STEPS 2 RECOVERY

England & Wales · Charity number 1138353

Details

Status	Registered
Legal form	Charitable company
Company number	07269361
Registered	2010-10-11
Register	View on the Charity Commission register

Contact

Address	Steps2Recovery Lexham House 28 St Charles Square London W10 6EE
Phone	07540111236
Email	ceo@steps2recovery.org.uk
Website	www.steps2recovery.org.uk

Activities

Objects: A. TO PROMOTE FOR THE BENEFIT OF THE PUBLIC IN LONDON AND THE SOUTH EAST THE PROVISION OF SERVICES TO THOSE VICTIMS, AND EX -OFFENDERS AFFECTED BY ADDICTION, AND CRIME, WITH A VIEW TO THE PRESERVATION OF PUBLIC ORDER, AND FOR THE PROTECTION OF THE WELL-BEING OF SUCH VICTIMS AND THE REHABILITATION OF SUCH OFFENDERS.B. THE RELIEF OF THE PHYSICAL AND MENTAL SICKNESS OF PERSONS IN NEED BY REASON OF ADDICTION TO SUBSTANCES, IN PARTICULAR BY THE PROVISION OF COUNSELLING AND SUPPORT.C. TO PROMOTE SOCIAL INCLUSION FOR THE PUBLIC BENEFIT BY A REVOLUTIONARY REHABILITATION APPROACH TO REDUCE RE-OFFENDING, WORKING WITH PEOPLE IN (LONDON AND THE SOUTH EAST) WHO ARE SOCIALLY EXCLUDED ON THE GROUNDS OF THEIR SUBSTANCE ABUSE, AND DEPENDENCY, INCLUDING ALCOHOL AND DRUGS; (IN PARTICULAR, VICTIMS OF CRIME, EX-OFFENDERS AND THEIR FAMILIES) TO RELIEVE THE NEEDS OF SUCH PEOPLE AND ASSIST THEM TO INTEGRATE INTO SOCIETY, IN PARTICULAR BY: REHABILITATING AND EDUCATION

Activities: Steps2Recovery aims to improve the lives of people in the criminal justice system affected by alcohol or drug dependency, providing high quality, abstinence-based treatment options and housing, health and family support. Based in Hackney, we support clients to improve the quality of their lives and to fulfil their

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potential without recourse to alcohol, drugs and re-offending.

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information
- **What:** The Advancement Of Health Or Saving Of Lives, Other Charitable Purposes
- **Who:** Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** LONDON AND THE SOUTH EAST
- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£486,345	£525,172	-	-
2024-03-31	£384,064	£391,551	-	-
2023-03-31	£379,571	£310,418	-	-
2022-03-31	£221,802	£216,778	-	-
2021-03-31	£216,873	£188,010	-	-

Trustees

Name	Role	Appointed
Sophie Molins	Chair	2013-11-08
Amanda Copstick		2024-03-01
Bradley Bilgore		2024-09-16
Dr James Ohene-Djan		2020-09-29
Lesley Hart		

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STEPS 2 RECOVERY

England & Wales - Charity number 1138353

Accounts

Steps 2 Recovery

Drugs & Alcohol, Resettlement, Aftercare, Family Support

Steps2Recovery
(A Company Limited by Guarantee)

Company registration number: 07269361

Trustees Report and Financial Statements

for the year ended

31st March 2025

Wenn Townsend

Chartered Accountants

Oxford

The registered and principal office of Steps2Recovery is Lexham House, 28 St Charles Square, London W10 6EE, and you can visit our website at www.steps2recovery.org.uk

Steps2Recovery

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Steps2Recovery

Legal and Administrative Information

Steps2Recovery was registered with Companies House on 1st June 2010 as a private company limited by guarantee and with the Charity Commission. The charity registration number is 1138353, and our limited company number is 7269361.

STATUS
Registered as a company limited by guarantee on 1st June 2010
and granted charitable status on 11th October 2010

CHARITY NUMBER 1138353

COMPANY NUMBER 07269361

TRUSTEES
Bradley Bilgore – appointed 16th September 2024
Amanda Copstick
Lesley Hart
Sophie Molins - Chair of Trustees
James Ohene-Djan
Dean Steele – appointed 20th September 2024 and resigned 22nd October 2025
Tom Bolt – resigned 22nd October 2025
Charles Clode – retired 20th October 2025
Edward Frazer – retired 1st November 2025

PATRONS
Anna Chancellor
Matt Lucas
Ant McPartlin
Amzie McPartlin
David Morrissey

WEBSITE www.steps2recovery.org.uk

REGISTERED OFFICE
Lexham House
28 St Charles Square
London
W10 6EE

PRINCIPAL BANKERS
Charities Aid Foundation & Santander UK Plc

INDEPENDENT EXAMINER
Ajay Bahl FCA
Wenn Townsend
30 St Giles
Oxford OX1 3LE

Steps2Recovery

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

The trustees (who are also directors of the charitable company) present their report and the financial statements for the year ended 31st March 2025. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities (FRS102) in preparing the annual report and financial statements of the charity.

PURPOSE OF THE CHARITY

Breaking the chain of addiction and re-offending in the community, creating a safer environment for all.

The trustees have had regard to the guidance issued by the Charity Commission on public benefit. Steps2Recovery delivers public benefit by supporting clients with immediate housing support on release from prison for those with a history of offending behaviour and homelessness, fuelled by drug and alcohol addictions. We know that facilitating change with this vulnerable group helps to improve their own safety, the safety and happiness of their families, and ultimately the safety and well-being of the wider community.

We improve the lives of people in the criminal justice system affected by alcohol or drug dependency by providing free high quality, abstinence-based treatment options, help with practical needs and end-to-end support through working with other agencies. We provide a day programme in a safe and supported residential setting to enable and encourage clients to improve the quality of their lives and to fulfil their potential without recourse to alcohol, drugs and re-offending.

We enable clients to:

- Achieve long term freedom from drink, drugs and crime, helping them to identify and recognise triggers that lead back to relapse and how to avoid them. We encourage clients to see the positive benefits of making changes to their lives and recognise their part in living well.
- Engage and build positive relationships during the programme, with counsellors, mentors and their peers. We encourage them to develop sustainable and positive relations outside our structured programme both by attending self-help/ mutual aid groups and repairing or rebuilding family ties giving them the best opportunity for long term recovery capital.
- Rebuild their lives, in partnership with other agencies to address practical issues such as skills deficits, debt, legal, social and health problems.

MAIN ACTIVITIES OF THE CHARITY

Steps2Recovery is an independent charity based in Ladbroke Grove, West London. The charity was established in 2010 with the initial objective of finding solutions to the problem of individuals repeatedly ending up in the prison system because of behaviour directly linked to an addiction, whether it be to alcohol or drugs. We work with people caught up in the Criminal Justice System who are motivated to deal with their addictions and associated criminal behaviours; our central purpose is to facilitate rehabilitative improvement in their lives. Steps2Recovery takes the position that effective addiction treatment is a significant part of the solution to a health-based problem; we stand alongside those in the Criminal Justice System and wider community who advocate for diversion rather than incarceration. Evidence clearly demonstrates that prison is an ineffective way of dealing with addiction and we know from our own outcomes that if people can be given help precisely at the point that they are motivated to make changes in their lives, the cycle of addiction, associated criminal offending, homelessness and prison can be broken. We receive referrals from prisons, police and probation from across the South and East of England. In addition, homeless individuals can refer from the community. Providing stable accommodation is the first step for a client to take control of their life.

