still quorate, it was recognised that recruiting trustees was an immediate priority. To this end the Trustees have attended events to speak to potential trustees and Steve Duncan from the CFFC has recommended individuals.

We have been fortunate to have a parent involved with the Service Development Group and another one possibly attending the Finance Committee who may be possible recruits to the trustee board.

Another important concern was NST being appropriate as a service for older next steppers. It was agreed that more than age, it was the interests and health of the next steppers that should determine the appropriateness of the service for this. Therefore, Person Centred Plan reviews will be used to determine any changing needs and how NST can respond to these.

There was also some discussion on offering 'Next Step in a Box' for other local authorities or independent organisations to use to develop their services. This alongside working to enhance advocacy for the people with profound disabilities is a longer-term goal for the organisation.

At the Next Step Trust, we never forget that it is through the dedication, resilience, friendship and kindness of our staff team that all we do is achieved. To this end, another main focus for us in the coming year is to further review the terms and conditions we can offer to staff, as we strive to be the best employer we can be, and do all we can to look after the wellbeing of our highly-skilled and highly-dedicated team.



# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 MARCH 2022

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#### TRUSTEES' RESPONSIBILITIES STATEMENT

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.


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

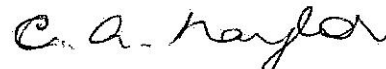
#### AUDITOR

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The trustees' annual report and the strategic report were approved on 14 December 2022 and signed on behalf of the board of trustees by:

  
J S Mooney  
Trustee

C Naylor   
Trustee



# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST**

**YEAR ENDED 31 MARCH 2022**

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#### **OPINION**

We have audited the financial statements of The Next Step Trust (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and the related notes, 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, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 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;
- 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 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.



# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST** *(continued)*

**YEAR ENDED 31 MARCH 2022**

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **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 trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

#### **MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

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

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

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



# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST** *(continued)*

**YEAR ENDED 31 MARCH 2022**

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#### **RESPONSIBILITIES OF TRUSTEES**

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors 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.

#### **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:

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 charitable company through discussions with directors and other management;
  - we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company;
  - we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting correspondence; and
  - identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.
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**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST** *(continued)*

**YEAR ENDED 31 MARCH 2022**

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**AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**  
*(continued)*

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

- making enquiries of management 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;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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;
- reading the minutes of meetings of those charged with governance;
- inquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with relevant regulators including the Care Quality Commission and Calderdale Metropolitan Borough Council.

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 directors 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.



# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

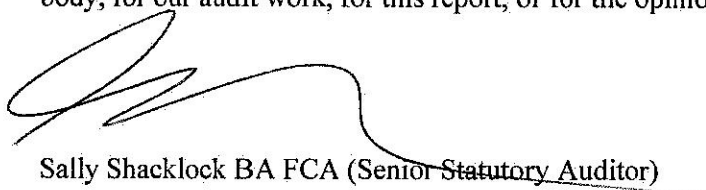
### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST** *(continued)*

**YEAR ENDED 31 MARCH 2022**

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#### **USE OF OUR REPORT**

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



Sally Shacklock BA FCA (Senior Statutory Auditor)

For and on behalf of  
Spenser Wilson Ltd  
Chartered Accountants & statutory auditor  
Equitable House  
55 Pellon Lane  
Halifax  
West Yorkshire  
HX1 5SP

14 December 2022



# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 MARCH 2022

		2022	2021		
		Unrestricted funds	Restricted funds	Total funds	Total funds
	Note	£	£	£	£
<b>Income and endowments</b>					
Donations and legacies	5	120,770	94,617	215,387	49,222
Charitable activities	6	2,099,376	–	2,099,376	1,991,378
Other trading activities	7	1,041	–	1,041	281
Investment income	8	188	–	188	622
Other income	9	–	–	–	5,017
<b>Total income</b>		<u>2,221,375</u>	<u>94,617</u>	<u>2,315,992</u>	<u>2,046,520</u>
<b>Expenditure</b>					
Expenditure on raising funds:					
Costs of other trading activities	10	–	–	–	38
Expenditure on charitable activities	11,12	1,909,281	27,851	1,937,132	1,712,794
<b>Total expenditure</b>		<u>1,909,281</u>	<u>27,851</u>	<u>1,937,132</u>	<u>1,712,832</u>
<b>Net income and net movement in funds</b>		<u>312,094</u>	<u>66,766</u>	<u>378,860</u>	<u>333,688</u>
<b>Reconciliation of funds</b>					
Total funds brought forward		1,942,947	55,185	1,998,132	1,664,444
<b>Total funds carried forward</b>		<u>2,255,041</u>	<u>121,951</u>	<u>2,376,992</u>	<u>1,998,132</u>

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

The notes on pages 18 to 29 form part of these financial statements.



# THE NEXT STEP TRUST


COMPANY LIMITED BY GUARANTEE  
(Company Registration Number: 05711840)


## STATEMENT OF FINANCIAL POSITION

31 MARCH 2022

	Note	2022		2021	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible fixed assets	18		1,506,349		1,277,345
<b>CURRENT ASSETS</b>					
Debtors	19	217,269		183,615	
Cash at bank and in hand		767,990		608,275	
		<u>985,259</u>		<u>791,890</u>	
<b>CREDITORS: amounts falling due within one year</b>	20	<u>114,616</u>		<u>71,103</u>	
<b>NET CURRENT ASSETS</b>			<u>870,643</u>		<u>720,787</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>2,376,992</u>		<u>1,998,132</u>
<b>NET ASSETS</b>			<u>2,376,992</u>		<u>1,998,132</u>
<b>FUNDS OF THE CHARITY</b>					
Restricted funds			121,951		55,185
Unrestricted funds			2,255,041		1,942,947
<b>Total charity funds</b>	22		<u>2,376,992</u>		<u>1,998,132</u>

These financial statements were approved by the board of trustees and authorised for issue on 14 December 2022, and are signed on behalf of the board by:

  
J S Mooney  
Trustee

C Naylor   
Trustee

The notes on pages 18 to 29 form part of these financial statements.



# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### STATEMENT OF CASH FLOWS

YEAR ENDED 31 MARCH 2022

	2022	2021
	£	£
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net income	378,860	333,688
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	59,583	54,819
Other interest receivable and similar income	(188)	(622)
Interest payable and similar charges	201	5,502
Accrued expenses	3,592	16,814
<i>Changes in:</i>		
Trade and other debtors	(33,654)	(17,882)
Trade and other creditors	39,921	(5,963)
Cash generated from operations	448,315	386,356
Interest paid	(201)	(5,502)
Interest received	188	622
Net cash from operating activities	448,302	381,476
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of tangible assets	(289,877)	(69,859)
Proceeds from sale of tangible assets	1,290	–
Net cash used in investing activities	(288,587)	(69,859)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Repayments of borrowings	–	(188,293)
Net cash used in financing activities	–	(188,293)
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	159,715	123,324
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>	608,275	484,951
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	767,990	608,275

The notes on pages 18 to 29 form part of these financial statements.



# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **NOTES TO THE FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2022**

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#### **1. GENERAL INFORMATION**

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is The Hoover Building, Westfield Street, Halifax, West Yorkshire, HX1 2DN.

#### **2. STATEMENT OF COMPLIANCE**

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Companies Act 2006.

#### **3. ACCOUNTING POLICIES**

##### **Basis of preparation**

The financial statements have been prepared on the historical cost basis.

The financial statements are prepared in sterling, which is the functional currency of the entity.

##### **Going concern**

There are no material uncertainties about the charity's ability to continue.

