

REGISTERED COMPANY NUMBER: 06240260 (England and Wales)
REGISTERED CHARITY NUMBER: 1123063

KCIL LIMITED

Unaudited Financial Statements for the Year Ended 31 March 2025

KCIL LIMITED

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KCIL LIMITED (REGISTERED NUMBER: 06240260)
Report of the Trustees
for the year ended 31 March 2025

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
06240260 (England and Wales)

Registered Charity number
1123063

Registered office
River Reach
31-35 High Street
Kingston Upon Thames
Surrey
KT1 1LF

Current Trustees

Mrs K Alexander (Appointed 17 March 2025)
Mrs P Bamford (Former RBK Councillor)
Ms K E Coleman
Mr A L Lee FCA Treasurer and Chair
Mrs B Notay
Mrs K Penny
Mr A Pearce (Appointed 17 March 2025)
Mrs M Quinton
Mrs M Thompson (Former RBK Mayor) (resigned 17 December 2024)

CEO

Mr J Lamont

Accountant

Mrs A van Eijnsbergen (appointed April 2024)

Bankers

Nat West Bank Kingston

Independent Examiner

Hazel Day
Xeinadin
Nightingale House
46-48 East Street
Epsom
Surrey
KT17 1HQ

KCIL LIMITED (REGISTERED NUMBER: 06240260)

**Report of the Trustees
for the year ended 31 March 2025**

The trustees who are also directors of the charity for the purpose of the Companies Act 2006 present their report with the financial statements of the charity for the year ended 31 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, ACTIVITIES and PERFORMANCE

Objectives

KCIL exists to promote the rights and independence of disabled people, supporting them to live the lives they choose, on their own terms. Our charitable objectives are grounded in the social model of disability, placing disabled people at the centre of decision-making, policy, and service delivery. KCIL's activities include the delivery of Direct Payments Support Services, Independent Travel Training, employment support, and community-based initiatives that reduce isolation, promote accessibility, and empower people to live independently. Our vision is of a society where all disabled people have equal access to opportunity, inclusion, and choice. During 2024–2025, KCIL continued to pursue this vision through delivery, partnerships, outreach, and strategic growth.

Achievements and Performance

This year has been transformational for the charity with several major contract wins.

1. Major Contract Award – Croydon Direct Payments Support Service

In February 2025, KCIL was awarded a major 10-year contract by Croydon Council to deliver its Direct Payments Support Service, commencing in October 2025 and running through to 2035. This award significantly expands KCIL's service area and influence, extending our Direct Payments work across three Southwest London boroughs. The contract will support over 600 residents, offering advice, payroll, peer support, and personalised guidance to help people manage their

care with autonomy and confidence. To meet this increased demand, KCIL will recruit four additional staff, boosting internal capacity and local delivery.

2. Independent Travel Training Expansion – London Borough of Brent

KCIL was successful in winning a 5-year contract in November 2024 with the London Borough of Brent to deliver Independent Travel Training (ITT), building on our proven impact in Sutton. Service delivery began in February 2025 and will continue through to 2030. This new contract will see the ITT team grow from 2 to 7 staff, enabling the charity to train and support more SEND children and young people to travel safely and confidently on public transport. Outcomes include improved independence, wellbeing, and social inclusion — while also reducing reliance on Assisted Transport.

3. Growth in Fundraising and Bid Writing Capacity

KCIL's internal investment in fundraising capability has delivered notable results in 2024–2025. The Operations Manager now contributes to bid development alongside the CEO, resulting in stronger funding applications and increased income diversity. Key achievements include a three-year £25,000 annual grant from Lloyds Bank Foundation to support core costs, and a rise in funding from Skills for Care to £28,000, including a collaboration project to enhance the visibility of smaller charities. Further funding increases were achieved for the charity's Accessibility and Befriending workstreams, enabling deeper and wider community support.

4. Specialist Provision in Peterborough – Education Other Than at School

In February 2025, KCIL extended its specialist service offer beyond London Boroughs by partnering with Peterborough Council to deliver Education Other Than at School (EOTAS) support for a young person with complex needs. The charity provided a teaching specialist, for teaching provision during a transfer from London to Peterborough; enabling personalised education provision where mainstream schooling was not suitable. This project reflects KCIL's adaptability, high professional standards, and person-centred values, ensuring that every individual — regardless of circumstance — has access to meaningful support.

5. Community Engagement and Social Inclusion

KCIL continued to invest in inclusive community engagement throughout 2024–2025, offering a range of accessible and welcoming activities. These included the popular River Thames Summer Boat Cruise, picnics in the park, and nature walks in Richmond Park, each designed to build confidence, reduce social isolation, and strengthen community connections. These events sit at the heart of KCIL's mission to promote inclusion, belonging, and wellbeing — and were very positively received by both participants and families.

