

**AVENUES LONDON**

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

Charity Registration Number: 1130445

Company Registration Number: 06858705

## **AVENUES LONDON**

Index	Page
Reference and administrative details of the charity, its advisers and trustees	1-2
Trustees' report	3-9
Strategic report	10-14
Trustees' responsibilities statement	15
Independent auditor's report	16-19
Statement of financial activities	20
Balance sheet	21
Notes to the financial statements	22-32

## **AVENUES LONDON**

### **BOARD MEMBERS AND MANAGEMENT PERSONNEL**

#### **FOR THE YEAR ENDED 31 MARCH 2022**

#### **Reference and administrative details of the charity, its advisers and trustees**

**Chair:** Terry Rich

All Trustees are Members of the overlapping Group Boards for Avenues Trust Group and all committees are held on a Group basis.

#### **Non-Executive Trustees:**

Evlynn Gilvary	(Member of the Audit Committee and Risk Committee)
Alistair Oag	(To May 2022) (Chair of the Audit and Risk Committee and Finance Committee)
Mark Pittaway	(To October 2021) (Member of the Finance Committee)
Alistair Brown	(Member of Audit and Risk Committee)
	(From May 2022) (Chair of Audit and Risk Committee)
Cathryn Law	(Chair of People, Culture and Reward Committee)
Rich Hodgson	(From May 2022) (Chair of Finance Committee)

#### **Executive Trustees:**

Joanne Land  
Nicola Ford

#### **Key Management Personnel:**

Michael Gray	Regional Director
Joanne Land	Group Chief Executive
Nicola Ford	Group Director of Finance
Steven Parker	Group Director of Housing and Development
Daniel Gower-Smith	Group Director of Operations
Caroline Neal	Director of People and Organisational Development
Karina Hourd	Group Business Development Director
Lauren Osman	Company Secretary

**CHARITY REGISTRATION NUMBER** 1130445

**COMPANY REGISTRATION NUMBER** 06858705

## **AVENUES LONDON**

### **BOARD MEMBERS AND MANAGEMENT PERSONNEL**

#### **FOR THE YEAR ENDED 31 MARCH 2022**

##### **Registered Office:**

River House, 1 Maidstone Road, Sidcup, Kent DA14 5TA

##### **Advisors:**

Bankers: Barclays Bank PLC, One Churchill Place, Canary Wharf, London E14 5HP

Independent auditor: RSM UK Audit LLP, 25 Farringdon Street, London EC4A 4AB

Solicitors: Trowers & Hamlin, 3 Bunhill Row, London EC1Y 8YZ.

# **AVENUES LONDON**

## **TRUSTEES' REPORT AND STRATEGIC REPORT**

### **FOR THE YEAR ENDED 31 MARCH 2022**

The Board presents herewith its Annual Report and the Audited Financial Statements of Avenues London for the year ended 31 March 2022. The legal and administrative information set out on Pages 1 and 2 forms part of this report. The Financial Statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS 102) applicable in the UK and in the Republic of Ireland (effective January 2019).

#### **Introduction**

The Avenues London accounts for 2022 and the 2021 comparative figures are constructed in line with best practice, as set out above. Compliance with best practice extends to the need to address the "public benefit" provided by Avenues London.

"Avenues"/"Avenues Group" means the Avenues Trust Group Limited and its subsidiaries of which Avenues London is one.

#### **Structure, Governance and Management**

##### **Board Structure**

The Avenues Group Boards operate an overlapping board governance structure. The overlapping board structure involves all of the entities within the Group sharing a core group of trustees common to all of the Boards (the majority of whom are non-executive) with a small number of independent trustees who sit on one but not any of the other Boards. This way of operating provides for efficiency but also the effectiveness of our governance. It increases the speed of our decision making, streamlines information flows and improves clarity regarding accountabilities.

##### **Structure**

Avenues London is a Charitable Company limited by guarantee and was incorporated in England and Wales on 25 March 2009. The company was established under a Memorandum of Association which established the objects and powers of the Charitable Company, which is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Members adopted a set of Articles which include Objects to enable the organisation to change its Board to a unitary structure, enabling two executives to become trustees.

Avenues London is a subsidiary of The Avenues Trust Group, which is a registered charity and constituted as a company limited by guarantee.

## **AVENUES LONDON**

### **TRUSTEES' REPORT AND STRATEGIC REPORT**

#### **FOR THE YEAR ENDED 31 MARCH 2022**

##### **Membership**

The Avenues Trust Group is the sole member of Avenues London. This change was affected and agreed at an Extraordinary General Meeting held in May 2020 where the Avenues London constitution was updated to reflect the changes.

##### **Governance**

The Board members are set out on Page 1.

The Group Board meets four to five times per year and more frequently if required and is responsible for determining the strategy of the organisation and for ensuring successful operational performance, in line with the expectations of stakeholders.

The Avenues Group has four committees which discuss the business of the whole Group. The committees are Audit & Risk, Finance, People, Culture and Reward (PCR) and Quality, Local Focus and Engagement (QLE). Committees report directly to all the Boards within the Avenues Group.

The Audit & Risk committee, in line with good governance principles, is expected to bring a further degree of detachment from the Board's responsibilities in discharging its distinctive duties. The committee oversees all systems, controls and processes that may have an impact on the ability to meet our aims.

The Finance committee provides an additional layer of oversight regarding any financial matters that may have a significant impact on the charity.

The People, Culture and Reward committee provides assurance to the Avenues Group Boards that it has an effective People and Pay Strategy in place, promoting an effective, high performing and diverse workforce. The committee also oversees issues relating to the remuneration of staff, with specific responsibility for making recommendations to the Boards regarding the Group Remuneration Policy and the Executive Management Team's remuneration. In addition, the committee is responsible for linking the Group's strategy to future changes on the Boards whilst giving full consideration to succession planning for directors and other senior executives in the course of its work.