##### **Judgements and key sources of estimation uncertainty**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are not considered to be any key judgments or estimates.

##### **Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal.



# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2022

---

### 3. ACCOUNTING POLICIES *(continued)*

#### **Incoming resources**

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

#### **Resources expended**

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

#### **Operating leases**

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.



# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 MARCH 2022

---

#### 3. ACCOUNTING POLICIES *(continued)*

##### **Tangible assets**

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

##### **Depreciation**

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	-	2% straight line
Fixtures and fittings	-	20% straight line
Motor vehicles	-	25% reducing balance
Equipment	-	33.33% straight line

##### **Impairment of fixed assets**

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

##### **Financial instruments**

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

##### **Defined contribution plans**

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

#### 4. LIMITED BY GUARANTEE

The Charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.



**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS** *(continued)*

**YEAR ENDED 31 MARCH 2022**

**5. DONATIONS AND LEGACIES**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
<b>DONATIONS</b>			
Individuals	7,208	9,098	16,306
Corporate donors	–	5,000	5,000
<b>GRANTS</b>			
Grants receivable	113,562	80,519	194,081
	<u>120,770</u>	<u>94,617</u>	<u>215,387</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
<b>DONATIONS</b>			
Individuals	2,720	–	2,720
Corporate donors	–	–	–
<b>GRANTS</b>			
Grants receivable	19,325	27,177	46,502
	<u>22,045</u>	<u>27,177</u>	<u>49,222</u>

**6. CHARITABLE ACTIVITIES**

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Support fees	1,384,048	1,384,048	1,335,344	1,335,344
Access fees	484,536	484,536	463,540	463,540
Respite fees	161,885	161,885	119,724	119,724
Transport fees	44,806	44,806	47,798	47,798
Outreach fees	4,230	4,230	10,339	10,339
Dinner money	19,871	19,871	12,987	12,987
Domiciliary	–	–	1,646	1,646
	<u>2,099,376</u>	<u>2,099,376</u>	<u>1,991,378</u>	<u>1,991,378</u>



**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS** *(continued)*

**YEAR ENDED 31 MARCH 2022**

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**7. OTHER TRADING ACTIVITIES**

	Unrestricted Funds £	<b>Total Funds 2022 £</b>	Unrestricted Funds £	Total Funds 2021 £
Fundraising events	<u>1,041</u>	<u>1,041</u>	<u>281</u>	<u>281</u>

**8. INVESTMENT INCOME**

	Unrestricted Funds £	<b>Total Funds 2022 £</b>	Unrestricted Funds £	Total Funds 2021 £
Bank interest received	<u>188</u>	<u>188</u>	<u>622</u>	<u>622</u>

**9. OTHER INCOME**

	Unrestricted Funds £	<b>Total Funds 2022 £</b>	Unrestricted Funds £	Total Funds 2021 £
Provision of staff	-	-	4,517	4,517
Training incentive	<u>-</u>	<u>-</u>	<u>500</u>	<u>500</u>
	<u>-</u>	<u>-</u>	<u>5,017</u>	<u>5,017</u>

**10. COSTS OF OTHER TRADING ACTIVITIES**

	Unrestricted Funds £	<b>Total Funds 2022 £</b>	Unrestricted Funds £	Total Funds 2021 £
Costs of fundraising activities	<u>-</u>	<u>-</u>	<u>38</u>	<u>38</u>



**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS** *(continued)*

**YEAR ENDED 31 MARCH 2022**

**11. EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND TYPE**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Charitable activities	1,710,796	27,851	1,738,647
Support costs	198,485	–	198,485
	<u>1,909,281</u>	<u>27,851</u>	<u>1,937,132</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Charitable activities	1,533,797	31,809	1,565,606
Support costs	147,189	–	147,188
	<u>1,680,986</u>	<u>31,809</u>	<u>1,712,794</u>

**12. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE**

	Activities undertaken directly £	Support costs £	Total funds 2022 £	Total fund 2021 £
Charitable activities	1,738,647	171,696	1,910,343	1,694,619
Governance costs	–	26,789	26,789	18,175
	<u>1,738,647</u>	<u>198,485</u>	<u>1,937,132</u>	<u>1,712,794</u>

**13. ANALYSIS OF SUPPORT COSTS**

	2022 £	2021 £
Staff costs	157,336	111,644
General office	14,157	13,957
Finance costs	200	162
Governance costs	14,825	7,029
Audit, accountancy & bookkeeping	7,250	6,496
Office & administrative	4,717	4,650
Staff vouchers	–	3,250
	<u>198,485</u>	<u>147,188</u>



**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS** *(continued)*

**YEAR ENDED 31 MARCH 2022**

**14. NET INCOME**

Net income is stated after charging/(crediting):

	<b>2022</b>	2021
	£	£
Depreciation of tangible fixed assets	<u><b>59,583</b></u>	<u>54,819</u>

**15. AUDITORS REMUNERATION**

	<b>2022</b>	2021
	£	£
Fees payable for the audit of the financial statements	<u><b>3,180</b></u>	<u>3,180</u>
Fees payable to the charity's auditor and its associates for other services: Other non-audit services	<u><b>3,348</b></u>	<u>3,024</u>

**16. STAFF COSTS**

The total staff costs and employee benefits for the reporting period are analysed as follows:

	<b>2022</b>	2021
	£	£
Wages and salaries	<b>1,408,963</b>	1,281,567
Social security costs	<b>105,299</b>	90,125
Employer contributions to pension plans	<b>30,688</b>	24,253
	<u><b>1,544,950</b></u>	<u>1,395,945</u>

The average head count of employees during the year was 74 (2021: 69). The average number of full-time equivalent employees during the year is analysed as follows:

	<b>2022</b>	2021
	No.	No.
Management and administration staff	<b>8</b>	5
Support workers	<b>47</b>	50
Catering and caretaking	<b>4</b>	–
	<u><b>59</b></u>	<u>55</u>

No employee received employee benefits of more than £60,000 during the year (2021: Nil).

**Key Management Personnel**

Key management personnel, as detailed in the Trustees' Annual Report, received total remuneration of £107,395 (2021: £100,594) in the year.



# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2022

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#### 17. TRUSTEE REMUNERATION AND EXPENSES

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees.

No trustee expenses have been incurred.

#### 18. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Equipment £	Total £
<b>Cost</b>					
At 1 April 2021	1,440,741	186,852	232,270	96,209	<b>1,956,072</b>
Additions	259,852	27,412	–	2,613	<b>289,877</b>
Disposals	–	–	(7,250)	–	<b>(7,250)</b>
<b>At 31 March 2022</b>	<b>1,700,593</b>	<b>214,264</b>	<b>225,020</b>	<b>98,822</b>	<b>2,238,699</b>
<b>Depreciation</b>					
At 1 April 2021	237,592	158,258	200,919	81,958	<b>678,727</b>
Charge for the year	31,026	13,414	7,517	7,626	<b>59,583</b>
Disposals	–	–	(5,960)	–	<b>(5,960)</b>
<b>At 31 March 2022</b>	<b>268,618</b>	<b>171,672</b>	<b>202,476</b>	<b>89,584</b>	<b>732,350</b>
<b>Carrying amount</b>					
<b>At 31 March 2022</b>	<b>1,431,975</b>	<b>42,592</b>	<b>22,544</b>	<b>9,238</b>	<b>1,506,349</b>
At 31 March 2021	1,203,149	28,594	31,351	14,251	1,277,345

#### 19. DEBTORS

	2022 £	2021 £
Trade debtors	192,676	173,252
Prepayments and accrued income	24,593	10,363
	<b>217,269</b>	<b>183,615</b>

#### 20. CREDITORS: amounts falling due within one year

	2022 £	2021 £
Trade creditors	80,350	15,773
Accruals and deferred income	31,343	27,751
Social security and other taxes	–	22,244
Other creditors	2,923	5,335
	<b>114,616</b>	<b>71,103</b>

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# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2022

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#### 21. PENSIONS AND OTHER POST RETIREMENT BENEFITS

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##### Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £30,688 (2021: £24,253).