Once a client is accepted onto the Charity's programme, we aim to provide housing from the day a client is released from custody. Recent Ministry of Justice data shows a 39.4% increase in the number of people being released from prison into homelessness. Nacro report that, on average, about 1,070 people per month go straight from prison into homelessness. The subsistence grant for an individual leaving custody is a mere £89.52, although this can be reduced to zero if the individual has, for example, outstanding Criminal Justice debts or is released after a short sentence. In these circumstances it is perhaps unsurprising that reconviction rates are high.

How we operate:

We aim to be charity market leaders in the delivery free treatment for drug and alcohol addiction for prisoners on release with either no or unsuitable housing. There is very little open access support of the type we deliver available in the UK, making our service relevant and critical.

Our operational activities are diverse and far reaching and are delivered in line with our values and ethos. Our organisational strategy focuses on financial sustainability as well as being charity market leaders in the delivery of effective recovery focussed treatment regardless of the ability to pay. We always aim to stay true to our mission of assisting those caught in the criminal justice system to step away from addiction and crime and establish themselves in abstinence-based recovery. There is very little open access support of the type we deliver currently available in the UK which makes our service as essential as ever.

Operationally we spend a good amount of time building and servicing strategic partnerships within the criminal justice system. We also continue to establish relationships within the treatment sector and the wider community. We receive referrals from prison-based drug and alcohol teams as well as via the probation service. We do on occasion accept self-referrals from vulnerable people suffering with addiction related issues within the community.

The Steps team is made up of Operations, Therapy Team and Night Support staff. We deliver a 12-week residential addiction programme.

Our Therapy Team:

The main role of a therapist at Steps2Recovery is to escort the client through the programme and establish sustainable and resilient recovery. They achieve this by witnessing, containing, setting aside judgment and challenging when appropriate.

We understand that the role of therapist within an abstinence-based treatment setting is both personally and professionally challenging. The position of therapist at Steps2Recovery calls for flexibility and adaption to meet the complex needs of our client group. We actively prioritise a workforce with lived experience of addiction and recovery in order that clients feel truly understood and inspired to change. The counselling team at Steps2Recovery is highly qualified and all are members of the British Association of Counselling and Psychotherapy. The counselling team not only fulfil the role of therapist but also and when needed mentor, role model and key work clients. It is this flexibility that ensures successful outcomes for our clients. Maintaining solid boundaries whilst fulfilling these roles requires a very specific skill set to sustain a healthy therapeutic environment.

Treatment and Recovery:

We recognise that it has taken a lifetime of learned behaviour to bring a client to our service, and they cannot hope to resolve all their issues within a twelve-week period. The most important first step for any client is to understand that they suffer from a life-threatening condition that is treatable. The programme at Steps2Recovery seeks to address the first most critical issue that is universally presented by all clients. This is the inability to stop using substances addictively despite the negative impacts it has on their lives as well as the impact on family friends and the wider community. This awareness is critical if long term recovery is to be attained. We believe that a period of stable recovery in safe and supported accommodation is the only route by which clients may then go on to resolve long standing issues of trauma, loss, abuse, poor self-esteem and anger.

Put simply – The Steps2Recovery Programme is an intensive crash course that aims to kick start a life without addictive processes. Then and only then can the long-term therapeutic work take place. We offer unlimited aftercare as well as individual counselling after the twelve-week program to support this process.

The Programme:

The Steps2Recovery Programme is a timetabled series of interventions and activities that introduce clients to their recovery potential. Most activities are delivered within a group setting as this has been shown to be the most effective treatment modality for this type of issue. Within a group / community environment clients can experience identification with one another which is crucial in terms of exposing the denial and isolation of addiction. Clients learn to trust, challenge and to give and receive feedback as well as gaining a sense of belonging and being united in a common objective. All clients are expected to engage with 12 step self-help groups such as Alcoholics Anonymous and Narcotics Anonymous outside of the program. The aim is to establish attendance at these groups in order that they continue to attend when treatment comes to an end.

Specifically, the Steps2Recovery programme includes the following:

- Weekly individual counselling sessions
- Daily group therapy
- Daily Educational Workshops / Lectures / Audio Visual which focus on addiction and recovery as well as criminality, relationships, assertiveness, self-esteem, anger and relapse prevention
- Creative sessions including Poetry, Art, Drama and Music
- Wellbeing sessions including Yoga, Body Movement, Relaxation, Meditation, Exercise and games
- Regular client outings
- Written Assignments that are presented to the group
- Unlimited Weekly Aftercare Group
- Additional individual counselling following successful completion of the programme
- Graduation Ceremony – On completion
- Family conjoint sessions

In addition to the daily programme clients are assisted with the following:

- Benefits applications
- Cooking and healthy diet
- Education, Training, Employment, Volunteering (At the end of the 12-week programme)
- Reconnecting with children that have been taken into the care system
- Pro bono legal advice
- Guaranteed abstinence-based housing following successful completion of the programme with Kairo Community Trust
- On going contact / support with the Steps2Recovery Community through social activities

2024-25: KEY ACHIEVEMENTS

Building blocks developed during the year have strengthened our fundraising and awareness plans, with a more coherent and diverse funding strategy, a continuing series of presentations to our main referral partners and the encouraging development of recovery units in 85 prisons in England and Wales. All of this work supports the frontline service we provide to our clients.

In 2024-25 we supported forty-five clients to start on their journey of recovery. We celebrate graduations for clients who complete the twelve-week programme and move on to longer term, abstinence-based housing through a partner organisation, Kairos Community Housing. Homelessness – and the fear of long-term homelessness - is a huge barrier to stability. In 2024-25 twenty-eight (62% of clients) completed the Steps2Recovery programme and moved on to secure housing.

The Steps2Recovery programme provides each individual 24 hours of face-to-face therapy in a week – this includes group, one-to-one and holistic therapies. For a client completing the 12-week programme this amounts to 282 hours of face-to-face therapies plus attendance at 60 mutual aid meetings.

In addition to face-to-face therapies, time is set aside for clients to complete written assignments that are shared with their peers in assignment workshops, plus mandatory attendance of at least five mutual aid – self-help – groups in the community per week. Building a strong foundation in these community groups gives clients a peer support group for their recovery as they move on to life beyond the Steps2Recovery programme.

We set a high bar for recovery, with total abstinence from all drugs including alcohol, for the safety and recovery of all clients on the programme. Given this high bar a number of clients, facing recovery for the first time, do not succeed on their first attempt. Seventeen clients (38%) were discharged for a variety of reasons, including inappropriate behaviour or relapse with drink or drugs. In these cases, we aim to ensure that all move on to secure accommodation where possible – other housing charities, to family where possible, or to their probation support. For the total client cohort, we provided an average of 265 hours of face-to-face therapies and 56 community groups per client.

CHALLENGES

In 2024-25 the Charity had a number of necessary but unplanned calls on its finances. These included –

A review and restructuring of the staff team, following the recruitment of a CEO in March 2024, resulted in the retirement of the Senor Manager with a redundancy package.

In order to meet health and safety requirements a number of improvements were made to the fabric of Lexham House. The terms of our lease meant that the Charity was responsible for this work. It became apparent that, as a result of this work, the trustees needed to draw from the Charity's reserves to improve the physical environment.

In addition, the leadership agreed that paid night support was necessary, rather than relying on volunteer cover and following a financial review in December 2024, support staff were employed to ensure 24-hour cover.

Due to these many additional calls on the budget, reserves had to be utilised, and it became apparent that the Charity needed to take steps to reduce its expenditure to keep in line with its reserve policy.

Steps taken in 2025-26 include slimming down the central team and using external therapists as required, developing a more robust and diverse fundraising strategy and exploring our partnerships to achieve efficiencies. This will allow us to lower the risk to our reserves and ensure a three-month wind down of the Charity if needed.