The Quality, Local Focus and Engagement committee (QLE) provides assurance to the Avenues Group Boards regarding the quality of our services and the engagement of the people we support across the organisation is our priority and so this committee was introduced to provide assurance to the board(s) around the operational delivery of quality support. Our aspiration is that the support we provide enables people to maximize their independence and opportunities whilst keeping them safe.

The committee will also find the best way to engage with all stakeholders within particular regions, ensuring their voices are heard so they are involved in the setting of the organisation's goals, quality and culture.

Avenues London has made qualifying third party indemnity provisions for the benefit of its trustees.

## **AVENUES LONDON**

### **TRUSTEES' REPORT AND STRATEGIC REPORT**

#### **FOR THE YEAR ENDED 31 MARCH 2022**

##### **The Charity Governance Code**

The Avenues Group recognises the importance of good governance and uses the Charity Governance Code to inform any reviews and changes to all governance policies. All trustees are made aware upon appointment of their responsibilities under the Code.

In our efforts to strive to be the best we can be in governance we have used the Code to undertake board and trustee appraisals, making sure that the principles of our appraisal tools are based on and support the guidelines and recommendations outlined in the Code.

All of our trustees are selected in a manner consistent with the organisation's recruitment, diversity and equality policies, ensuring that the selection process is both time and cost effective. In 2021 we began a recruitment campaign to help diversify our board. This work continues and is a focus into 2022 and beyond as we plan to work with specialist advisors to help improve the diversity of our board.

Our trustees serve a period of four years, with an option to extend for a further four years. In addition to making direct approaches to suitable candidates Avenues may advertise for trustees through notice boards, network recruitment or in the media. When a recruitment need is identified the Company Secretary will work with the board or committee to carry out a skills audit before a recruitment campaign begins. Policies and procedures are in place for the induction and training of new trustees. Training needs are continuously identified through board/committee discussions and surveys and board and trustee appraisals. When a training need is identified we organise externally facilitated training sessions. In 2020 we identified the need for the following training; Health & Safety and safeguarding responsibilities and Finance and Risk at board level and these sessions were externally facilitated.

##### **Data Protection Compliance**

The Avenues Group Boards have continued to help ensure our compliance with UK data Protection Laws. Avenues has always taken data protection seriously and we continue to strengthen our policies and procedures to ensure that the protection of people's information remains a high priority. In 2020 we commissioned an internal audit review of our GDPR compliance which resulted in reasonable assurance.

##### **Public Benefit**

The Avenues Group specialises in providing complex support, most commonly working with people who have a profound learning disability, autism, or acquired brain injury.

The majority of our work is commissioned by local government and the NHS, and delivered through community-based Supported Living; a methodology which is recognised to deliver better outcomes and significant savings to the public purse when compared to traditional residential and clinical alternatives.

## **AVENUES LONDON**

### **TRUSTEES' REPORT AND STRATEGIC REPORT**

#### **FOR THE YEAR ENDED 31 MARCH 2022**

Avenues London supports more than 160 people to enjoy community-based life, and employs more than 290 staff.

The coronavirus pandemic demonstrated what an exceptional workforce we have, and our culture means we will not allow external challenges to inhibit the lives of the people we support.

Our aspiration is not to manage people's lives, but to understand what really matters to them and unlock the opportunities they want to take. But no provider can do this effectively in isolation.

Quality is of paramount importance to Avenues. It's central to all our plans and we work with the Tizard Centre to audit our standards. At a statutory level we are regulated by the Care Quality Commission.

Performance is reliant on all employees' shared ambition to make a positive difference to the lives of people we support, so recruitment is based on aptitude - regardless of previous experience. Staff complete mandatory training, as well as specialist courses based on the needs of the people, we provide services to.

We always take into account shared interests when matching staff to people they might support. This means support is personalised and encourages retention and consistency. Staff take time to get to know people, supporting them to do things differently or for the first time, working out what matters to them and what they enjoy.

Avenues London is committed to developing the way it supports its staff, as we know that well-supported people support people well.

We continue to work with the University of Kent on mindfulness packages to strengthen employee wellbeing, and professional training around positive behaviour support. This advances the efficacy of the care we provide and therefore reduce people's support needs over time.

The trustees of Avenues London have read the Charity Commission guidance on public benefit and have paid due regard to the guidance in preparing their statements on public benefit in this report.

#### **Strategy**

The strategic direction of Avenues London is set in the context of the overall Avenues Group strategy as a whole. The focus of the 3 year strategic plan starting in 2018/19 was on providing high-quality, and consistently improving services to everyone it supports, throughout their lives. Our strategy for 2021-25, 'Building Better Lives Together', will mean we are able to continue to provide our unique support for the long term; and offer it to more people, in more places.



## **AVENUES LONDON**

### **TRUSTEES' REPORT AND STRATEGIC REPORT**

#### **FOR THE YEAR ENDED 31 MARCH 2022**

##### **Risk Management**

The Boards of the Avenues Group operate a formal risk management process and risk register, which involves continuous review of the risks identified and those emerging, their potential impact and means of mitigation. The risk register is reviewed by the group Audit Committee, which, in turn, reports on risk to the Avenues Group Boards on a quarterly basis.

The key risks identified for 2021/22 the coronavirus pandemic impact and the challenges in the underlying competitive labour market for quality operational staff. All necessary measures have been taken to mitigate these risks going forward, which included the setting up of a specific working party for the coronavirus pandemic and reviewing all guidance provided by the government and other bodies.

##### **Principal Risks and Uncertainties - Coronavirus**

As the financial year started our sector, the nation and indeed world were still in the pandemic with continued uncertainty. We continued to navigate our way through the changing guidance for the UK and Adult Social Care. The continued impact of coronavirus has been far reaching and has affected the people we support, their families, our staff teams in many ways.

Every step, and every decision, was taken to keep the people we support and our staff teams safe and well and in line with the current guidelines. We know that well supported people, support people well and we have made every effort to make sure our teams have had everything they need to maintain their own resilience and wellbeing, so that they can continue to provide the support people deserve.