#### 22. ANALYSIS OF CHARITABLE FUNDS

##### Unrestricted funds

	1 April 2021 £	Income £	Expenditure £	Transfers £	31 March 2022 £
General funds	1,576,328	2,168,825	(1,550,739)	–	2,194,414
Buildings Fund	248,619	44,300	(358,542)	68,000	2,377
Minibus Fund	118,000	8,250	–	(68,000)	58,250
	<u>1,942,947</u>	<u>2,221,375</u>	<u>(1,909,281)</u>	<u>–</u>	<u>2,255,041</u>

	1 April 2020 £	Income £	Expenditure £	Transfers £	31 March 2021 £
General funds	1,378,945	1,827,344	(1,629,961)	–	1,576,328
Buildings Fund	122,240	168,000	(41,621)	–	248,619
Minibus Fund	99,670	24,000	(5,670)	–	118,000
Staff Pension & Bonus	3,772	–	(3,772)	–	–
	<u>1,604,627</u>	<u>2,019,344</u>	<u>(1,681,024)</u>	<u>–</u>	<u>1,942,947</u>



# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2022

#### 22. ANALYSIS OF CHARITABLE FUNDS *(continued)*

##### Restricted funds

	1 April 2021	Income	Expenditure	Transfers	31 March 2022
	£	£	£	£	£
Action Halifax	5,029	–	(1,140)	–	3,889
HBOS	1,059	–	(32)	–	1,027
Lord Taverners	8,534	–	(686)	–	7,848
Provident Insurance	797	–	(797)	–	–
Wilkinson Woodward	3,906	–	(3,906)	–	–
Garden Swing	1,478	–	(1,478)	–	–
Hydrotherapy Pool	32,220	74,000	(2,124)	–	104,096
Bearder Charity	2,162	–	(1,971)	–	191
Calvert Trust	–	9,098	(9,098)	–	–
CMBC COVID 19	–	4,519	(4,519)	–	–
Respite Hoist	–	2,000	(2,000)	–	–
Screwfix Foundation	–	5,000	(100)	–	4,900
	<u>55,185</u>	<u>94,617</u>	<u>(27,851)</u>	<u>–</u>	<u>121,951</u>

	1 April 2020	Income	Expenditure	Transfers	31 March 2021
	£	£	£	£	£
Action Halifax	5,283	10,219	(10,473)	–	5,029
HBOS	1,091	–	(32)	–	1,059
Lord Taverners	12,849	–	(4,315)	–	8,534
Provident Insurance	1,063	–	(266)	–	797
Wilkinson Woodward	3,906	–	–	–	3,906
Garden Swing	1,478	–	–	–	1,478
Hydrotherapy Pool	32,220	–	–	–	32,220
Bearder Charity	1,927	1,000	(765)	–	2,162
Lottery-Infection Control	–	9,958	(9,958)	–	–
CFCC COVID'19	–	6,000	(6,000)	–	–
	<u>59,817</u>	<u>27,177</u>	<u>(31,809)</u>	<u>–</u>	<u>55,185</u>



**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS** *(continued)*

**YEAR ENDED 31 MARCH 2022**

**23. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Tangible fixed assets	1,384,398	121,951	<b>1,506,349</b>
Current assets	980,259	5,000	<b>985,259</b>
Creditors less than 1 year	(114,616)	–	<b>(114,616)</b>
<b>Net assets</b>	<b>2,250,041</b>	<b>126,951</b>	<b>2,376,992</b>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Tangible fixed assets	1,254,586	22,759	1,277,345
Current assets	759,464	32,426	791,890
Creditors less than 1 year	(71,103)	–	(71,103)
Creditors greater than 1 year	–	–	–
<b>Net assets</b>	<b>1,942,947</b>	<b>55,185</b>	<b>1,998,132</b>

**24. ANALYSIS OF CHANGES IN NET DEBT**

	1 Apr 2021 £	Cash flows £	31 Mar 2022 £
Cash at bank and in hand	608,275	159,715	<b>767,990</b>

**25. OPERATING LEASE COMMITMENTS**

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2022 £	2021 £
Not later than 1 year	<b>21,698</b>	40,070
Later than 1 year and not later than 5 years	<b>68,000</b>	74,785
Later than 5 years	<b>22,667</b>	39,667
	<b>112,365</b>	<b>154,522</b>

**26. RELATED PARTIES**

Rent and service charges of £39,396 (2021: £15,627) was paid to Eureka! The National Children's Museum, a charitable company of which one of the trustees is also a director and trustee.



**THE NEXT STEP TRUST**

England & Wales - Charity number 1114197

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# Accounts

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# THE NEXT STEP TRUST



**Company Limited by Guarantee**  
**FINANCIAL STATEMENTS**  
**31 MARCH 2021**

**Company Registration Number: 05711840**  
**Charity Registration Number: 1114197**



**Spenser Wilson**  
Chartered Accountants & Business Advisers

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**  
**FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2021**

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Statement of financial activities (including income and expenditure account)	<b>16</b>
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# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)

#### YEAR ENDED 31 MARCH 2021

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The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 March 2021.

#### REFERENCE AND ADMINISTRATIVE DETAILS

<b>Registered charity name</b>	The Next Step Trust
<b>Charity registration number</b>	1114197
<b>Company registration number</b>	05711840
<b>Principal office and registered office</b>	The Hoover Building Westfield Street Halifax West Yorkshire HX1 2DN
<b>The Trustees</b>	J S Mooney C Naylor M S Cawthorn A Peers L Stradeski J Walsh
<b>Management Team</b>	P Sandhu (Chief Executive) H Lane (Operations Manager)
<b>Auditor</b>	Spenser Wilson Ltd Chartered Accountants & statutory auditor Equitable House 55 Pellon Lane Halifax West Yorkshire HX1 5SP
<b>Bankers</b>	CAF Bank 25 Kings Hill Avenue West Malling ME19 4JQ  Barclays Bank Plc P O Box 14 Halifax West Yorkshire HX1 1BG

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) (continued)

YEAR ENDED 31 MARCH 2021

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#### STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Handelsbanken  
Ground Floor  
Fearnley Mill  
Dean Clough Mills  
Old Lane  
Halifax  
HX3 5WP

State Bank of India  
Carlton House  
18 Albert Square  
Manchester  
M2 5PE

Cambridge & Counties Bank  
Charnwood Court  
5B New Walk  
Leicester  
LE1 6TE

#### Solicitors

Wilkinson Woodward  
11 Fountain Street  
Halifax  
West Yorkshire  
HX1 1LU

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

The Charity is a charitable company limited by guarantee and was set up 16 February 2006. It is governed by a memorandum and articles of association. Its objects are to establish the provision of support and to provide opportunities for people with complex disabilities.