KCIL remains committed to delivering person-centred services that are accessible, empowering, and led by the needs and aspirations of disabled people.

FINANCIAL REVIEW

General Reserves

KCIL has operated a prudent financial regime for a number of years, and we have adjusted our spending to fit our predicted income, and we have maintained tight control over staffing and expenditure. This has stood us in good stead during the uncertainty of the covid years.

We are now in the process of transforming KCIL to ensure we are not dependent on any one customer or area of service. Although these financial statements show our revenue declining between 2023.24 and 2024.25 it would be wrong to assume we were going backwards. This reduction is due to the loss of the RBK DP contract which the council has, against the trend, taken back in house. In the meantime, we have been winning a number of contracts with other councils and by the second half of 2025.26 our recurring revenues will have doubled. Beyond that we plan and expect to grow over the following 3 years by a further 50%. Starting in October 2025 we have just won a £175K pa contract with Croydon Council to provide DP services. This contract runs for 10 years.

Such growth is not without risks, and we are monitoring contracts in more financial detail; keeping a tight control on staff numbers and on other expenditure; and are reviewing our line manager structure.

We know our reserves must keep pace with our activities. Our aim is to hold reserves equating to 6 months of expenditure. With general reserves at £262K we are above that target but the current level is consistent with our plans to build revenues and related expenditure. Since year-end we have received a legacy of £56,000 for which we are extremely grateful to the benefactor **Bryan T Pickering** and his executors. We plan to ensure the funds are used in a way which is a permanent memory of Bryan.

Identified Risks

KCIL's Board regularly review the risks which we identify as significant to the long-term viability of KCIL and attempt to mitigate them as far as is practical. The main identified risks are:

Office Premises

We do not have the luxury of council subsidised office space and must pay market rental for our Kingston office which is well placed but a nightmare for parking. To find the right premises which have the facilities and location for both users and staff at a cost we can afford, will require a commitment in the form of a longer-term lease or possibly a purchase. Thus, our reserves

policy, and the need to keep staff working from home and with desk rotation in the office. With more contracts coming from outside RBK we are aware that we may in the future need to consider an additional hub.

Loss of key staff and or Trustee

We review succession planning regularly and use focused training and appraisal to develop our staff and governance team. Nevertheless, much rests on the shoulders of our excellent CEO. In addition, our Chair of Trustees is also our Treasurer and this is not ideal particularly given his other voluntary commitments. We continue to work through solving this dilemma.

Too high a percentage of our revenue accrues from one customer.

This was the case up till March 2024. However, our drive to diversify the services we offer and the customers we serve has meant that the loss of our DP contract with RBK has not been the disaster it might once have been. We will strive to enlarge our service area offer and our customer base. Our successful operation of the contracts we have won has also meant that our reputation with commissioners is spreading wider.

Staffing costs.

We highly value our excellent staff and aim to ensure that their salaries are competitive with the best of the local charity sector. Achieving this over the last few years which included covid and inflation has not been easy. We monitor salary costs by contract as we know that we must provide value for money while in practice also offering the individual attention our disabled users require. We aim to use good planning and organisation for each contract to ensure we have happy and fulfilled staff who provide efficient and effective services to our customers and service users.

Longer term contracts with limited or no allowance for inflation.

Some procurers are asking for fixed term contracts with no allowance for inflation or employment cost changes. We look very carefully at these contracts, and have to be prepared to walk away if their requirements are unrealistic.

Over expanding.

Although expanding, we remain a small charity, and as with all the others of our size we need to manage our expansion carefully and to ensure we get the building blocks of premises, well trained and motivated staff, financial controls, and sound finances moving together.

Plans for Future Periods.

Our strategic plan sets out that we need to build upon providing a wider range of services in order to ensure we are not dependent on a single contract or customer. This may require that we move to new offices, and we aspire to include in this new home better meeting facilities for our members and users. In addition, we want to be financially robust to allow us not only to continue our expansion of services and customers but also to take a risk or two with new initiatives which may develop into areas of benefit for our members and users.

Over the next 18 months KCIL will focus on:

- Mobilising and preparing infrastructure for the Croydon Direct Payments contract starting October 2025
- Recruiting and training staff to meet new delivery requirements across DP and ITT programmes
- Deepening collaboration with partner charities through co-designed projects and visibility campaigns
- Continuing to build a sustainable funding base through trusts, foundations, and partnerships
- Further embedding user voice and lived experience into organisational strategy, governance, and service design

In addition, KCIL is actively pursuing a strategic growth agenda, aiming to increase its overall turnover, broaden its geographical footprint, and diversify the types of contracts and projects it delivers. With a now established and experienced Bid Writing function, the charity is well positioned to pursue a wider range of opportunities aligned with its values and expertise.