In response to the pandemic, The Avenues Trust Group set up the "COVID-19 management team". The group is chaired by the Group Director of Operations and includes members from all key areas of the organisation. The group continued to meet weekly throughout the financial year with additional ad-hoc meetings as required.

Communication and support didn't just come from within Avenues and it was clear that the sector needed to support each other. We encouraged managers to continue to work with and seek support from external sessions:

- VODG
- Skills for Care
- Local Authority updates
- Webinars

Directors collaborated with other social care organisations to share lessons learnt, our approach and to offer additional support.

Data is collected from front line managers to enable services/teams to be risk rated to ensure the required dedicated management support is deployed to make certain

## **AVENUES LONDON**

### **TRUSTEES' REPORT AND STRATEGIC REPORT**

#### **FOR THE YEAR ENDED 31 MARCH 2022**

a safe service is delivered. The data included, but not limited to:

- Confirmation of suspected cases for people supported and employees reported via an incident report
- Available staff numbers
- PPE levels
- Food provisions
- Employee and the people we support testing results
- Employee and the people we support vaccine data

A separate CV19 risk register was maintained and updated weekly relating to actions taken to support the organisation and managing risks. The risk register and reports were shared with the Avenues Group Boards.

Policies and procedures were reviewed in light of coronavirus pandemic and where changes were required, they were agreed via the COVID-19 Oversight Group and documented. The Policy Review Group (PRG) monitored progress, managed updates and ensured the organisation takes action as required. Updated policies and procedures have been reissued.

Personal Protective Equipment (PPE) continues to require a significant level of management oversight. We have at least, a minimum, of four month's supply of the required PPE supported by monthly stock takes. Central repeat orders were placed as required to maintain a minimum levels. All registered locations made full use of the governments' supply chain.

A key part to successful management of the coronavirus included prompt infection control practice. In addition to the use of PPE and deep cleans as required, the level of cleaning was increased and visitors stopped as per government guidelines. Staff movement was minimised and steps were taken to ensure that the same staff worked with each other where possible.

In the event of two or more confirmed cases within a service a Task Force meeting has been convened to ensure the required support and action is taken. The main aim was to ensure that the required support was provided to the affected team.

We reviewed our approach to occupational sick pay and in line with government funding, employees were paid their normal salary for all sickness and time away from work due to coronavirus.

Testing for the people we support and employees has always been a top priority and we have always followed the government advice in all settings. We recognised early on that regular testing was required, not only to ensure our operational teams were not spreading the virus but also to enable us to manage any outbreaks. In December 2021 as a new strain of the virus was being detected, we requested daily testing of all staff ahead of the Government advice Testing for people we support, has been a challenge and Avenues follow the Government advice for each setting. The size of

### TRUSTEES' REPORT AND STRATEGIC REPORT

#### FOR THE YEAR ENDED 31 MARCH 2022

our individual services is such that where we had outbreaks, they could be contained more easily to minimise the spread and impact.

The organisation is supportive of the vaccine programme for both the people we support and employees. To ensure, as far as possible, the workforce is able to have the vaccine, we have paid employees for their time and travel to have the vaccine where required.

We have shared, relevant accessible information for the people we support. This was communicated to Service Managers and copies saved to the CV19 Intranet for use.

Finally, as we exit the financial year the Government issued guidance detailing how, as a nation, we will be living with COVID-19 and this prompted additional guidance for Adult Social Care. Our overarching principle of keeping the people we support and our staff teams as safe as possible remains our top priority whilst the whole organisation adapts to the living with COVID-19.

The Oversight group reviewed each and every action taken over the past two years and agree the most appropriate next steps. Policies and Procedures were reviewed in line with guidance and decision and we, once again, increased communication with our workforce.

We recognise and understand, that after two years of COVID-19 restrictions that moving to "Living with COVID-19" would be a worrying time for the people we support, their family members and our staff teams. We therefore have written to each person we support, their family members and staff detailing the organisations approach to "Living with COVID".

Whilst keeping people as safe as possible we knew going forward we wouldn't be just **living with Covid**, we will be supporting people to once again **enjoy their lives, live the lives they want and be active citizens** once again. Going forward we will be returning to "**enabling people**" and not just "**caring for**" people but doing things "**with**" and not "**for**"; in short, together we will progress from surviving to thriving once again.

See Going Concern on page 12 for financial risk assessment.

## **AVENUES LONDON**

### **TRUSTEES' REPORT AND STRATEGIC REPORT**

#### **FOR THE YEAR ENDED 31 MARCH 2022 STRATEGIC REPORT**

##### **Objectives & Activities**

The charitable objects of Avenues London are for the public benefit as they support and promote the intellectual, emotional, physical and spiritual welfare of people aged nine and upward with complex support needs. This is achieved by providing professional, high quality, not-for-profit support services to people, supporting them to enjoy their lives within their communities.

In considering the organisation's objectives and activities, the Trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission.

##### **Achievements and Performance**

The objectives within the 2021-22 operating plan for Avenues London are aligned to the Avenues Group Strategic plan 2021-25, and are based around the following areas:

- Quality and Specialism
- Capacity and Resources
- Building our Reputation
- Sustainability and Growth
- Engagement and Coproduction

The operating plan/objectives for Avenues London in 2021/22 contained specifically the following 12 objectives,:

- Roll out mobile technology within services as per Avenues Group roll-out plan
  - This was achieved within the plan. Some services are planned to have this rolled-out through 22/23
- Recruitment – a minimum of 80% of support hours to be delivered by either contract or Bank employees
  - We saw vacancy rates in London increase to 23% in the last quarter of the year, which reflects the national picture in the labour market;
  - With the exception of 3 service, all services within Avenues London consistently met this target.
- Training – all statutory, regulatory and service led training to be in date for all active employees.
  - This was met consistently across Avenues London
- Finance action plan – to meet the budget and establish a platform for Avenues London to consistently generate an operating surplus in the coming years
  - Filling voids in 3 services which was out of our control significantly impacted our ability to meet the budget.
  - However, we did retain our 5 block-contracted services in the London Borough of Bromley, with a much more favourable financial margin
- Service Manager role review – to ensure it was fit for purpose going forward
  - The project group went as far as we could with this, but have realised that a bigger piece of work is needed around management and leadership in services across all levels.
  - The work from this is being incorporated into a Group-wide piece of work in 22/23.