#### Organisation and Trustees

Trustees are to number a minimum of 3 persons with no maximum number. Trustees are subject to retirement by rotation at the annual general meeting of the Charity. One third of Trustees must retire at each such meeting on the basis of those who have been longest in office since their appointment or reappointment. Retiring Trustees are eligible for re-appointment. New Trustees are appointed at the recommendation of existing Trustees. Membership of the Charity is open to any individual or organisation that does not pose a conflict to the best interests of the Charity. When a new Trustee is appointed he/she is given a welcome pack which includes information relating to his/her responsibilities and details relating to the Charity.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

**YEAR ENDED 31 MARCH 2021**

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#### **Organisation Structure**

The Charity has a Board of 6 Trustees at the period end (1 of whom is a parent of a Next Stepper), and a Chief Executive Officer who oversees the day-to-day activity of the Charity and reports directly to the Board of Trustees. The staff comprise a further 69 employees (55 full time equivalents). The team includes an Operations Manager, Day Service Co-ordinator, 6 Lead Supports, Finance Officer, HR & Training Officer, a catering team of 4 people, administrative staff and 1 apprentice. The majority of staff are dedicated to providing direct support to Next Steppers.

There is a Parents Forum that meets regularly (bi-annually) to provide feedback and advice to the Board and management of the Charity. The Next Step Forum has not been active over the past 12 months; this is something we are looking at revisiting with a local advocacy service.

#### **Volunteers**

The Charity is grateful for the unstinting efforts of its volunteers who are involved in service provision and fund-raising. Current volunteers are involved in catering; we also encourage individuals to volunteer across roles including support and activities. The Charity has also provided work-placements for a number of young people, to gain experience in the sector as an aid to career selection and development, or as a personal development opportunity for employees of a particular company.

#### **Risk assessment**

Historically, the Charity was dependent upon funding grants and donations for its financial viability. These continue to be forthcoming from a number of sources. They are still actively pursued but more so for specific project led needs rather than to meet general cash flow consideration to ensure financial viability. The Trustees seek to ensure that the services provided are of the highest quality and its reputation maintained in order to attract such income.

Due to the current economic climate there has been a significant change in the commissioning of social care nationally. With the government agenda that introduced personal budgets starting during 2013, there continues to be the potential of significant changes in how the Charity receives its income - for instance, funding previously provided by the Primary Care Trust is now provided by the Care Commissioning Groups, and there has been an increased take-up of Personal Health Budgets. This is an external risk for the Trust, and the situation continues to be closely monitored by the Trustees. There was an increase in funding for the Day Service of 2% on 1st April 2020. There has been a further increase from 1 April 2021 of 4.8%.

As a small Charity, most potential risks are of an internal nature, such as loss or illness of key staff or Next Steppers. The Charity seeks to identify and monitor risks in order to minimise the effect they may have on its activities. We have a Risk Register in place to evaluate potential risks and implement a contingency plan.

#### **COVID-19**

The dominating feature of the year has been the ongoing impact of the global COVID-19 pandemic. Due to the medical vulnerability of Next Steppers, the focus on ensuring the highest standards of safety within an ever-changing context, has needed to be relentless. The Next Step Trust team has showed wonderful compassion, agility, dedication and resilience to those we support and to each other during this most testing of times.

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# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

#### **YEAR ENDED 31 MARCH 2021**

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As a result of the pandemic we put in place individual Risk Assessments for all Day Service sites and at the respite provision, regarding the exposure to and transmission of COVID-19 as a result of any work-related activities. Additional Risk Assessments and the Track and Trace programme created a significant impact on our service provision and supporting operations. We also introduced a Code of Practice for both staff and Next Steppers that is updated as required to reflect local guidelines and stringent PPE procedures for all visitors to our premises.

A rigorous testing schedule was implemented across all aspects of our work, including submitting daily, weekly and monthly updates onto the national Capacity Tracker. Such testing regimes remain in place.

#### **OBJECTIVES AND ACTIVITIES**

The main object of the Charity is to provide support and opportunities to adults with complex disabilities and health needs.

The objectives can be summarised :-

- To have happier Next Steppers
- Be a financially healthy organisation.
- Demonstrate commitment to our mission through operational excellence.
- Inspire and embrace the wide world.

These objectives are met by a day service operating from four properties within Calderdale, with specialised facilities including a sensory room, a catering facility and provisions such as Respite and Outreach.

Activities are undertaken within the Charity properties and in the wider community facilitated by a fleet of specially adapted vehicles.

The core activities undertaken by the Next Steppers can be generally classified within the following headings:-

- Therapy - hydrotherapy, rebound, physiotherapy and spa
- Sensory - sensory room and garden
- Active Pursuits - sailing, canoeing, climbing, rambling
- In House - life skills, arts and crafts, aromatherapy
- Community Based - swim and gym, gardening, recycling, shopping, work experience
- Residential - annual trips to Calvert Trust and Ribby Hall for residential stays.

Further details can be found on the website of the Charity at [www.nextsteptrust.org.uk](http://www.nextsteptrust.org.uk).

All expenditure has supported the Charity's objectives and/or legal requirements.

The Trustees have considered the Charity Commission guidance on public benefit and consider that they have met their obligation by providing a broad spectrum of opportunities for adults with complex disabilities. In addition to the benefits to the Next Steppers, the Charity has benefitted the wider community by providing work-placements for a number of young people, to gain experience in the sector as an aid to career selection and development, or as a personal development opportunity.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

**YEAR ENDED 31 MARCH 2021**

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#### **STRATEGIC REPORT**

The following sections for achievements and performance and financial review form the strategic report of the charity.

#### **ACHIEVEMENTS AND PERFORMANCE**

As previously mentioned, the last 18-months have thrown up many challenges and tested the organisation in its resolve to meet its objectives and social mission.

In late March 2020, the Local Authority (Calderdale Council) directed all day services to stop providing support in group settings and to revisit their support models. Most Next Steppers were taken into isolation by their families whilst some required ongoing support. Risk assessments were done to gauge how and where that support should be provided.

Weekly Zoom meetings with day service providers were organised by the local authority's contracts team to receive updates and monitor the situation. Against the national backdrop of reported concerns about the availability of PPE, we were well-supported by the local authority in their provision of free PPE throughout the pandemic and they continue to provide surgical masks at this time.

As an organisation in receipt of public funds, we were informed that funding would continue for the immediate future. This meant we did not need to furlough our Day Service staff, which supported how we could maintain the capacity to provide safe services in the new context of the pandemic. Furlough was possible for staff working at the Respite provision, as the service was reduced to us only being able to support one Next Stepper at any time.

Due to the uncertain and changing situations for many Next Steppers and their families, the timetabling of staff became an ever-more complicated part of our operations. Staff were timetabled to attend for a few hours in the week, based on the Next Steppers who continued to require their support and for those we were able to engage with remotely.

The Management Team were able to work from the offices, with the use of PPE and social distancing. Where it was possible, and safer, office staff worked from home and were provided with equipment to support this.

Lead support workers called the parents and carers of Next Steppers twice a week in the initial weeks of the lockdown to keep in touch and keep the door open for them to request support at any time. This contact was maintained on a weekly basis until their child was able to return to the service.

In April 2020, all providers were requested by the Local Authority to check if they could spare any staff and if they were willing to be seconded to work at care homes being set up to receive Covid positive patients from hospitals. The Next Step Trust stepped up to help meet this need. Additionally, our catering team volunteered to cater for the patients. New contracts with the Local Authority were produced at a pace to make this possible. This partnership continued to July 2020. It has set a precedent for the further possibility of working together and sharing human resources and we are proud of the part we played in enabling this.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)**

*(continued)*

#### **YEAR ENDED 31 MARCH 2021**

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#### **ACHIEVEMENTS AND PERFORMANCE** *(continued)*

By May 2020 the majority of the Next Steppers were receiving home-based, outreach or centre-based support. Progress continued to be made with the renovation and subsequent opening of the Hoover Building through the pandemic. All the facilities were ready in the summer of 2020, affording us much-needed space and, therefore, allowing us to offer socially distanced support to all Next Steppers who required it. We see the forging ahead with getting the Hoover Building up and running during this time as a real achievement in the year, especially when set against the context of the challenges that the building industry faced.