Over the coming years, KCIL intends to target a mix of local authority, NHS, and broader public sector commissioning opportunities across Greater London and the Home Counties, particularly in the fields of Direct Payments support, Independent Travel Training, SEND Brokerage, Personal Health Budget, user-led care innovation, and inclusive community engagement. This approach will allow KCIL to scale its impact while remaining rooted in the principles of independent living, person-centred support, partnership working, and the social model of disability.

KCIL remains committed to delivering person-centred services that are accessible, empowering, and led by the needs and aspirations of disabled people.

KCIL LIMITED (REGISTERED NUMBER: 06240260)
Report of the Trustees
for the year ended 31 March 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and is constituted as a company, limited by guarantee, as defined by the Companies Act 2006.

Constituted in 1968, KCIL has developed into an organisation of disabled people, with a clear and firm commitment to independent living, choice, control and equality. KCIL is constituted to meet the needs of disabled people in and around The Royal Borough of Kingston upon Thames (RBK), particularly by representing and supporting their full equality and inclusion in order that they might lead independent and empowering lives. Trustees are voted in at each Annual General Meeting, thereby forming the Board of Trustees of KCIL; there must be a minimum of three trustees. The skill requirements for the Board of Trustees are kept under review and when a trustee retires or additional new skills are identified as required, the Board will initiate a recruitment procedure. New trustees may be sought by open advertisement, through dialogue with suitable candidates, and through nominations at the Annual General Meeting. The ethos of the organisation, particularly its commitment to the concept of independent living and the Social Model of Disability, are taken into account when recruiting new trustees. The ultimate decision is a matter for the current Board of Trustees who will co-opt a new Trustee until confirmed at the next AGM. Trustees' meetings (known as Board of Trustees meetings), are where Board members agree the broad strategy and areas of activity for the organisation, including grant making criteria, level of reserves, risk management, performance and policies. The day-to-day administration of grants and operational management of KCIL activities is delegated to the Chief Executive. The welcome pack for new trustees includes a brief history of KCIL, the organisation's Strategy document and current Business Plan, a copy of the Charity Commission's guidance 'The Essential Trustee: What you need to know', as well as compliance documents. The induction process for new trustees comprises an initial meeting with the Chair of the Board of Trustees and a series of meetings with the Chief Executive relating to KCIL services, our ethos, and the powers and responsibilities of the Board of Trustees. New Trustees are also encouraged to visit the office to meet the wider staff.

Approved by order of the board of trustees on 15th Sept 2025 and signed on its behalf by:

.....
A L Lee Chair

**Independent Examiner's Report to the Trustees of
KCIL Limited (Registered number: 06240260)
for the year ended 31 March 2025**

Independent examiner's report to the trustees of KCIL Limited ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2025.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Hazel Day

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Nightingale House
46-48 East Street
Epsom
Surrey
KT17 1HQ

Date: 17th October 2025

KCIL LIMITED (REGISTERED NUMBER: 06240260)

**Balance Sheet
31 March 2025**

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
CURRENT ASSETS					
Debtors and prepayments	11	109,871	-	109,871	69,473
Cash at bank and in hand		<u>244,595</u>	<u>-</u>	<u>244,595</u>	<u>282,122</u>
		354,466	-	354,466	351,595
CREDITORS					
Amounts falling due within one year	12	(81,309)	-	(81,309)	(88,963)
		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET CURRENT ASSETS		<u>273,157</u>	<u>-</u>	<u>273,157</u>	<u>262,632</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>273,157</u>	<u>-</u>	<u>273,157</u>	<u>262,632</u>
NET ASSETS		<u>273,157</u>	<u>-</u>	<u>273,157</u>	<u>262,632</u>
FUNDS					
Unrestricted funds	14			<u>273,157</u>	<u>262,632</u>
TOTAL FUNDS				<u>273,157</u>	<u>262,632</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2025.

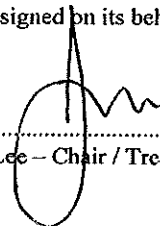
The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2025 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

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

The financial statements were approved by the Board of Trustees and authorised for issue on 15th September 2025 and were signed on its behalf by:


A L Lee – Chair / Treasurer

The notes form part of these financial statements

KCIL LIMITED

Notes to the Financial Statements for the year ended 31 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.