THOSE WE WORK WITH

We are privileged to be a partner of the Taking Action on Addiction alliance and to have the support of our key housing partner, Kairos Community Trust. We aim to be a partner and supporter of all those who continue to highlight the benefits to individuals and society of recovery, and who take positive action to help every individual who wishes to break the bonds of addiction.

We know from our clients that many of them experience issues with housing, financial management, legal matters, childcare, children in care, damaged family relationships, employability, education needs, trauma, abuse, domestic violence and mental health. Whilst we are experts in the treatment of addiction, we understand our limitations and have a clear acceptance that we cannot fix everything ourselves. We are grateful for all those we work with that support these individual's journey to a stable and healthy recovery.

These primary relationships start with those who refer clients to our service. We work very closely with prison and probation services as well as statutory drug and alcohol agencies, GPs, detox facilities and mental health providers to ensure a smooth transition into treatment. For those that come from prison we work closely to ensure they meet their probation requirements and meet and curfew and electronic tag requirements. We provide written progress reports as well as attending regular multi agency case reviews.

Whilst in our care we work with Kensington and Chelsea Housing Benefit Department and the local Job Centre to assist with benefit claims. Many clients come to us with poor health care histories, and we ensure that all clients are registered with the local GP surgery and have access to local dental care.

Where possible and safe we support the rebuilding of fractured family relationships. There is much evidence that family involvement in treatment is a valuable tool to aid recovery. Government statistics estimate that 47 percent of UK adults either know or have been affected by someone else's dependence to drugs or alcohol. Family members have experienced the worst of addiction and can often feel left behind or unsupported when their loved one comes into treatment. As well as the family conjoint work we do, we also offer signposting to support services and self-help groups for family members as well as assisting with accessing counselling support.

And as clients graduate and move on, we work with our key housing partner, Kairos Community Trust, to provide longer-term, safe and abstinence-based housing. Where this is not suitable, or clients leave early, we have a number of other options to refer clients to safe housing. Treasures Foundation deserve a special mention as an organisation that supports women with histories of addiction, mental health issues and trauma.

Our enormous thanks go to those Trusts and Foundations that supported us in 2024-25, without this provision we could never have provided the service we do. We are so grateful to Lloyds Bank Foundation, the National Lottery Community Fund, Moondance Foundation, City Bridge Trust, the Lambert Charitable Trust, Garfield Weston Foundation and the Caerlow Trust. Many of these have supported the Charity over multiple years.

The ethos of Steps2Recovery is to never treat those seeking help in a bubble of isolation. We will actively seek to work with any agency or individual in the pursuit of positive long-term successful outcomes for our clients.

STRATEGIC OBJECTIVES

Steps2Recovery's strategy remained rooted in its three foundational 'pillars': **Consolidation, Fundraising and Creating Awareness.** The Board are currently reviewing and updating the Steps2Recovery strategy. In 2024-25 developments included -

Consolidation: A review of all aspects of health and safety, from working with the therapy team on improvements to assessment and admission processes to a review of all policies and procedures supporting the Charity. A programme to upgrade to our client management system, capturing longer term progress of clients as they move on from the Charity, generously provided by a key funding partner, Lloyds Bank Foundation.

Fundraising: A fundraising review and deepening relationships with existing and new funding partners. In a competitive and increasingly difficult external financial environment our fundraising sub-committee has explored new avenues for funding alongside our normal activities. New events, with help from our network of supporters, have been delivered with others in plan and a recognition of our need to strengthen existing, and develop new, partnerships to strengthen our offer.

Awareness: A programme of presentations to staff and inmates in a number of London prisons resulting in a wider span of referral agencies, increasing our resilience by building on existing links with referral organisations and statutory services. A Patron's Dinner resulted in new ambassadors willing to support our fundraising efforts and help to further our outreach and networking efforts. We are considering the recent HM Prison and Probation Service development of Incentivised Substance Free Living Units (ISFLs) and how this may create further opportunities for closer working with prisons in the South of England.

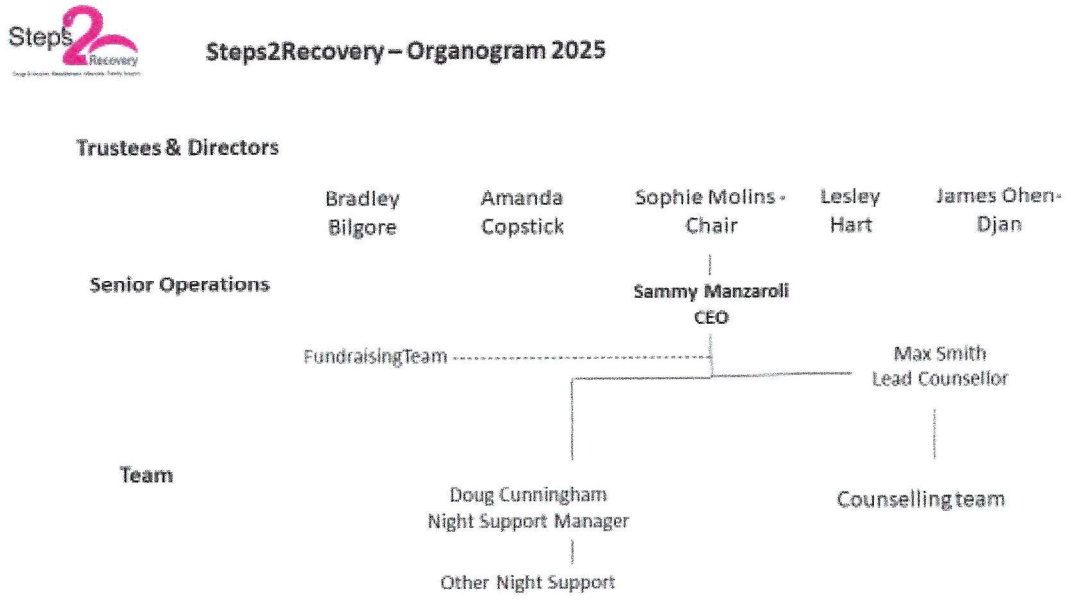
Annex A – structure and governance

Lesley Hart retired as Chair and was replaced by Sophie Molins, a long standing trustee of the Charity, on 30th June 2025. Sophie now supports the Chief Executive Officer in leading the charity.

The Charity is led by Sammy Manzaroli, CEO, with Max Smith taking the lead for the therapeutic programme.

Steps2Recovery adheres to the 2020 Charity Governance Code and its seven guiding principles. We remain committed to equity, diversity and inclusion and our Board reflects this commitment.

Our organisation chart –



The rights and responsibilities of the Trustee/ Directors are set out in our Memorandum of Association. They do not receive funding or benefit from Steps2Recovery.

Income

Total income was £486,345 (2024: £384,064) an increase of £102,281. Income received from grants and contracts accounted for 50% of all income received and was £244,345 (2024: £138,001) an increase of £106,334 from the previous year.

Expenditure

Total expenditure was £525,172 (2024: £391,551), an increase of £133,621.

Balances

Restricted balances carried forward for use in 2024-25 have increased from £32,007 to £36,790. Unrestricted balances carried forward for use in 2024-25 have decreased from £151,525 to £107,915.

Reserves policy

The Steps2Recovery Reserves policy describes the rationale for holding and calculating its Operating Reserve. The minimum level of the Operating Reserve is determined by key expenses to the organisation to ensure Trustees can meet all liabilities in the event that key funded services need to be wound down. These cover:

- Contractual wage costs due during wind down of services
- Statutory redundancy costs for employed staff.
- A reserve to cover rent payments and meet lease agreements.
- Cashflow reserves to cover other running costs during wind down of services.