The challenges increased through the autumn as we had a small outbreak of COVID-19 infections and had to close the service for 10 days. Although a setback, this was also a learning opportunity and The Next Step Trust team came back stronger. The Infection Prevention & Control team were very supportive during this time. The experience also triggered additional support such as testing for staff before the majority of the other providers were offered this. As we were actively supporting clinically vulnerable adults, our staff were offered the Covid vaccination in December 2020.

Along with the Next Steppers and their families, it was imperative to ensure the wellbeing of the staff team. All staff were offered a 1:1 session with a manager at least once a month, or more frequently if they needed it. Staff meetings were organised every month as information sharing sessions but also for peer support. Information leaflets on wellbeing initiatives were promoted within the team.

Ravenscliffe High School students were supported with their transition to our services despite the challenges and three students joined us in 2020. However, due to family preferences, seven Next Steppers chose to stop attending the service in November 2020 with the view to reviewing this decision as the risks of the pandemic reduced. Apart from one Next Stepper, all have since resumed their take up of our service provision.

Next Steppers and their parents were supported to get access to the vaccination from February 2021. At the time of writing this report, all the staff and Next Steppers have had at least one dose of the vaccine with a majority of 98% having had both doses.

The respite service continued through the pandemic and turned out to be a huge support for families in need of a break. We had 37.4% occupancy despite one bed being unavailable due to social distancing restrictions. The importance of this provision has been emphasised over the last year and more Next Steppers' families are requesting stays. Respite continues to be self-funding and income levels now exceed budgeted projections. Since the end of this reporting period, we have invested in further renovations to improve the experience for the visiting individuals.

Though we did not recruit additional staff during the course of the last year, we are now facing the challenge of attracting the right candidates as the demand increases for the day service. For the first time, we have individuals waiting to be supported. It is likely that we will keep our recruitment drive open through the winter to ensure we are able to meet the demand of transition into 2022.

We have always been proud of the culture that exists at The Next Step Trust and the high standards of service we provide. It has been pleasing to see that the Local Authority has been leading the way in recognising the role that staff in our sector play. This was reflected in an uplift in the rate of pay offered to providers such as ourselves, with a proportion of the uplift being ringfenced to support an increase in staff pay.

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# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 MARCH 2021

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#### ACHIEVEMENTS AND PERFORMANCE *(continued)*

##### **Impact of COVID-19 on objectives and activities**

Alongside the significant impact of the pandemic in how we maintained continuity in the provision of our Day Service and Respite provision, was the impact on our community-based activities that have always played an important part in how we provide meaningful and fulfilling days for Next Steppers. Due to the various national and local lockdowns and social distancing measures, the ability to provide many community-based activities was compromised. Pleasingly, many of these activities have been able to resume during the Spring of 2021 and this has continued into the Summer.

We are proud to say that, despite the plethora of restrictions and compromises that the pandemic demanded, we are confident that there was no diminishing of us meeting the social aims and objectives of the organisation. For example, with the use of PPE, therapeutic interventions such as physiotherapy and massage were provided in-house. Other alternative in-house activities we delivered during the year included wheelchair aerobics, a drumming group, a signing choir and a range of games (such as skittles and boccia).

Our dedication to ensuring that we supported as many Next Steppers and their families as possible during the pandemic was also seen in how we maintained interactions with those that needed to shield. Zoom sessions were delivered on a regular basis that enabled us to provide exercise classes, baking sessions, arts & crafts activities, music sessions and quizzes.

We are fortunate that the continual hard work over the years to maintain a strong financial position enabled us to progress with making our newest site, The Hoover Building, operational during the pandemic. The additional space and capacity to support as many Next Steppers, in safe bubbles, was needed more than ever during the year. Along with the increased in-door space our sites provide comes the additional outdoor space, namely in the form of the car-parking areas. Whilst it was possible to visit local parks at quiet times, this was often limited when local infection rates were high and lockdown restrictions in place. Where possible, we maximised the use of the parking areas at our King Cross and Hoover Building sites as safe spaces for delivering outdoor sports and activities.

The young adults that engage with The Next Step Trust are some of the most vulnerable members of society and during the period the charity has continued to meet its primary objective of having "Happier Next Steppers". We stood up to the challenge of providing an ever-present community-based service through a global pandemic. The values that define us gave us the resolve to ensure the mission and objectives of the Trust were promoted in the interest of the whole Next Step family.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)** *(continued)*

**YEAR ENDED 31 MARCH 2021**

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#### **FINANCIAL REVIEW**

Funding has been secured for many key areas of the Charity. The majority of income comes from publicly funded centre user's fees.

The Charity has a surplus for the year of £333,688 (2020 - £212,883).

During the year the Charity has paid off all outstanding mortgages and now has no external debt financing.

#### **Reserves policy**

The Charity aims to maintain a level of reserves to ensure that uninterrupted services may continue in the event of short term funding problems and also to maintain a level of reserves such that if the long term survival of the Charity could not be sustained, staff redundancy payments and outstanding creditors could be met. Current centre running costs in terms of staffing and centre overheads are running at around £410,000 per quarter.

Total funds held by the charity were £1,998,132 (2020 - £1,664,444). Of these £1,277,345 (2020 - £1,262,305) can only be realised on the disposal of the Charity's fixed assets.

The Charity holds £688,361 (2020 - £370,712) in unrestricted current assets less liabilities. Of this, £366,619 (2020 - £225,682) has been designated by the Trustees for specific purposes. Of the funds held, £55,185 (2020 - £59,817) are restricted and not available for the general use of the Charity.

The purchase of The Hoover Building in March/April 2019 caused the Charity to fall below the Reserves Policy. The Trustees worked through the year to restore the level of readily accessible reserves back in line with the Reserves Policy, although a shortfall remains.. Given the uncertainties and challenges created by the COVID-19 pandemic the Trustees are of the opinion that funds held are adequate .

#### **PLANS FOR FUTURE PERIODS**

The Next Step Trust continues to be more successful than was ever originally anticipated. Now, having just reached our 15<sup>th</sup> birthday, the demand for services is forecast to continue increasing for the foreseeable future.

As mentioned in the report last year, the use of hydrotherapy is an essential part of the wellbeing and physical needs of some Next Steppers. This had been met through the use of third-party facilities, requiring transport to and from the specific locations, where availability increasingly became limited to unpopular time slots. Due to the ever-reducing accessibility with the existing provisions, the board of trustees committed to building an on-site hydrotherapy pool and the project was commissioned in June 2021. A window of opportunity opened, due to us being able to rent an alternative site to provide services from, enabling us to vacate our King Cross property, where the pool is being built. The pool has now been installed and extensive redevelopment work is well underway at King Cross. We are pleased to report that the completion date for this landmark project is expected to be late October 2021.

During the coming year we will also review the respite provision and undertake a period of consultation with key stakeholder groups to look at the next stages in the development of this well-received service.