## AVENUES LONDON

### TRUSTEES' REPORT AND STRATEGIC REPORT

#### FOR THE YEAR ENDED 31 MARCH 2022

- Management span of control review  
This is to be picked up along with the above work too.
- All Service Managers leading a team where Positive Behaviour Support is commissioned as part of the offer will have completed a recognised qualification.  
We have partnered with the British Institute of Learning Disabilities to offer Levels 4 and 5 of their PBS qualification. This didn't happen in 21/22, but three of Avenues London's managers will begin it within 22/23.
- 100% of active employees to hold or be working towards a QCF qualification.  
We were unable to meet this target, with around 75% of our employees meeting this. We continue to promote these qualifications across our workforce.
- All registered locations to maintain a CQC rating of good or outstanding.  
We had one inspection from CQC in 21/22, at our Avenues London Southwest registered location, which was rated as GOOD. We continue to meet this objective.
- Deliver the Active Support and Positive Behaviour Support strategy.  
Achieved as far as we can, in line with the Avenues Group implementation strategy. All of our services had the Active Support team-training given. There is work to do around the implementation of this, which is an objective on our operating plan for this year.

Avenues London operates a monthly balanced scorecard which is used for reporting to management and trustees. Within this are 4 headline Key Performance Indicators which are underpinned by a set range of Key Performance Indicators as follows:

#### Financial Sustainability

This is measured by our operational performance to budget. For financial year 2021/22 the deficit was £66k compared to a budgeted deficit of £40k. Underneath this we set KPIs for the services making a deficit contribution and agency spend.

#### Reputational

This is measured by the percentage of services which have met their monthly quality KPI thresholds. A target of 90% was set and we achieved a monthly average of 96%. This is underpinned a significant number of quality KPIs which are measured across all services.

#### People

This is measured as the percentage of job vacancy levels across the workforce with a target of less than 20% - we achieved an average of 20% so on target. In addition to this we track and closely monitor sickness absence and retention rates.

#### Growth and Development

Having established the Business Development function in the previous year, this was our first year of considering the potential whilst the team was still being recruited.

We determined that this be measured by the full year growth achieved compared to the budgeted target. As a result of Covid restrictions and recruitment challenges we finished the year behind target but are confident with the bedding in of the Business Development team we can achieve the targets set for 22/23.

## **AVENUES LONDON**

### **TRUSTEES' REPORT AND STRATEGIC REPORT**

#### **FOR THE YEAR ENDED 31 MARCH 2022**

##### **Our Employees**

In line with the vision of The Avenues Trust Group, we are committed to ensuring that all job applicants and employees are treated fairly in line with our equality of opportunities, diversity and fair treatment policy and procedure.

We value diversity and social inclusion across all of our activities and our recruitment process ensures that all applicants have equality of opportunity, are treated with respect and with dignity and are checked properly and screened to ensure that they are fit and suitable to work with vulnerable people.

In the event of a change in an employee's health, in accordance with our sickness absence policy, we would work with occupational health and the individual to establish whether this constitutes a disability and in the event it did, we would continue to work with them to make every reasonable effort to sustain ongoing employment.

Employee communication and engagement is key to the success of the Group. Through good local management and our communications team, we ensure that all employees are kept informed about the charity's strategy, objectives and performance, as well as day-to-day news and events. Regular information about the organisation is available through newsletters, online resources, team meetings and management briefings.

The Equality and Diversity steering group is comprised of staff and people we support from across the organisation. This allows for two way communication and the chair has direct access to the CEO. This has led to an increased profile for E&D in the organisation, linking with the People, Culture and Reward committee, raising the profile of the steering group and leading to an express focus on progressive Equality, Diversity & Inclusion. Disability and Transgender special interest groups have led to the development of Neurodiversity and Trans ally toolkits to support our workforce and, in particular, our managers to feel confident and skilled when fostering diverse teams. The Trustee Recruitment special interest group has supported the diversification of our Trustee group and will continue to do so on an ongoing basis.

To complement our commitment to E,D&I Avenues is pursuing Investors in Diversity accreditation having placed in the top 100 most inclusive workplaces in 2021.

All employees are encouraged to give their suggestions for improvement and views on performance and on strategy.

##### **Financial Results for the Year Ended 31 March 2022**

Total income has increased by 4% to £12m. This has been partially offset by an increase of 6% in expenditure. Therefore the operating deficit for the year was £0.07m compared to a surplus of £0.2m in the prior year. The accumulated funds are now shown at £0.24m.

The operating deficit in the year is due mainly due to negative growth and some unplanned voids. However, Avenues London still have the potential to grow over the life of the strategic plan 2021-25.

## AVENUES LONDON

### TRUSTEES' REPORT AND STRATEGIC REPORT

#### FOR THE YEAR ENDED 31 MARCH 2022

##### Reserves Policy

Reserves policy is established at a Group level which identifies that Avenues Group reserves should be sufficient to mitigate against any significant organisational risks and as such the board have concluded a target for Group of free reserves of £1.5m. Avenues London has positive reserves and following the 2021/22 operating deficit these now stand at £242k.

Reserves were as follows at March 2022 comprise:	<b>£000</b>
- General funds	240
- Restricted funds	2
<b>TOTAL</b>	<b>242</b>

##### Investment Policy

The Group's current investment policy is to place surplus cash requirements on the money market both overnight and for longer periods, earning interest at the money market rates at the time of placement.