The calculation to meet these conditions has resulted in an Operating Reserve of £107,000. The Board are content that they meet their Reserve ambition and will review this in 2026 alongside a review of their strategic priorities for the next three years.

Going concern

Steps2Recovery's service delivery model means that statutory/government funding is not available to us. Our ethos is based upon being able to offer ex-offenders treatment for addiction issues at the point at which they are motivated to make changes in their lives. Our treatment programme is delivered entirely free of charge and allows our client group to circumvent the lengthy community-based funding assessments that see so many of them lose hope and motivation and return to the cycle of addiction, crime, and prison.

Funding to date has been generated by:

- Applications to trusts and foundations (50%)
- Corporate fundraising events (11%)
- Enhanced Housing Benefit (29%)
- Individual giving (8%)
- Corporate donations (2%).

Several of Steps2Recovery's Trust and Foundation grant making supporters have committed to donate across multiple years and the key fundraising events are long established and have broadly delivered consistent levels of funding over recent years. The charity has several high net worth individual supporters who have also been a constant in terms of annual donation. The larger property we relocated to at the end of 2022 is leased directly and we are now responsible for collecting clients' Housing Benefit in order to cover the costs of the lease and our additional costs incurred in supporting this vulnerable client group. This represents a new revenue stream and also results in an increase in annual costs; however, these costs are securely covered.

Annex B

The Charity's Objects are: -

1. Promotion of the Law, Police and Crime Prevention
To promote for the benefit of the public in London and the southeast the provision of services to those victims, and ex-offenders affected by addiction, and crime, with a view to the preservation of public order, and for the protection of the well-being of such victims and the rehabilitation of such offenders.

2. Advice and counselling
The relief of the physical and mental sickness of persons in need by reason of addiction to substances, in particular by the provision of counselling and support.

3. Promotion of Social Inclusion
To promote social inclusion for the public benefit by a revolutionary Rehabilitation approach to reduce re-offending, working with people in (London and the south east) who are socially excluded on the grounds of their substance abuse, and dependency, including alcohol and drugs; (in particular, victims of crime, ex-offenders and their families) to relieve the needs of such people and assist them to integrate into society, in particular by rehabilitation and education.

TRUSTEES RESPONSIBILITIES

Law applicable to incorporated charities in England and Wales requires the trustees of the charity and the directors of the company to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charity and of its financial activities for that period.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- follow applicable accounting standards and the Charities SORP, disclosing and explaining any departure in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with charity law.

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.

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

This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities (FRS102) and in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

APPROVAL

Approved and authorised for issue by the Board of Trustees on 11 December 2025 and signed on their behalf by:

Sophie Molins
Chair of the Board

Independent Examiner's Report to the Trustees

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2025 which are set out on pages 11 to 17.

Responsibilities and basis of report

As the charity 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 company'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 the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of ICAEW 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 that in any material respect:

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.

11 December 2025

Ajay Bahl BA BFP FCA
Wenn Townsend
30 St Giles
Oxford
OX1 3LE

Steps2Recovery

Statement of Financial Activities
for the year ended 31st March 2025

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
INCOME AND EXPENDITURE					
Income and endowments from:					
Donations, legacies and grants		183,971	110,335	294,306	218,433
Other trading activities:					
Fundraising events		51,165	-	51,165	32,143
Local Government (Housing Benefit)		140,680	-	140,680	132,954
Investment income: bank interest		194	-	194	534
Total income		376,010	110,335	486,345	384,064
Expenditure on:					
Charitable activities	2	404,940	103,354	508,294	368,516
Raising funds	3	2,485	372	2,857	9,401
Governance costs	4	12,195	1,826	14,021	13,634
Total expenditure		419,620	105,552	525,172	391,551
Net income/(expenditure) before taxation		(43,670)	4,783	(38,887)	(7,487)
Net movement in funds		(43,610)	4,783	(38,827)	(7,487)
Fund balances at 1st April 2024		151,585	32,007	183,532	191,079
Fund balances at 31st March 2025		107,975	36,790	144,705	183,592

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

The notes on pages 14 to 17 form part of these financial statements

Registered number: 07269361

Steps2Recovery

Balance Sheet
as at 31st March 2025

	Notes		2025		2024
		£	£	£	£
CURRENT ASSETS					
Debtors	7	33,519		37,979	
Cash at bank and on deposit		124,684		165,554	
		158,203		203,533	
CURRENT LIABILITIES					
Amounts falling due within one year	8	(13,498)		(20,001)	
NET CURRENT ASSETS			144,705		183,532
NET ASSETS			144,705		183,532
FUNDS					
Unrestricted funds			107,915		151,525
Restricted funds	9		36,790		32,007
			144,705		183,532

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

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

The trustees acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

Approval
The financial statements were approved and authorised for issue by the Board of Trustees on 11 December 2025 and signed on their behalf by:

Lesley Hart
Trustee

The notes on pages 14 to 17 form part of these financial statements

Steps2Recovery

Statement of Cash Flows
for the year ended 31st March 2025

	2025 £	2024 £
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net cash provided by/(used in) operating activities	(40,870)	(31,825)
Change in cash and cash equivalents in the reporting period	(40,870)	(31,825)
Cash and cash equivalents at 1st April 2024	165,544	197,379
Cash and cash equivalents at 31st March 2025	124,684	165,554

RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 £	2024 £
Net (expenditure)/income for the year as per the Statement of Financial Activities	(38,827)	(7,487)
Adjusted for:		
(Increase)/decrease in debtors	4,460	(33,929)
Increase/(decrease) in creditors	(6,503)	9,591
Other non cash adjustments	-	-
Net cash (used in)/provided by operating activities	(40,870)	(31,825)

ANALYSIS OF CASH AND CASH EQUIVALENTS

	2025 £	2024 £
Cash at bank and in hand	124,684	165,554
	124,684	165,554

The charity has no borrowings or obligations under finance leases; therefore a reconciliation of net debt has not been provided.

The notes on pages 14 to 17 form part of these financial statements

Notes to the Financial Statements for the year ended 31st March 2025

1. ACCOUNTING POLICIES

a) 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 Standard applicable in the UK and Republic of Ireland (FRS 102) (issued in October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, UK Generally Accepted Practice and the Companies Act 2006. The financial statements have been prepared on the going concern basis and the functional currency is sterling rounded to the nearest £1.

b) The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

c) Voluntary income received by way of donations and gifts is included in full in the Statement of Financial Activities when received unless they relate to a specific period, in which case they are recognised as income in the period to which they relate.

d) Revenue grants are shown in the Statement of Financial Activities in the year to which they relate and when the conditions for receipt have been complied with. Where the grant has to be matched to a different period the deferred element is deducted from incoming resources and carried forward in liabilities.

e) Restricted funds represent grants and donations which are allocated by the donor for specific purposes.

f) Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

g) Rentals payable under operating leases are taken to the profit and loss account on a straight line basis over the lease term.

2. EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Staff costs (note 6)	159,293	85,180	244,473	187,073
Staff travel and subsistence	-	-	-	545
Staff training and development	1,834	1,126	2,960	2,287
Other staff costs	8,367	1,253	9,620	10,213
Rent	130,000	-	130,000	112,500
Telephone and IT	4,097	613	4,710	2,647
Postage and stationery	625	93	718	289
Client travel and subsistence	2,040	305	2,345	3,778
Client skills and education	-	-	-	1,049
Operations	9,133	1,390	10,523	3,990
Volunteer expenses	2,922	438	3,360	6,117
Albion Road running costs	-	-	-	-
Lexham House running costs	33,665	5,027	38,692	14,956
Light, power and heating	10,788	1,615	12,403	14,304
External - support workers	42,176	6,314	48,490	8,768
	404,940	103,354	508,294	368,516

The 2024 comparatives of £368,516 include restricted charitable activities expenditure of £77,829 and unrestricted expenditure of £290,687

3. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Fundraising	2,485	372	2,857	2,621
Information, publicity and website	-	-	-	6,780
	2,485	372	2,857	9,401

All of the 2024 expenditure is unrestricted.