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# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)**

*(continued)*

#### **YEAR ENDED 31 MARCH 2021**

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##### **PLANS FOR FUTURE PERIODS** *(continued)*

The year ahead is already showing us that we are not out of the COVID-19 pandemic. Alongside the launch of the hydrotherapy pool and the consultation on the development of the respite service, we need to ensure that we don't lose our focus on providing the highest quality and safest services to Next Steppers. To this end, early in this current financial year, the trustees approved a policy of having a fully-vaccinated staff team and this policy has now been implemented, led by the Chief Executive with support from the Personnel Committee and specialist Human Resources advice. All next steppers are also fully vaccinated and any new referrals would also be required to be fully vaccinated, unless exempt.

At The Next Step Trust, we never forget that it is through the dedication, resilience, friendship and kindness of our staff team that all we do is achieved. To this end, another main focus for us in the coming year is to further review the terms and conditions we can offer to staff, as we strive to be the best employer we can be, and do all we can to look after the wellbeing of our highly-skilled and highly-dedicated team.

##### **TRUSTEES' RESPONSIBILITIES STATEMENT**

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

**THE NEXT STEP TRUST**

**COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)**  
*(continued)*

**YEAR ENDED 31 MARCH 2021**

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**AUDITOR**

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The trustees' annual report and the strategic report were approved on 10 November 2021 and signed on behalf of the board of trustees by:

  
J S Mooney  
Trustee

C Naylor  
Trustee 

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST**

**YEAR ENDED 31 MARCH 2021**

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#### **OPINION**

We have audited the financial statements of The Next Step Trust (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and the related notes, 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, including FRS 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 charity's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 charity 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 charity'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.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST** *(continued)*

**YEAR ENDED 31 MARCH 2021**

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **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 trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

#### **MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

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

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

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

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST** *(continued)*

**YEAR ENDED 31 MARCH 2021**

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#### **RESPONSIBILITIES OF TRUSTEES**

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors 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.

#### **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:

#### **The extent to which 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 charitable company through discussions with directors and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST** *(continued)*

#### **YEAR ENDED 31 MARCH 2021**

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

- making enquiries of management 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;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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;
- reading the minutes of meetings of those charged with governance;
- inquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence relevant regulators including the Care Quality Commission and Calderdale Metropolitan Borough Council.

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 directors 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.

# **THE NEXT STEP TRUST**

## **COMPANY LIMITED BY GUARANTEE**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NEXT STEP TRUST** *(continued)*

**YEAR ENDED 31 MARCH 2021**

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#### **USE OF OUR REPORT**

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



Sally Shacklock BA FCA (Senior Statutory Auditor)

For and on behalf of  
Spenser Wilson Ltd  
Chartered Accountants & statutory auditor  
Equitable House  
55 Pellon Lane  
Halifax  
West Yorkshire  
HX1 5SP

10 November 2021

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 MARCH 2021

		Unrestricted funds £	2021 Restricted funds £	Total funds £	2020 Total funds £
<b>Income and endowments</b>	<b>Note</b>				
Donations and legacies	5	22,046	27,177	49,222	26,705
Charitable activities	6	1,991,378	–	1,991,378	1,951,131
Other trading activities	7	281	–	281	2,912
Investment income	8	622	–	622	2,004
Other income	9	5,017	–	5,017	–
<b>Total income</b>		<u>2,019,344</u>	<u>27,177</u>	<u>2,046,520</u>	<u>1,982,752</u>
<b>Expenditure</b>					
Expenditure on raising funds:					
Costs of raising donations and legacies	10	–	–	–	262
Costs of other trading activities	11	38	–	38	376
Expenditure on charitable activities	12,13	1,680,986	31,809	1,712,794	1,769,231
<b>Total expenditure</b>		<u>1,681,024</u>	<u>31,809</u>	<u>1,712,832</u>	<u>1,769,869</u>
<b>Net income and net movement in funds</b>		<u>338,320</u>	<u>(4,632)</u>	<u>333,688</u>	<u>212,883</u>
<b>Reconciliation of funds</b>					
Total funds brought forward		1,604,627	59,817	1,664,444	1,451,561
<b>Total funds carried forward</b>		<u>1,942,947</u>	<u>55,185</u>	<u>1,998,132</u>	<u>1,664,444</u>

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

The notes on pages 19 to 31 form part of these financial statements.

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

(Company Registration Number: 05711840)

### STATEMENT OF FINANCIAL POSITION

31 MARCH 2021

	Note	2021	2020
		£	£
<b>FIXED ASSETS</b>			
Tangible fixed assets	19	1,277,345	1,262,305
<b>CURRENT ASSETS</b>			
Debtors	20	183,615	165,733
Cash at bank and in hand		608,275	484,951
		<u>791,890</u>	<u>650,684</u>
<b>CREDITORS: amounts falling due within one year</b>	21	<u>71,103</u>	<u>94,232</u>
<b>NET CURRENT ASSETS</b>		<u>720,787</u>	<u>556,452</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>1,998,132</u>	<u>1,818,757</u>
<b>CREDITORS: amounts falling due after more than one year</b>	22	<u>—</u>	<u>154,313</u>
<b>NET ASSETS</b>		<u>1,998,132</u>	<u>1,664,444</u>
<b>FUNDS OF THE CHARITY</b>			
Restricted funds		55,185	59,817
Unrestricted funds		1,942,947	1,604,627
<b>Total charity funds</b>	24	<u>1,998,132</u>	<u>1,664,444</u>

These financial statements were approved by the board of trustees and authorised for issue on 10 November 2021, and are signed on behalf of the board by:

J S Mooney  
Trustee

C Naylor  
Trustee

*C. A. Naylor.*

The notes on pages 19 to 31 form part of these financial statements.

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**  
**STATEMENT OF CASH FLOWS**  
**YEAR ENDED 31 MARCH 2021**

	2021 £	2020 £
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net income	333,688	212,883
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	54,819	54,728
Other interest receivable and similar income	(622)	(2,004)
Interest payable and similar charges	5,502	7,226
Accrued expenses	16,814	2,694
<i>Changes in:</i>		
Trade and other debtors	(17,882)	191,073
Trade and other creditors	(5,963)	18,120
Cash generated from operations	<u>386,356</u>	<u>484,720</u>
Interest paid	(5,502)	(7,226)
Interest received	622	2,004
Net cash from operating activities	<u>381,476</u>	<u>479,498</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of tangible assets	<u>(69,859)</u>	<u>(595,113)</u>
Net cash used in investing activities	<u>(69,859)</u>	<u>(595,113)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Repayments of borrowings	<u>(188,293)</u>	<u>(23,524)</u>
Net cash used in financing activities	<u>(188,293)</u>	<u>(23,524)</u>
<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>123,324</b>	<b>(139,139)</b>
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>	<b>484,951</b>	<b>624,090</b>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b><u>608,275</u></b>	<b><u>484,951</u></b>

The notes on pages 19 to 31 form part of these financial statements.

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2021**

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**1. GENERAL INFORMATION**

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is The Hoover Building, Westfield Street, Halifax, West Yorkshire, HX1 2DN.

**2. STATEMENT OF COMPLIANCE**

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Companies Act 2006.

**3. ACCOUNTING POLICIES**

**Basis of preparation**

The financial statements have been prepared on the historical cost basis.

The financial statements are prepared in sterling, which is the functional currency of the entity.

**Going concern**

There are no material uncertainties about the charity's ability to continue.

**Judgements and key sources of estimation uncertainty**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are not considered to be any key judgments or estimates.

**Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal.

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2021

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#### 3. ACCOUNTING POLICIES *(continued)*

##### **Incoming resources**

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

##### **Resources expended**

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

##### **Operating leases**

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

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# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 MARCH 2021

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#### 3. ACCOUNTING POLICIES *(continued)*

##### **Tangible assets**

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

##### **Depreciation**

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	-	2% straight line
Fixtures and fittings	-	20% straight line
Motor vehicles	-	25% reducing balance
Equipment	-	33.33% straight line

##### **Impairment of fixed assets**

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

##### **Financial instruments**

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

##### **Defined contribution plans**

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

#### 4. LIMITED BY GUARANTEE

The Charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS** *(continued)*

**YEAR ENDED 31 MARCH 2021**

**5. DONATIONS AND LEGACIES**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
<b>DONATIONS</b>			
Individuals	2,721	–	2,720
Corporate donors	–	–	–
<b>GRANTS</b>			
Grants receivable	19,325	27,177	46,502
	<u>22,046</u>	<u>27,177</u>	<u>49,222</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
<b>DONATIONS</b>			
Individuals	1,779	7,234	9,014
Corporate donors	262	15,929	16,191
<b>GRANTS</b>			
Grants receivable	–	1,500	1,500
	<u>2,041</u>	<u>24,663</u>	<u>26,705</u>

**6. CHARITABLE ACTIVITIES**

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Support fees	1,335,344	1,335,344	1,217,934	1,217,934
Access fees	463,540	463,540	454,375	454,375
Respite fees	119,724	119,724	178,225	178,225
Transport fees	47,798	47,798	55,435	55,435
Outreach fees	10,339	10,339	28,878	28,878
Dinner money	12,987	12,987	16,284	16,284
Domiciliary	1,646	1,646	–	–
	<u>1,991,378</u>	<u>1,991,378</u>	<u>1,951,131</u>	<u>1,951,131</u>

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS** *(continued)*

**YEAR ENDED 31 MARCH 2021**

**7. OTHER TRADING ACTIVITIES**

	Unrestricted Funds	Restricted Funds	Total Funds 2021
	£	£	£
Fundraising events	<u>281</u>	<u>—</u>	<u>281</u>

	Unrestricted Funds	Restricted Funds	Total Funds 2020
	£	£	£
Fundraising events	<u>—</u>	<u>2,912</u>	<u>2,912</u>

**8. INVESTMENT INCOME**

	Unrestricted Funds	Total Funds 2021	Unrestricted Funds	Total Funds 2020
	£	£	£	£
Bank interest received	<u>622</u>	<u>622</u>	<u>2,004</u>	<u>2,004</u>

**9. OTHER INCOME**

	Unrestricted Funds	Total Funds 2021	Unrestricted Funds	Total Funds 2020
	£	£	£	£
Provision of staff	4,517	4,517	—	—
Training incentive	500	500	—	—
	<u>5,017</u>	<u>5,017</u>	<u>—</u>	<u>—</u>

**10. COSTS OF RAISING DONATIONS AND LEGACIES**

	Unrestricted Funds	Total Funds 2021	Unrestricted Funds	Total Funds 2020
	£	£	£	£
Costs of raising donations and legacies				
- Donations	<u>—</u>	<u>—</u>	<u>262</u>	<u>262</u>

**11. COSTS OF OTHER TRADING ACTIVITIES**

	Unrestricted Funds	Restricted Funds	Total Funds 2021
	£	£	£
Costs of fundraising activities	<u>38</u>	<u>—</u>	<u>38</u>

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2021

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#### 11. COSTS OF OTHER TRADING ACTIVITIES *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Costs of fundraising activities	–	376	376

#### 12. EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Charitable activities	1,533,798	31,809	1,565,606
Support costs	147,188	–	147,188
	<u>1,680,986</u>	<u>31,809</u>	<u>1,712,794</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Charitable activities	1,624,360	19,411	1,643,771
Support costs	125,459	–	125,460
	<u>1,749,819</u>	<u>19,411</u>	<u>1,769,231</u>

#### 13. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE

	Activities undertaken directly £	Support costs £	Total funds 2021 £	Total fund 2020 £
Charitable activities	1,565,606	129,013	1,694,619	1,747,283
Governance costs	–	18,175	18,175	21,948
	<u>1,565,606</u>	<u>147,188</u>	<u>1,712,794</u>	<u>1,769,231</u>

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# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2021

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#### 14. ANALYSIS OF SUPPORT COSTS

	2021	2020
	£	£
Staff costs	111,644	89,511
General office	13,957	13,714
Finance costs	162	286
Governance costs	7,029	6,832
Audit, accountancy & bookkeeping	6,496	10,545
Office & administrative	4,650	4,571
Staff vouchers	3,250	–
	<u>147,188</u>	<u>125,459</u>

#### 15. NET INCOME

Net income is stated after charging/(crediting):

	2021	2020
	£	£
Depreciation of tangible fixed assets	<u>54,819</u>	<u>54,728</u>

#### 16. AUDITORS REMUNERATION

	2021	2020
	£	£
Fees payable for the audit of the financial statements	<u>3,180</u>	<u>3,180</u>
Fees payable to the charity's auditor and its associates for other services: Other non-audit services	<u>3,024</u>	<u>7,365</u>

#### 17. STAFF COSTS

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2021	2020
	£	£
Wages and salaries	1,281,567	1,329,560
Social security costs	90,125	92,808
Employer contributions to pension plans	24,253	23,500
	<u>1,395,945</u>	<u>1,445,868</u>

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS** *(continued)*

**YEAR ENDED 31 MARCH 2021**

The average head count of employees during the year was 69 (2020: 73). The average number of full-time equivalent employees during the year is analysed as follows:

	2021	2020
	No.	No.
Management and administration staff	5	6
Support workers	50	52
	<u>55</u>	<u>58</u>

No employee received employee benefits of more than £60,000 during the year (2020: Nil).

**Key Management Personnel**

Key management personnel, as detailed in the Trustees' Annual Report, received total remuneration of £100,594 (2020: £119,803) in the year.

**18. TRUSTEE REMUNERATION AND EXPENSES**

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees.

No trustee expenses have been incurred.

**19. TANGIBLE FIXED ASSETS**

	Freehold property £	Fixtures & fittings £	Motor vehicles £	Equipment £	Total £
<b>Cost</b>					
At 1 April 2020	1,399,480	168,721	232,270	85,742	<b>1,886,213</b>
Additions	41,261	18,131	–	10,467	<b>69,859</b>
<b>At 31 March 2021</b>	<u>1,440,741</u>	<u>186,852</u>	<u>232,270</u>	<u>96,209</u>	<u><b>1,956,072</b></u>
<b>Depreciation</b>					
At 1 April 2020	211,536	145,948	190,467	75,957	<b>623,908</b>
Charge for the year	26,056	12,310	10,452	6,001	<b>54,819</b>
<b>At 31 March 2021</b>	<u>237,592</u>	<u>158,258</u>	<u>200,919</u>	<u>81,958</u>	<u><b>678,727</b></u>
<b>Carrying amount</b>					
<b>At 31 March 2021</b>	<u>1,203,149</u>	<u>28,594</u>	<u>31,351</u>	<u>14,251</u>	<u><b>1,277,345</b></u>
At 31 March 2020	<u>1,187,944</u>	<u>22,773</u>	<u>41,803</u>	<u>9,785</u>	<u><b>1,262,305</b></u>

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS** *(continued)*

**YEAR ENDED 31 MARCH 2021**

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**20. DEBTORS**

	<b>2021</b>	2020
	£	£
Trade debtors	<b>173,252</b>	153,695
Prepayments and accrued income	<b>10,363</b>	11,413
Other debtors	–	625
	<u><b>183,615</b></u>	<u>165,733</u>

**21. CREDITORS: amounts falling due within one year**

	<b>2021</b>	2020
	£	£
Bank loans and overdrafts	–	33,980
Trade creditors	<b>15,773</b>	20,810
Accruals and deferred income	<b>27,751</b>	10,937
Social security and other taxes	<b>22,244</b>	22,826
Other creditors	<b>5,335</b>	5,679
	<u><b>71,103</b></u>	<u>94,232</u>

**22. CREDITORS: amounts falling due after more than one year**

	<b>2021</b>	2020
	£	£
Bank loans and overdrafts	–	154,313

Included within creditors: amounts falling due after more than one year is an amount of £Nil (2020: £27,477) in respect of liabilities payable or repayable by instalments which fall due for payment after more than five years from the reporting date.