##### Going Concern

The financial statements have been prepared on a going concern basis and the position on going concern ultimately rests with the Group. Avenues London made a small deficit in 2021/22. Plans are in place to address this for the medium/long term but we expect 2022/23 to return another small deficit.

The Avenues Group operates within a cross guarantee arrangement and cash is pooled across the group to service working capital requirements.

As part of the going concern assessment, we have considered the ongoing financial impact of coronavirus in terms of operating performance and cashflow. We believe the funding support from Government coupled with the measures taken by the organisation in response to the coronavirus pandemic mean that the negative financial impact of the virus is mitigated and at this time does not represent a going concern risk. (See Principal Risks and uncertainties Page 7).

The Trustees believe it is appropriate to prepare the accounts on a going concern basis and that there are no material uncertainties around this.

##### Future Plans

The following objectives have been set and form our operating plan in London for 22/23:

- To enable the subsidiary to proactively minimise the risk of closed- cultures and promote open cultures (by March 2024)
- To develop and implement the active support action plan in collaboration with our Quality Assurance and Practice function
- Service Managers to develop and lead high-performing teams which deliver local and

## **AVENUES LONDON**

### **TRUSTEES' REPORT AND STRATEGIC REPORT**

#### **FOR THE YEAR ENDED 31 MARCH 2022**

organisational objectives (by March 2024)

- To implement a Flexible Intervention Team that can be called upon at short notice to support services in need
- to support people to be active participants in the community
- to identify, and proactively reduce, the risks associated with single-person services
- Ensure long-term financial sustainability of Avenues London (this will include work in collaboration with our Business Development Directorate)

The Board Members Report of the Trustees and Directors is approved by order of the Board as trustees and the Strategic Report (included therein) is approved by the Board of Trustees in their capacity as the directors at a meeting on 18th October 2022 and signed on its behalf by



Terry Rich

**Chair**

Date: 12th October 2022



## **AVENUES LONDON**

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

#### **FOR THE YEAR ENDED 31 MARCH 2022**

The trustees (who are also directors of Avenues London for the purposes of company law) are responsible for preparing the Trustees' Annual 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 which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the company 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 Charities SORP;
- Make judgments and 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; and
- 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 that 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 auditor is 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 auditor is aware of that information.

#### **Auditor**

RSM UK AUDIT LLP has indicated its willingness to continue in office.

# **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF AVENUES LONDON**

## **Opinion**

We have audited the financial statements of Avenues East (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 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 contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF AVENUES LONDON**

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, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic Report included within 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 Directors' Report or the Strategic Report included within 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 set out on page 15, 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.

### **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

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF AVENUES LONDON

be expected to influence the economic decisions of users taken on the basis of these financial statements.

### **The extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the charitable company operates in and how the charitable company is complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the charitable company's governing document, and Charities (Protection and Social Investment) Act 2016. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents and evaluating advice received from external advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the Care Act 2014. We performed audit procedures to inquire of management and those charged with governance whether the charitable company is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF AVENUES LONDON**

fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and.

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

### **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.

NICHOLAS SLADDEN (Senior Statutory Auditor)  
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor  
Chartered Accountants  
25 Farringdon Street, London, EC4A 4AB  
Date

**AVENUES LONDON**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**(Including Income and Expenditure Account)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

	Notes	Unrestricted Funds £000s	Restricted Funds £000s	Total 2022 £000s	Total 2021 £000s
<b>INCOME;</b>					
<b>Donations and legacies</b>					
Donations	2	-	-	-	-
<b>Charitable activities:</b>					
Provision of care to young people		-	-	-	313
Services to adults		11,190	-	11,190	10,271
Services to older people		980	-	980	847
	2	12,170	-	12,170	11,431
<b>Other income</b>	2	32	199	231	527
<b>Total</b>		12,202	199	12,401	11,958
<b>EXPENDITURE</b>					
<b>Charitable activities:</b>					
Provision of care to young people	3	-	-	-	254
Services to Adults	3	11,402	199	11,601	10,596
Services to Older People	3	866	-	866	898
<b>Total</b>		12,268	199	12,467	11,748
Net income /(expenditure) and new movement in funds		(66)	-	(66)	210
Funds Brought Forward	9	306	2	308	98
<b>Fund balances carried forward</b>	9	240	2	242	308

The notes on pages 22 to 32 form part of these financial statements

**AVENUES LONDON**  
**BALANCE SHEET**  
**as at 31 March 2022**  
**COMPANY REGISTRATION NO : 03326442**

	Notes	<b>2022</b> <b>£000s</b>	2021 £000s
<b>FIXED ASSETS</b>			
Tangible assets	6	<b>227</b>	224
<b>CURRENT ASSETS</b>			
Debtors	7	<b>2,240</b>	1,039
Cash at bank and in hand		<b>14</b>	14
		<b>2,254</b>	1,053
<b>CREDITORS</b> falling due within one year	8	<b>2,239</b>	969
<b>NET CURRENT ASSETS</b>		<b>15</b>	84
<b>NET ASSETS</b>		<b>242</b>	308
<b>FUNDS</b>			
Unrestricted funds:			
General funds	9	<b>240</b>	306
		<b>240</b>	306
Restricted funds	9	<b>2</b>	2
<b>TOTAL FUNDS</b>		<b>242</b>	308

The notes on pages 22 to 32 form part of these financial statements

The financial statements were approved and authorised for issue by the Board of Trustees on 18th October 2022 and were signed on its behalf by:



Terry Rich  
Chairman of the Board

**AVENUES LONDON**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2022**

**1. Accounting Policies**

Avenues London is a charitable company limited by guarantee, incorporated in England and Wales. The registered office is River House, 1 Maidstone Road, Sidcup, Kent, DA14 5TA. The Charity's principal activities are disclosed in the Board Members' Report.