4. GOVERNANCE COSTS

	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Independent examiner's fees	1,565	235	1,800	1,800
Legal and financial	10,630	1,591	12,221	11,834
	12,195	1,826	14,021	13,634

All of the 2025 expenditure is unrestricted.

5. TAX ON ACTIVITIES

Steps2Recovery is a registered charity and as such is not liable for taxation on any surplus.

6. STAFF COSTS

	2025 £s	2024 £
Salaries	222,868	170,007
Annual leave accrual 2025	(1,636)	(286)
Employers national insurance	15,688	10,804
Pension contributions	7,553	6,548
	244,473	187,073

The average number of employees during the year was 6 (2024: 6). No employee earned over £60,000 per annum. None of the trustees received any emoluments or travelling expenses during the year (2024: £85).

7. DEBTORS

	2025	2024
	£	£
Accrued income	11,002	9,026
Prepayments	850	-
Other debtors	21,667	29,953
	33,519	37,979

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Accruals	13,498	10,001
Deferred income	-	10,000
	13,498	20,001

9. RESTRICTED FUNDS – CURRENT YEAR

	At 31.03.24	Received in year	Expenditure in year	At 31.03.25
	£	£	£	£
The Christopher Needler Charitable Trust	12,380	-	-	12,380
John Coates Charitable Trust	852	-	(852)	-
National Lottery Community Fund	10,000	30,000	(40,000)	
City Bridge Trust	8,775	80,335	(64,700)	24,410
	32,007	110,335	(105,552)	36,790

RESTRICTED FUNDS – PRIOR YEAR

	At 31.03.23	Received in year	Expenditure in year	At 31.03.24
	£	£	£	£
The Christopher Needler Charitable Trust	19,160	-	(6,780)	12,380
John Coates Charitable Trust	1,901	-	(1,049)	852
National Lottery Community Fund	15,000	60,000	(65,000)	10,000
City Bridge Trust	8,775	-	-	8,775
Welland Trust	5,000	-	(5,000)	
	49,836	60,000	(77,829)	32,007

9. RESTRICTED FUNDS – (CONTINUED)

The Christopher Needler Charitable Trust: A grant to support the promotion of Steps2Recovery and its activities.

The Henry Smith Charity: A grant to support the running costs of the Steps2Recovery charity.

Lloyds Bank Foundation for England and Wales: A grant to support the running costs of the Steps2Recovery charity.

John Coates Charitable Trust: A grant to be used for the purposes of education, employment and training.

National Lottery Community Fund: A grant to support the running costs of the Steps2Recovery charity.

City Bridge Trust: A grant to support the employment of a Chief Executive Officer.

Welland Trust: A grant to support care experienced people.

10. Related party transactions

During the current period, donations totalling £1,109 (2024: £600) were received from Trustees. There were no other related party transactions during the current period.

During the previous period, three £10,000 short term loans were provided by trustees and subsequently repaid before year end. These were related to short term problems associated with transitioning to a new bank account.

At the balance sheet date £Nil of loans provided to the Charity by the trustees (2024: £Nil) remains outstanding.

STEPS 2 RECOVERY

England & Wales - Charity number 1138353

Accounts

Steps 2 Recovery

Drugs & Alcohol, Resettlement, Aftercare, Family Support

Steps2Recovery
(A Company Limited by Guarantee)

Company registration number: 07269361

Trustees Report and Financial Statements

for the year ended

31st March 2024

Wenn Townsend

Chartered Accountants

Oxford

The registered and principal office of Steps2Recovery is Lexham House, 28 St Charles Square, London W10 6EE, and you can visit our website at www.steps2recovery.org.uk

Steps2Recovery

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Steps2Recovery

Legal and Administrative Information

Steps2Recovery was registered with Companies House on 1st June 2010 as a private company limited by guarantee and with the Charity Commission. The charity registration number is 1138353, and our limited company number is 7269361.

STATUS
Registered as a company limited by guarantee on 1st June 2010
and granted charitable status on 11th October 2010

CHARITY NUMBER 1138353

COMPANY NUMBER 07269361

TRUSTEES
Amanda Copstick (appointed 01 March 2024)
Bradley Bilgore (appointed 16 September 2024)
Tom Bolt
Charles Clode
Edward Frazer
Lesley Hart – Chair of Trustees
Sophie Molins
James Ohene-Djan
Dean Steele (appointed 20 September 2024)
Gwendoline Young (deceased – resignation date 17 April 2024)

PATRONS
Anna Chancellor
Matt Lucas
Ant McPartlin
Amzie McPartlin
David Morrissey

WEBSITE www.steps2recovery.org.uk

REGISTERED OFFICE
Lexham House
28 St Charles Square
London
W10 6EE

PRINCIPAL BANKERS
Charities Aid Foundation & Santander UK Plc

INDEPENDENT EXAMINER
Ajay Bahl FCA
Wenn Townsend
30 St Giles
Oxford OX1 3LE

Steps2Recovery

Report of the Trustees
for the year ended 31st March 2024

The trustees (who are also directors of the charitable company) present their report and the financial statements for the year ended 31st March 2024. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities (FRS102) in preparing the annual report and financial statements of the charity.

PURPOSE OF THE CHARITY

Breaking the chain of addiction and re-offending in the community, creating a safer environment for all.

The trustees have had regard to the guidance issued by the Charity Commission on public benefit. Steps2Recovery delivers public benefit by supporting clients with a history of offending behaviour, fuelled by drug and alcohol addictions. We know that facilitating change with this vulnerable group helps to improve their own safety, the safety and happiness of their families, and ultimately the safety and well-being of the wider community.

We help to improve the lives of people in the criminal justice system affected by alcohol or drug dependency by providing high quality, abstinence-based treatment options, help with practical needs and end-to-end support through working with other agencies.
We provide a day programme in a safe and supported residential setting to enable and encourage clients to improve the quality of their lives and to fulfil their potential without recourse to alcohol, drugs and re-offending.

We enable clients to:

- Achieve long term freedom from drink, drugs and crime, helping them to identify and recognise triggers that lead back to relapse and how to avoid them. We encourage clients to see the positive benefits of making changes to their lives and recognise their part in living well.
- Engage and build positive relationships during the programme, with counsellors, mentors and their peers. We encourage them to develop sustainable and positive relations outside our structured programme by attending self-help/ mutual aid groups, giving them the best opportunity for long term recovery capital. We work closely with clients to begin repairing or rebuilding family ties, in order to establish positive family relationships; and
- Use our support to engage positively with our partners and other agencies to deal with practical problems they face, such as homelessness, unemployment, custody issues, skills, literacy and family issues.

MAIN ACTIVITIES OF THE CHARITY

Steps2Recovery is an independent charity based in Ladbroke Grove, West London. The charity was established in 2010 with the initial objective of finding solutions to the problem of individuals repeatedly ending up in the prison system because of behaviour directly linked to an addiction, whether it be to alcohol or drugs. We work with people caught up in the Criminal Justice System who are motivated to deal with their addictions and associated criminal behaviours; our central purpose is to facilitate rehabilitative improvement in their lives. Steps2Recovery takes the position that effective addiction treatment is a significant part of the solution to a health-based problem; we stand alongside those in the Criminal Justice System and wider community who advocate for diversion rather than incarceration. Evidence clearly demonstrates that prison is an ineffective way of dealing with addiction and we know from our own outcomes that if people can be given help precisely at the point that they are motivated to make changes in their lives, the cycle of addiction, associated criminal offending and prison can be broken.