INCOME

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

EXPENDITURE

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

TAXATION

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

FUND ACCOUNTING

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

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, LEGACIES and GRANTS

	2025	2024
	£	£
Donations	3,701	2,510
Grants	<u>43,904</u>	<u>35,379</u>
	<u>47,605</u>	<u>37,889</u>

KCIL LIMITED

**Notes to the Financial Statements - continued
for the year ended 31 March 2025**

3. INVESTMENT INCOME

	2025	2024
	£	£
Deposit account interest	<u>4,864</u>	<u>3,219</u>

4. INCOME FROM CHARITABLE ACTIVITIES

	2025	2024
	£	£
Service contracts for independent living support services	346,867	395,273
Fundraising Events	6,557	10,230
Membership subscriptions	118	234
	<u>353,542</u>	<u>405,737</u>

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Governance Costs £	Totals £
Independent living support services	<u>392,986</u>	<u>2,500</u>	<u>395,486</u>

6. SUPPORT COSTS

	Governance costs £
Independent living support services	<u>2,500</u>

7. TRUSTEES' REMUNERATION AND BENEFITS

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

TRUSTEES' EXPENSES

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

KCIL LIMITED

**Notes to the Financial Statements - continued
for the year ended 31 March 2025**

8. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	<u>305,672</u>	<u>282,080</u>

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

	2025	2024
	<u>11</u>	<u>11</u>
Charitable activities		

No employees received emoluments in excess of £60,000.

9. COMPARATIVES (2023/24) FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £ At 31.3.24	Restricted funds £	Total funds £ At 31.3.24
INCOME AND ENDOWMENTS FROM			
Donations and grants	37,889	-	37,889
Charitable activities			
Independent living support services	405,737	-	405,737
Investment income	<u>3,219</u>	<u>-</u>	<u>3,219</u>
Total	<u>446,845</u>	<u>-</u>	<u>446,845</u>
EXPENDITURE ON			
Charitable activities			
Independent living support services	<u>387,291</u>	<u>-</u>	<u>387,291</u>
NET SURPLUS	59,554	-	59,554
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>203,078</u>	<u>-</u>	<u>203,078</u>
TOTAL FUNDS CARRIED FORWARD	<u>262,632</u>	<u>-</u>	<u>262,632</u>

KCIL LIMITED

Notes to the Financial Statements - continued for the year ended 31 March 2025

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade debtors	102,624	60,968
Prepayments and accrued income	<u>7,247</u>	<u>8,505</u>
	<u>109,871</u>	<u>69,473</u>

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade creditors	495	14,318
Social security and other taxes	5,865	5,719
VAT	17,768	14,541
Other creditors	3,305	3,521
Accruals and deferred income	<u>53,876</u>	<u>50,864</u>
	<u>81,309</u>	<u>88,963</u>

12. LEASING AGREEMENTS

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

	2025	2024
	£	£
Within one year	26,450	25,000
Within two to five years	<u>40,100</u>	<u>12,500</u>

From October 2025 KCIL committed to a further lease of 2 years at a rent of £26,500pa and with a 4 month break clause at anytime.

13. MOVEMENT IN FUNDS

	At 1.4.24	Net movement in funds	At 31.3.25
	£	£	£
Unrestricted funds			
General fund	<u>262,632</u>	<u>10,525</u>	<u>273,157</u>
TOTAL FUNDS	<u>262,632</u>	<u>10,525</u>	<u>273,157</u>

KCIL LIMITED

**Notes to the Financial Statements - continued
for the year ended 31 March 2025**

13. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	406,011	(395,486)	10,525
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>406,011</u>	<u>(395,486)</u>	<u>10,525</u>

Comparatives (2023/24) for movement in funds

	At 1.4.24 £	Net movement in funds £	At 31.3.25 £
Unrestricted funds			
General fund	<u>203,078</u>	<u>59,554</u>	<u>262,632</u>
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>203,078</u>	<u>59,554</u>	<u>262,632</u>

Comparative (2023/24) net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds	2023/24	2023/24	2023/24
General fund	<u>446,845</u>	<u>(387,291)</u>	<u>59,554</u>
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>446,845</u>	<u>(387,291)</u>	<u>59,554</u>

KCIL LIMITED

**Notes to the Financial Statements - continued
for the year ended 31 March 2025**

14. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2025.

15. POST BALANCE SHEET EVENT

After 31 March 2025 it was confirmed that KCIL had been left approximately £56,000 as a legacy in the will of Bryan Thornton Pickering and that an interim payment would shortly be made. We are extremely grateful to Bryan and his executors and will endeavour to ensure these funds are used in a permanent way which is fitting to his memory.