The principal accounting policies adopted, judgements and key sources of estimation and uncertainty in the preparation of the financial statements are as follows;

**a) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Avenues London meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost of transaction value unless otherwise stated in the relevant accounting policy notes. The reporting currency is pound sterling and the financial statements are presented to the nearest thousand pounds.

The charity is a qualifying entity for the purposes of FRS 102, being a member of a group where the parent of that group prepares a publicly available consolidated financial statements, including this charity, which are intended to give a true and fair view of the assets, liabilities, financial position and surplus or deficit of the group. The parent charity has therefore taken advantage from the following exemptions in its individual financial statements:

- Section 7 'Statement of Cash Flows' – Presentation of a statement of cash flow and related notes and disclosures; and

**b) Preparation of accounts on a going concern basis**

The financial statements have been prepared on a going concern basis and the position on going concern ultimately rests with the Group. Avenues London is on track as a result of the turnaround plan actions including review of deficit contribution which has resulted in a surplus in 2021/22. Working capital requirements are covered at a Group level. The Avenues Group operates within a cross guarantee arrangement and cash is pooled across the group to services working capital requirements.

The wider group has embarked upon a significant strategic review, linked to strong growth with strong margins, in areas of market strength. Within that, Avenues London can expect to grow at a modest level.

As part of the going concern assessment, we have considered the ongoing financial impact of coronavirus in terms of operating performance and cashflow. We believe the funding support from Government coupled with the measures taken by the organisation in response to the coronavirus pandemic mean that the negative financial impact of the virus is mitigated and at this time does not represent a going concern risk. (See Principal Risks and uncertainties Page 7).



**AVENUES LONDON**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2022**

**c) Income**

Income is recognised when Avenues London has entitlement to the funds, any performance related conditions attached to the item(s) of income has been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' (except capital grants relating to social housing properties) or 'revenue' grants, it is recognised when the charity has entitlement to the funds, any performance related conditions attached to the grant have been met, it is probable that the income will be received and the amount can be measured reliably.

Income received in advance of a service is deferred until the criteria for income recognition are met (Note 8). Income is measured at the fair value of the consideration receivable.

**d) Tangible Fixed Assets and Depreciation**

Fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at the following annual rates in order to write off the assets over their estimated useful lives;

Furniture and equipment	15-20% per annum on cost
-------------------------	--------------------------

Depreciation of an asset commences from the point the asset is brought into use.

The company's policy is to capitalise all assets over £500.

**e) Pension Costs**

Avenues London participates in one multi-employer and one unfunded pension scheme operated by the National Health Service. Further details of these schemes are set out in the notes to the financial statements. The contributions to these schemes, as advised by the scheme administrator, are charged to the Statement of Financial Activities as they fall due.

Avenues London also has a defined contribution scheme and the contributions paid to this scheme by the charity are charged to the Statement of Financial Activities as they fall due.

**f) Operating leases**

Operating lease rental costs are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

**g) Resources expended and the basis of apportioned costs**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. VAT which cannot be recovered is included as part of the expenditure to which it relates. A liability is recognised once a legal or constructive obligation has been entered into by the group.

**h) Allocation of support costs**

Support costs are those functions that assist the work of Avenues but does not directly undertake charitable activities. Support costs include back office costs, finance, human resources, payroll, IT and governance costs which supports Avenues charitable activities, please see note 2 for details on the basis of allocation.

**AVENUES LONDON**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2022**

**i) Fund accounting**

Unrestricted funds are funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the group and which have not been designated for other purposes.

Restricted funds are subject to specific restrictions imposed by donors. These funds are accounted for separately and are only available to be used in line with donor's requirements.

**j) Taxation**

The company is a registered charity and as such its income and gains falling within Sections 471 to 489 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

**k) Debtors**

Trade debtors and other income are recognised at the settlement amount due after trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts.

**l) Cash and cash equivalents**

Cash and cash equivalents includes cash at bank and in hand and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**m) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**n) Financial Instruments policy**

The charity only has financial assets and 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.

**o) Management estimates and judgements**

In the process of applying its accounting policies, Avenues London is required to make certain estimates, judgements and assumptions that it believes are reasonable based on the information available. These judgements, estimates and assumptions affect the amounts of assets and liabilities at the date of the financial statements and the amounts of revenues and expenses recognised during the reporting periods presented. There are no significant judgements or estimates made.

**AVENUES LONDON**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2022**

**2. Other Income**

	<b>2022</b>	<b>2021</b>
	<b>£000s</b>	<b>£000s</b>
Pension funding receivable from purchasers	32	28
Covid grant Income	199	499
Donations	-	-
	<b>231</b>	<b>527</b>

Income from Donations was £350 (2021: £nil), of which £nil was unrestricted (2021: nil).  
Income from Charitable activities was £12,170k (2021: £11,431k) all of which was unrestricted in both years.

Covid19 Grant Income for the year is £211k(2021; 506k) of which £199k(2021; £258k) was restricted to support Covid safety.

**3. Expenditure**

Net income is stated after charging:	<b>2022</b>	<b>2021</b>
	<b>£000s</b>	<b>£000s</b>
Depreciation of tangible fixed assets on owned assets	67	64
External Audit Fees	16	12
Operating lease charges for land and buildings	385	491

**Charitable activities:**

	<b>Direct costs</b>	<b>Support costs</b>	<b>2022 Total</b>	<b>2021 Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Provision of care to young people	-	-	-	254
Services to Adults	10,340	1,261	11,601	10,596
Services to Older People	772	94	866	898
<b>2022 Total</b>	<b>11,112</b>	<b>1,355</b>	<b>12,467</b>	
<b>2021 Total</b>	<b>10,489</b>	<b>1,259</b>		<b>11,748</b>

The charitable activities provided by Avenues London have been categorised to reflect the key services provided.