The Steps2Recovery team, which includes Operations, Counselling and Night Support Staff, delivers a 12-week residential addiction treatment programme to people caught up in the Criminal Justice System who would otherwise be homeless.

Operational activities are diverse and wide ranging and include fundraising, building and servicing strategic partnerships within the Criminal Justice System and forming relationships within the treatment sector and wider community. Referrals come from prison-based drug and alcohol teams, our clients are also referred to us via the probation services and we will, on occasion, consider 'self-referrals' from vulnerable people struggling to cope with addiction in the community.

Our counselling team is highly qualified - all our therapists are members of the British Association for Counselling and Psychotherapy. The counsellors have their own personal experience of addiction and the person-centred, trauma-informed treatment programme they deliver is informed not only by their high levels of qualification but by lived experience.

The Steps2Recovery Treatment Programme:

The Steps2Recovery primary treatment program is rooted in treating addiction as an illness rather than a moral failing or as a result of past trauma. The main thrust of the program is intended to teach people how to remain abstinent and work a program of recovery. Our therapeutic staff team are all themselves in recovery and provide much more than generic counselling. Our team can inspire, mentor and support clients through every stage of the program and expose their recovery potential. We introduce clients to the 12 step model of recovery and they attend five fellowship meetings per week in order that they can begin to build a strong support system.

The programme includes:

- 1:1 counselling and daily group therapy/psycho-educational workshops which focus on addiction/recovery, criminality, interpersonal patterns of relating, individual behaviour process and unconscious/conscious alignment.
- Creative therapies and workshops which Include, yoga, art therapy, movement therapy, music therapy.
- Health & well-being activities and workshops aimed at providing holistic support, these include: Exercise, Meditation, Cooking, life-skills coaching, spiritual guidance workshops, regular client outings.
- Education, Training and Employment support with direct links into volunteer/work experience schemes where appropriate and if the individual client's recovery foundations laid down at Steps2Recovery make this a safe and viable possibility.

In addition to the programme we:

- Support clients with making the correct benefits claims. Recovery can be negatively affected if issues around personal finance are not promptly and effectively dealt with.
- Help clients to re-build negatively affected family relationships with loved ones and children through family meetings and education sessions. There is much evidence that family involvement with the client's recovery journey drastically increases their chances of success.
- Guaranteed 'move on' into abstinence-based housing via established relationships with community-based housing organisations, primarily Kairos Community Trust. We have, on occasion, also assisted clients in moving into the private rented sector if/when appropriate via relationships built with housing agencies. In doing this we remove anxieties around homelessness following treatment completion. This component of our offering is an essential part of the client's individual journey.
- Are In regular contact with S2R Graduates which increases hope, personal-motivation and sense of connection.
- Offer comprehensive aftercare, with weekly group therapy and 1:1 Counselling, tailored to individual needs.

Personal responsibility lies at the core of our organisational culture. Our clients are helped and encouraged to make positive choices and to build healthy relationships and support networks outside of the therapeutic programme.

2023-24: KEY ACHIEVEMENTS

In our first full year in Lexham House, we supported fifty clients to start on their journey of recovery. For many of our clients this can often be the first time that they have been offered a therapeutic programme to help support them through the many traumatic events in their lives that have ended up with a history of addiction and offending behaviours. We do not expect every client to complete the full 12-week programme but to sow, at the very least, the seed of recovery and introduce clients to community support that is accessible at any point. It should be recognised that addiction and its roots are often deep and entrenched, and that challenging these deeply held beliefs and behaviours can be difficult for the client.

Our aim is to admit our beneficiaries directly from prison although the possibility of change of release dates, parole hearings being moved and relapse before arrival mean that we can be subject to unexpected unfilled places on occasions during the year. In these circumstances we hold a waiting list of potential clients referred to us by probation services or family members and occasional self-referrals. Our objective is that 80% of our capacity is guaranteed to those leaving prison who would otherwise be homeless.

We recognise that prisons are themselves overstretched and that safe, supported accommodation offered at no cost to the client, or the prison, is almost impossible to access nowadays. However, this has resulted in a number of inappropriate referrals during this year, where the needs of the potential client were more complex than admitted during the admission process and were therefore beyond the resources that Steps2Recovery is able to provide. This has led to a mixed set of results when we have evaluated the past twelve months. We have had remarkable results for clients with difficult personal circumstances and have, for example, provided support for women to move into recovery and reunite with children who had previously been taken into protective care by Social Services. In other cases, and because we are a self-funded small charity, there have been clients with more complex mental health issues that we neither had the staff, accommodation or capacity to manage.

Prison move-on teams are often desperate to find places for their charges who are unfunded and would otherwise be released homeless into the community. This has, at times resulted in inappropriate referrals, and insufficient information being passed on about the risks inherent in such clients. Wherever possible we have tried in these situations to support and manage their recovery journey or refer clients on to other accommodation or services that have greater medical support than we can offer.

Throughout the past twelve months we have continued to look for a CEO with sufficient skills and knowledge to manage a larger site with more complex responsibilities. Our original mission was to provide support to clients who churned through the Criminal Justice System, people who received multiple repeat short sentences for crimes related to addiction. A key difference since those early days has been the well-publicised state of prisons in the UK, the impact of novel, damaging and widely available illegal drugs during incarceration and the resultant increase in mental health problems in men and women leaving prison.

After a number of unsuccessful recruitment drives we were extremely fortunate to have a candidate for the CEO position referred to the charity who had a history of managing early-stage and established treatment centres and someone with a proven track record in managing charitable, statutory and private general healthcare and drug treatment environments. Sammy Manzaroli started with us towards the end of the financial year. He is already using his extensive experience to review all aspects of the Steps2Recovery programme and the organisation structure in place to support that.

In addition, the charity has also benefited from a new intake of trustees. Amanda Copstick joined the Board after working with us in a number of complementary and advisory situations during the year. Amanda too has a long history of working as a therapist and senior leader in CQC registered organisations has provided invaluable advice and support for further developing our risk management programme, organisational policies and procedures. She has also helped with interpreting the Code of Conduct applied by professional bodies to those practising in a therapeutic environment to ensure compliance. This was a challenging but ultimately rewarding year.

CHALLENGES

Whilst many of the challenges raised by moving into Lexham House and having a direct lease relationship with a landlord have been understood and managed during the year there is still more to do. We are grateful for our relationship with the Royal Borough of Kensington and Chelsea and the support they offer to clients with Housing Benefits. This has been a year of building new relationships with suppliers and managing a more extensive operational environment and budget, than when the charity was supported by the managerial environment of a St Mungo's property, which provided overarching business support.

Additionally, whilst we hope for 100% success for all our clients we recognise that this is unrealistic; but at its most basic, we hope to start every client on a road to recovery by introducing them to new concepts and support. A significant challenge to this has been the procedures for dealing with addiction-based offending in prison, which has resulted in more clients being referred to us with psychoactive medication and complex mental health issues. This led to an increase in self-discharges, often followed by clients coming back to ask for a second chance or seek advice on other options for them. Thorough analysis led the executive team to implement a more robust application process and this has positively impacted our self-discharge rate.

Further challenges this year have been extensive. Whilst new relationships with prisons outside London complemented our existing referral partners, these have introduced new challenges in terms of travel arrangements for clients leaving prison and then making a long journey in an often vulnerable state. We did trial out of London gate collections during the year, but this led to the loss of a whole day for a staff member and, given our limited resources, became too much of a resource to carry. We work with many prisons who can provide travel warrants, where our staff can then provide a meet and greet service when clients arrive at London mainline stations. We do occasionally have a private transport journey, provided by probation or the client's family.