**23. PENSIONS AND OTHER POST RETIREMENT BENEFITS**

**Defined contribution plans**

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £24,253 (2020: £23,500).

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2021

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#### 24. ANALYSIS OF CHARITABLE FUNDS

##### Unrestricted funds

	1 April 2020	Income	Expenditure	Transfers	31 March 2021
	£	£	£	£	£
General funds	1,378,945	1,827,344	(1,629,961)	–	1,576,328
Buildings Fund	122,240	168,000	(41,621)	–	248,619
Minibus Fund	99,670	24,000	(5,670)	–	118,000
Staff Pension & Bonus	3,772	–	(3,772)	–	–
	<u>1,604,627</u>	<u>2,019,344</u>	<u>(1,681,024)</u>	<u>–</u>	<u>1,942,947</u>

	1 April 2019	Income	Expenditure	Transfers	31 March 2020
	£	£	£	£	£
General funds	1,287,593	1,763,176	(1,673,225)	1,401	1,378,945
Buildings Fund	–	168,000	(45,760)	–	122,240
Minibus Fund	83,231	24,000	(7,561)	–	99,670
Staff Pension & Bonus	27,307	–	(23,535)	–	3,772
	<u>1,398,131</u>	<u>1,955,176</u>	<u>(1,750,081)</u>	<u>1,401</u>	<u>1,604,627</u>

##### Restricted funds

	1 April 2020	Income	Expenditure	Transfers	31 March 2021
	£	£	£	£	£
Action Halifax	5,283	10,219	(10,473)	–	5,029
HBOS	1,091	–	(32)	–	1,059
Lord Taverners	12,849	–	(4,315)	–	8,534
Provident Insurance	1,063	–	(266)	–	797
Wilkinson Woodward	3,906	–	–	–	3,906
Garden Swing	1,478	–	–	–	1,478
Hydrotherapy Pool	32,220	–	–	–	32,220
Bearder Charity	1,927	1,000	(765)	–	2,162
Lottery-Infection Control	–	9,958	(9,958)	–	–
CFFC COVID'19	–	6,000	(6,000)	–	–
	<u>59,817</u>	<u>27,177</u>	<u>(31,809)</u>	<u>–</u>	<u>55,185</u>

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**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS** *(continued)*

**YEAR ENDED 31 MARCH 2021**

**24. ANALYSIS OF CHARITABLE FUNDS** *(continued)*

**Restricted funds** *(continued)*

	1 April 2019 £	Income £	Expenditure £	Transfers £	31 March 2020 £
Action Halifax	5,573	–	(290)	–	5,283
HBOS	1,123	–	(32)	–	1,091
Lord Taverners	18,601	–	(5,752)	–	12,849
Provident Insurance	1,417	–	(354)	–	1,063
Wilkinson Woodward	3,906	–	–	–	3,906
Halifax Ladies Circle	864	–	(864)	–	–
CFFC	840	–	(140)	(700)	–
Duke of York	841	–	(140)	(701)	–
Laing Foundation	1,000	–	(1,000)	–	–
Garden Swing	1,478	–	–	–	1,478
Hydrotherapy Pool	17,787	15,840	(1,407)	–	32,220
Woodspeen	–	1,500	(1,500)	–	–
Bearder Charity	–	2,500	(573)	–	1,927
Calvert Trust	–	7,735	(7,735)	–	–
	<u>53,430</u>	<u>27,575</u>	<u>(19,787)</u>	<u>(1,401)</u>	<u>59,817</u>

The general fund represents the free funds of the Charity which are not designated for particular purposes.

The designated funds represent the following:

- Buildings fund - funds set aside for the improvement of the existing premises or the deposit on new premises.
- Minibus fund - the net book value of assets held plus funds set aside for the purchase of further vehicles.
- Staff pension & bonus - money accumulated towards future staff costs.

The following restricted funds represent the net book value of the capital facilities for which they were provided. The fund balances are reduced by the depreciation charged on the facility.

- Action Halifax - Various capital items
- The Lord's Taverners Charity - Contributions to minibuses
- Provident Insurance - Contribution to vehicle YJ59 FWZ
- HBOS - Conservatory (part)
- Halifax Ladies Circle - Sensory room
- CFFC - Capital Equipment
- Duke of York Fund - Capital Equipment
- Laing Foundation - Sensory room
- Bearder Fund - Hoists

**THE NEXT STEP TRUST**  
**COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS** *(continued)*

**YEAR ENDED 31 MARCH 2021**

**24. ANALYSIS OF CHARITABLE FUNDS** *(continued)*

The following funds represent balances in respect of grants and donations made for specific purposes relating to the ongoing costs of the Charity:-

Wilkinson Woodward	- Towards activities
Woodspeen	- Apprenticeship grant
Garden Swing	- Garden area
Hydrotherapy Pool	- Hydrotherapy pool
Calvert Trusts	- Residential holidays
Lottery Infection Control	- Towards reducing the spread of Covid-19
CFFC Covid-19	- Towards reducing the spread of Covid-19

**25. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Tangible fixed assets	1,254,586	22,759	1,277,345
Current assets	759,464	32,426	791,890
Creditors less than 1 year	(71,103)	-	(71,103)
Creditors greater than 1 year	-	-	-
<b>Net assets</b>	<b>1,942,947</b>	<b>55,185</b>	<b>1,998,132</b>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Tangible fixed assets	1,233,915	28,390	1,262,305
Current assets	619,257	31,427	650,684
Creditors less than 1 year	(94,232)	-	(94,232)
Creditors greater than 1 year	(154,313)	-	(154,313)
<b>Net assets</b>	<b>1,604,627</b>	<b>59,817</b>	<b>1,664,444</b>

**26. ANALYSIS OF CHANGES IN NET DEBT**

	1 Apr 2020 £	Cash flows £	31 Mar 2021 £
Cash at bank and in hand	484,951	123,324	608,275
Debt due within one year	(33,980)	33,980	-
Debt due after one year	(154,313)	154,313	-
	<b>296,658</b>	<b>311,617</b>	<b>608,275</b>

# THE NEXT STEP TRUST

## COMPANY LIMITED BY GUARANTEE

### NOTES TO THE FINANCIAL STATEMENTS *(continued)*

#### YEAR ENDED 31 MARCH 2021

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#### 27. CAPITAL COMMITMENTS

Capital expenditure contracted for but not provided for in the financial statements is as follows:

	2021	2020
	£	£
Tangible fixed assets	—	40,689

#### 28. OPERATING LEASE COMMITMENTS

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2021	2020
	£	£
Not later than 1 year	40,070	40,070
Later than 1 year and not later than 5 years	74,785	78,856
Later than 5 years	39,667	56,667
	<u>154,522</u>	<u>175,593</u>

#### 29. RELATED PARTIES

Rent and service charges of £15,627 (2020: £19,000) was paid to Eureka! The National Children's Museum, a charitable company of which one of the trustees is also a director and trustee.