**Summary analysis of expenditure and related income for charitable activities**

	<b>Provision of care to young people</b>	<b>Services to Adults</b>	<b>Services to older people</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Income	-	11,190	980	12,170
Costs	-	(11,601)	(866)	(12,467)
Net Income	-	(411)	114	(297)

**AVENUES LONDON**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2022**

**3. Expenditure (continued)**

**Analysis of governance and support costs**

Avenues London initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the key charitable activities undertaken (see above) in the year. Support costs are allocated on a blended percentage rate which takes into account the key drivers of central costs including staff costs, FTE, number of locations, number of people supported and vacancy rates. Refer to the table below for the analysis of support and governance costs.

	<b>Provision of care to young people</b>	<b>Services to Adults</b>	<b>Services to older people</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Support costs	-	1,261	94	1,355
Governance	-	15	1	16
	-	1,276	95	1,371

	<b>General support</b>	<b>Governance function</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
EMT & Governance	289	-	289
Group Finance	411	-	411
Group HR	323	16	339
Group Office Management	213	-	213
Group Practice Development & Assurance	119	-	119
	<b>1,355</b>	<b>16</b>	<b>1,371</b>

**4. Trustees' remuneration**

The trustees are the directors of the company. During the year 4 (2021: 1) member(s) of the Board have been reimbursed for travelling expenses £3k (2021: £50).

J Land, Chief Executive, is also a Trustee of Avenues London. During the 2021/22 financial year she received £148k (2021: £147k) in remuneration including £12k of pension contributions (2021: £12k) from The Avenues Trust Group in respect of her role as Chief Executive. No remuneration or pension contributions were paid in relation to her role as a trustee.

N Ford, Group Director of Finance, is also a Trustee of Avenues London. During the 2021/22 financial year she received £110k (2021: £110k) in remuneration including £8k of pension contributions (2021: £9k) from The Avenues Trust Group in respect of her role as Group Finance Director. No remuneration or pension contributions were paid in relation to her role as a trustee.

**AVENUES LONDON**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2022**

The Directors of the Charity are remunerated by the Avenues Trust Group only to the extent permitted by the Charity's Articles of Association. A further payment was made in the year of £0.5k (2021: £0.5k) which is a collective premium to cover Trustees Liability.

No other Trustees received remuneration or pension contributions in the current or preceding period.

**5. Staff costs and key management personnel**

The Directors of the company are remunerated by Avenues Group and therefore not included in the disclosure below.

The number of employees whose emoluments exceeded £60k were:

	<b>2022</b>	2021
£60 - £70k	<b>1</b>	-
£70k - £80k	-	1

The total number of staff employed by the charity as well as the full time equivalents are as follows:

	<b>2022</b>	2021	<b>2022</b>	2021
	<b>No.</b>	<b>No.</b>	<b>FTE</b>	<b>FTE</b>
Office staff	6	5	5	5
Care staff	210	196	200	196
Part-time support staff	148	89	91	89
Bank contract staff	4	-	-	-
<b>Total</b>	<b>368</b>	<b>290</b>	<b>296</b>	<b>290</b>

	<b>2022</b>	<b>2021</b>
<b>Staff costs</b>	<b>£000s</b>	<b>£000s</b>
Wages and salaries	8,460	7,924
Social security costs	640	606
Pension costs (Note 13)	217	198
Agency staff	178	120
	<b>9,495</b>	<b>8,848</b>

Included in the costs above are the costs of staff on bank contracts. The contracts of employment for bank staff are held with The Avenues Group and the costs are charged to Avenues London for work provided.

The key management personnel of Avenues London comprise the trustees including; the Group Chief Executive, Group Director of Operations, Group Director of Finance, Group Director of People and Organisational Development, Group Director of Business Development, and Group Director of Housing and Development. The Avenues London share of these costs along with cost of the Regional Directors are shown below:

**AVENUES LONDON**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2022**

	<b>2022</b>	<b>2021</b>
	<b>£000s</b>	<b>£000s</b>
Wages and salaries	224	203
Social security costs	29	26
Pension costs	18	15
	<u>271</u>	<u>244</u>

**6. Tangible fixed assets**

	<b>Furniture and Equipment</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>
<b>Cost</b>		
At 1 April 2021	653	<b>653</b>
Additions	69	<b>69</b>
Disposal	(26)	<b>(26)</b>
<b>At 31 MARCH 2022</b>	<u>696</u>	<u>696</u>
<b>Depreciation</b>		
At 1 April 2021	429	<b>429</b>
Charge for year	66	<b>66</b>
Disposal	(26)	<b>(26)</b>
<b>At 31 MARCH 2022</b>	<u>469</u>	<u>469</u>
<b>Net book value</b>		
<b>At 31 MARCH 2022</b>	<u>227</u>	<u>227</u>
At 31 March 2021	<u>224</u>	<u>224</u>

**7. Debtors**

	<b>2022</b>	<b>2021</b>
	<b>£000s</b>	<b>£000s</b>
Contract fee debtors	1,410	486
Prepayments and accrued income	505	518
Other Debtors	7	6
Amounts due from group companies undertakings	318	29
	<u>2,240</u>	<u>1,039</u>

**8. Creditors**

	<b>2022</b>	<b>2021</b>
	<b>£000s</b>	<b>£000s</b>
<b>Amounts falling due within one year:</b>		
Trade creditors	198	89
Other taxation and social security payable	259	164
Accrued expenditure and deferred income	701	636
Amounts owed to group companies undertakings	1,074	-
Other creditors	7	80
	<u>2,239</u>	<u>969</u>

**AVENUES LONDON**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2022**

	<b>2022</b>	<b>2021</b>
	<b>£000s</b>	<b>£000s</b>
<b>Movements in deferred income:</b>		
Deferred income at the beginning of the year	475	221
Income recognised in the year	(475)	(221)
Income deferred in the current year	285	475
Income deferred at the year end	<b>285</b>	<b>475</b>

Deferred income comprises contract fee income which relates to services that will be provided in the future periods, and grants and donation where milestones and conditions for recognition are expected to be met in future periods.