PARTNERSHIPS

Steps2Recovery continues to establish long-term partnerships in a variety of sectors as our work complements the activities carried out by a vast range of partner organisations. We work with prison-based drug and alcohol teams including closely coordinating our activities with the most significant of these, the Forward Trust. We are a partner in the Taking Action on Addiction initiative.

We also interact with organisations including CGL, Phoenix Futures, Women in Prison and liaise closely with probation services; we will (when required) attend court in order to assist in the diversion of clients to our services rather than go back to short prison sentences. We also accept clients assigned to Home Detention Curfew and regularly deliver reports to probation/courts and have worked closely with the Integrated Offender Management (IOM) panel - a team of probation, police, housing, DIP and other services. Furthermore, we also liaise with 'In-Borough' community-based addiction treatment provider Turning Point to offer them an abstinence-based option With regards to our therapeutic programme, this is reviewed regularly by external consultants and our clients have a voice in our service delivery.

STRATEGIC OBJECTIVES

Steps2Recovery's strategy remains rooted in its three foundational pillars: **Consolidation, Fundraising and Creating Awareness,** with our objectives to help in the fight against dependence, offending and homelessness.

Whilst we are now more secure in our larger property in Ladbroke Grove, we continue to review improvements in management of the property and consolidate our work through our Housing sub-committee, which reviews issues and is developing our strategic plan for accommodation, as well as prioritising for short-term essential works. This also feeds into the work of our Finance and Fundraising sub-committee, which is exploring new ways to engage Corporate and Individual donors as well as maintaining our relationships with our amazing existing funders. This sub-committee is also reviewing our organisational structure and making

recommendations to our Board on the longer term plans for developing the Steps2Recovery programme. Both sub-committees have members drawn from our trustee board, executive team and operations team. Our CEO and our Business Manager are both key drivers of this work.

Our staff team continues to build on our relationships with referral partners, ensuring admissions are in the best interests of all involved and especially the individual hoping to start a new way of life. As a partner of the Taking Action on Addiction alliance we are grateful for the work their communications team does to promote the need for safe routes out of addiction and into recovery. Our own communications and learning platform are being developed with the strategic lead coming from the Board.

Annex A – structure and governance

Lesley Hart continued as Chair and now supports the Chief Executive Officer in leading the charity.

The Board has recruited new members and sadly lost one of our key trustees, Gwendoline Young, after a short illness. She is sadly missed. Our Board members are now:

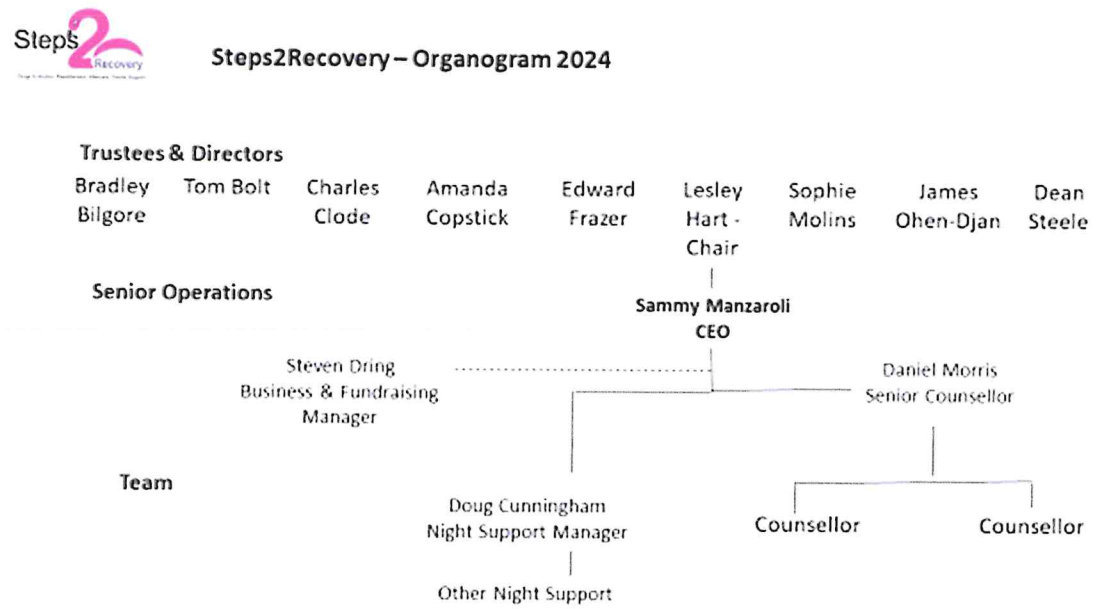
Bradley Bilgore
Tom Bolt
Charles Clode
Amanda Copstick
Edward Frazer
Lesley Hart – Chair
Sophie Molins
James Ohene-Djan
Dean Steele

Steps2Recovery adheres to the 2020 Charity Governance Code and its seven guiding principles. New monitoring arrangements are being developed for all our governance processes following the loss of trustee Gwendoline Young. GDPR is also monitored in accordance with current guidelines/regulations.

The Charity is now led by Sammy Manzaroli, CEO, with Steven Dring taking responsibility for Business and Partnerships and Daniel Morris managing the clinical team.

We remain committed to equity, diversity and inclusion and our Board reflects this commitment.

Our organisation chart –



The rights and responsibilities of the Trustee/ Directors are set out in our Memorandum of Association. They do not receive funding or benefit from Steps2Recovery.

Income

Total income was £384,064 (2023: £379,571) an increase of £4,491. Income received from grants and contracts accounted for 36% of all income received and was £138,001 (2023: £218,575) a decrease of £80,574 from the previous year.

Expenditure

Total expenditure was £391,551 (2023: £310,418), an increase of £81,133.

Balances

Restricted balances carried forward for use in 2024-25 have decreased from £49,836 to £32,007. Unrestricted balances carried forward for use in 2024-25 have increased from £141,243 to £151,585.

Reserves policy

The Steps2Recovery Reserves policy describes the rationale for holding and calculating its Operating Reserve. The minimum level of the Operating Reserve is determined by key expenses to the organisation to ensure Trustees can meet all liabilities in the event that key funded services need to be wound down. These cover:

- Contractual wage costs due during wind down of services.
- Statutory redundancy costs for employed staff.
- A reserve to cover rent payments and meet lease agreements.
- Cashflow reserves to cover other running costs during wind down of services.

The calculation to meet these conditions has resulted in an Operating Reserve of £149,500. The Board are content that they meet their Reserve ambition and will review this in 2025 alongside a review of their strategic priorities for the next three years.

Going concern

Steps2Recovery's service delivery model means that statutory/government funding is not available to us. Our ethos is based upon being able to offer ex-offenders treatment for addiction issues at the point at which they are motivated to make changes in their lives. Our treatment programme is delivered entirely free of charge and allows our client group to circumvent the lengthy community-based funding assessments that see so many of them lose hope and motivation and return to the cycle of addiction, crime, and prison.

Funding to date has been generated by:

- Application to trusts and foundations (36%)
- Corporate fundraising events (14%)
- Enhanced Housing Benefit (36%)
- Individual giving (13%)
- Corporate donations (1%).

Several of Steps2Recovery's Trust and Foundation grant making supporters have committed to donate across multiple years and the key fundraising events are long established and have broadly delivered consistent levels of funding over recent years. The charity has several high net worth individual supporters who have also been a constant in terms of annual donation. The larger property we relocated to at the end of 2022 is leased directly and we are now responsible for collecting clients' Housing Benefit in order to cover the costs of the lease and our additional costs incurred in supporting this vulnerable client group. This represents a new revenue stream and also results in an increase in annual costs; however, these costs are securely covered.