**9. Analysis of movements in funds**

	<b>31 March 2021 £000s</b>	<b>Income £000s</b>	<b>Expenditure £000s</b>	<b>Transfers £000s</b>	<b>31 March 2022 £000s</b>
<b>Unrestricted funds:</b>					
General reserve	306	12,202	(12,268)	-	<b>240</b>
<b>Restricted funds:</b>					
Equipment Library	2	-	-	-	<b>2</b>
Covid19 Support Grant	-	199	(199)	-	<b>-</b>
<b>TOTAL FUNDS OF THE CHARITY</b>	<b>308</b>	<b>12,401</b>	<b>(12,467)</b>	<b>-</b>	<b>242</b>

**Analysis of movements in funds - previous year**

	<b>31 March 2020 £000s</b>	<b>Income £000s</b>	<b>Expenditure £000s</b>	<b>Transfers £000s</b>	<b>31 March 2021 £000s</b>
<b>Unrestricted funds:</b>					
General reserve	96	11,700	(11,490)	-	<b>306</b>
<b>Restricted funds:</b>					
Equipment Library	2	-	-	-	<b>2</b>
Covid19 Support Grant	-	258	(258)	-	<b>-</b>
<b>TOTAL FUNDS OF THE CHARITY</b>	<b>98</b>	<b>11,958</b>	<b>(11,748)</b>	<b>-</b>	<b>308</b>

The general reserve represents the funds of the charity which are not designated for particular purposes.

Equipment Library. This fund was made by the Borough of Sutton to fund equipment library for people with dementia.

Covid19 Support Grant. This is the element of covid support grant made available to cover staff cost specific to covid safety.

**AVENUES LONDON**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2022**

**10. Analysis of net assets between funds**

	<b>Restricted Funds £000s</b>	<b>Unrestricted Funds £000s</b>	<b>2022 Total £000s</b>
Fund balances at 31 March 2022 are represented by:			
Tangible Assets	-	227	<b>227</b>
Current assets	2	2,252	<b>2,254</b>
Current liabilities	-	(2,239)	<b>(2,239)</b>
<b>Total Funds of the Charity</b>	<b>2</b>	<b>240</b>	<b>242</b>

  

	<b>Restricted Funds £000s</b>	<b>Unrestricted Funds £000s</b>	<b>2021 Total £000s</b>
Fund balances at 31 March 2021 are represented by:			
Tangible Assets	-	224	<b>224</b>
Current assets	2	1,051	<b>1,053</b>
Current liabilities	-	(969)	<b>(969)</b>
<b>TOTAL FUNDS OF THE CHARITY</b>	<b>2</b>	<b>306</b>	<b>308</b>

**11. Operating lease commitments**

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

	<b>2022 £'000</b>	<b>2021 £'000</b>
<b>Land and Buildings</b>		
Expiry date:		
Within one year	352	155
Between two and five years	532	336
<b>Vehicles and equipment</b>		
Expiry date:		
Within one year	15	35
Between two and five years	-	15

**12. Investment policy and position**

The banking activities for Avenues London are managed by The Avenues Group.



**AVENUES LONDON**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2022**

**13. Pension costs**

Avenues London has contributed to both defined benefit and defined contribution schemes during the year and defined benefit schemes are accounted for as if they were defined contribution schemes if required by FRS 102 Section 28 'Employee benefits'. The total cost to the charity for the year ended 31 March 2022 in respect of pension contributions, which have been allocated between resources expended categories in proportion to staff costs and charged to the Statement of Financial Activities as appropriate, are as follows:

	<b>2021/22</b>	2020/21	<b>2021/22</b>	2020/21
	£000s	£000s	No.	No.
NHS Pension	4	3	1	1
Pensions Trust SHPS	213	195	228	233
Pensions Trust Closed scheme	-	-	-	-
Per Note 5	<u>217</u>	<u>198</u>		

National Health Service

The NHS operates an unfunded defined benefit scheme for the nursing sector in which Avenues London participate. Avenues London is granted permission by the Secretary of State to be able to contribute to the cost of the scheme as a 'Directed Employer'.

The cost represents the contributions advised by the NHS Pensions Agency. Avenues London is not liable for past service costs beyond these contributions.

Defined contribution schemes

The Social Housing Pension (SHPS) defined contribution scheme (also referred to as 'Pensions Trust') is an ongoing scheme. The contributions paid to this scheme by the group are charged to the Statement of Financial Activities as they fall due.

**AVENUES LONDON**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2022**

**14. Related Party Transactions**

As a member of the Avenues Trust Group, Avenues London uses central services to carry out its operations. The group makes a charge for these central costs based on a blended ratio of group costs. In addition, Avenues Group acts as the central banker for Avenues London, paying salary costs and creditors and receiving cash from customers. There were no write offs during the year.

	<b>2022</b>	<b>2021</b>
	<b>£000s</b>	<b>£000s</b>
Balance owed at 31 March	29	141
Payroll services provided by group companies	(7,973)	(7,280)
Receipts taken on behalf of group companies	12,401	11,551
Payments made on behalf of group companies	(3,858)	(3,136)
Recharges of head office costs	(1,355)	(1,247)
Balance due at 31 March	<u>(756)</u>	<u>29</u>

**15. Ultimate parent undertaking**

The charity is consolidated into its ultimate parent undertaking, The Avenues Trust Group, a charitable company (charity number 1130473, company number 03804617), limited by guarantee, incorporated in the UK. The consolidated financial statements of The Avenues Trust Group can be obtained by writing to The Avenues Trust Group, River House, 1 Maidstone Road, Sidcup, Kent, DA14 5TA.

The principal activity of The Avenues Trust Group is the provision of professional, high quality, not-for-profit support services to people with complex or challenging needs. The Parent exercises control through the power of appointment and removal of trustees on subsidiary boards.