Annex B

The Charity's Objects are:-

1. Promotion of the Law, Police and Crime Prevention
To promote for the benefit of the public in London and the southeast the provision of services to those victims, and ex-offenders affected by addiction, and crime, with a view to the preservation of public order, and for the protection of the well-being of such victims and the rehabilitation of such offenders.

2. Advice and counselling
The relief of the physical and mental sickness of persons in need by reason of addiction to substances, in particular by the provision of counselling and support.

3. Promotion of Social Inclusion
To promote social inclusion for the public benefit by a revolutionary Rehabilitation approach to reduce re-offending, working with people in (London and the south east) who are socially excluded on the grounds of their substance abuse, and dependency, including alcohol and drugs; (in particular, victims of crime, ex-offenders and their families) to relieve the needs of such people and assist them to integrate into society, in particular by rehabilitation and education.

TRUSTEES RESPONSIBILITIES

Law applicable to incorporated charities in England and Wales requires the trustees of the charity and the directors of the company to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charity and of its financial activities for that period.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- follow applicable accounting standards and the Charities SORP, disclosing and explaining any departure in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with charity law.

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.

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

This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities (FRS102) and in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

APPROVAL

Approved and authorised for issue by the Board of Trustees on 26 November 2024 and signed on their behalf by:

Lesley Hart

Lesley Hart
Chair of the Board

Report of the Trustees (continued)
for the year ended 31st March 2024

Independent Examiner's Report to the Trustees

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2024 which are set out on pages 11 to 17.

Responsibilities and basis of report

As the charity 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 company'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 the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of ICAEW 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 that in any material respect:

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.



Ajay Bahl BA BFP FCA
Wenn Townsend
30 St Giles
Oxford
OX1 3LE

26/11/2024

Steps2Recovery

Statement of Financial Activities
for the year ended 31st March 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
INCOME AND EXPENDITURE					
Income and endowments from:					
Donations, legacies and grants		158,433	60,000	218,433	281,035
Other trading activities:					
Fundraising events		32,143	-	32,143	37,885
Local Government (Housing Benefit)		132,954	-	132,954	60,519
Investment income: bank interest		534	-	534	132
Total income		324,064	60,000	384,064	379,571
Expenditure on:					
Charitable activities	2	297,467	71,049	368,516	295,679
Raising funds	3	2,621	6,780	9,401	9,823
Governance costs	4	13,634	-	13,634	4,916
Total expenditure		313,722	77,829	391,551	310,418
Net income/(expenditure) before taxation		10,342	(17,829)	(7,487)	69,153
Net movement in funds		10,342	(17,829)	(7,487)	69,153
Fund balances at 1st April 2023		141,243	49,836	191,079	191,079
Fund balances at 31st March 2024		151,585	32,007	183,592	260,232

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

The notes on pages 13 to 16 form part of these financial statements

Registered number: 07269361

Steps2Recovery

Balance Sheet
as at 31st March 2024

	Notes	2024		2023	
		£	£	£	£
CURRENT ASSETS					
Debtors	7	37,979		4,050	
Cash at bank and on deposit		165,614		197,439	
		203,593		201,489	
CURRENT LIABILITIES					
Amounts falling due within one year	8	(20,001)		(10,410)	
NET CURRENT ASSETS			183,592		191,079
NET ASSETS			183,592		191,079
FUNDS					
Unrestricted funds			151,585		141,243
Restricted funds	9		32,007		49,836
			183,592		191,079

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st March 2024.

The members have not required the company to obtain an audit of its financial statements for the year ended 31st March 2024 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

Approval
The financial statements were approved and authorised for issue by the Board of Trustees on 26/11/ 2024 and signed on their behalf by:

Lesley Hart.

Lesley Hart
Chair of the Board

The notes on pages 13 to 16 form part of these financial statements

Steps2Recovery

Statement of Cash Flows
for the year ended 31st March 2024

	2024	2023
	£	£
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net cash provided by/(used in) operating activities	(31,825)	71,295
Change in cash and cash equivalents in the reporting period	(31,825)	71,295
Cash and cash equivalents at 1st April 2023	197,439	126,144
Cash and cash equivalents at 31st March 2024	165,614	197,439

RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024	2023
	£	£
Net (expenditure)/income for the year as per the Statement of Financial Activities	(7,487)	69,153
Adjusted for:		
(Increase)/decrease in debtors	(33,929)	(2,214)
Increase/(decrease) in creditors	9,591	4,356
Other non cash adjustments	-	-
Net cash (used in)/provided by operating activities	(31,825)	71,295

ANALYSIS OF CASH AND CASH EQUIVALENTS

	2024	2023
	£	£
Cash at bank and in hand	165,614	197,439
	165,614	197,439

The charity has no borrowings or obligations under finance leases; therefore a reconciliation of net debt has not been provided.

The notes on pages 13 to 16 form part of these financial statements

Notes to the Financial Statements for the year ended 31st March 2024

1. ACCOUNTING POLICIES

a) 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 Standard applicable in the UK and Republic of Ireland (FRS 102) (issued in October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, UK Generally Accepted Practice and the Companies Act 2006. The financial statements have been prepared on the going concern basis and the functional currency is sterling rounded to the nearest £1.

b) The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

c) Voluntary income received by way of donations and gifts is included in full in the Statement of Financial Activities when received unless they relate to a specific period, in which case they are recognised as income in the period to which they relate.

d) Revenue grants are shown in the Statement of Financial Activities in the year to which they relate and when the conditions for receipt have been complied with. Where the grant has to be matched to a different period the deferred element is deducted from incoming resources and carried forward in liabilities.

e) Restricted funds represent grants and donations which are allocated by the donor for specific purposes.

f) Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

g) Rentals payable under operating leases are taken to the profit and loss account on a straight line basis over the lease term.

2. EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
Staff costs (note 6)	133,573	53,500	187,073	211,329
Staff travel and subsistence	420	125	545	453
Staff training and development	1,761	526	2,287	1,924
Other staff costs	7,864	2,349	10,213	5,763
Rent	112,500	-	112,500	41,666
Telephone and IT	2,038	609	2,647	3,923
Postage and stationery	289	-	289	208
Client travel and subsistence	1,478	2,300	3,778	4,389
Client skills and education	-	1,049	1,049	2,075
Operations	3,072	918	3,990	2,529
Volunteer expenses	4,710	1,407	6,117	2,070
Albion Road running costs	-	-	-	2,635
Lexham House running costs	11,644	3,312	14,956	3,817
Light, power and heating	11,367	2,937	14,304	8,648
External - support workers	6,751	2,017	8,768	4,250
	297,467	71,049	368,516	295,679

The 2023 comparatives of £295,679, include restricted charitable activities expenditure of £122,554 and unrestricted expenditure of £173,125.

3. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
Fundraising	2,621	-	2,621	4,342
Information, publicity and website	-	6,780	6,780	5,481
	2,621	6,780	9,401	9,823

All of the 2024 expenditure is unrestricted.

4. GOVERNANCE COSTS

	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
Independent examiner's fees	1,800	-	1,800	1,800
Legal and financial	11,834	-	11,834	3,116
	13,634	-	13,634	4,916

All of the 2024 expenditure is unrestricted.

5. TAX ON ACTIVITIES

Steps2Recovery is a registered charity and as such is not liable for taxation on any surplus.

6. STAFF COSTS

	2024 £s	2023 £
Salaries	166,780	188,704
Annual leave accrual 2024	2,941	3,227
Employers national insurance	10,804	12,405
Pension contributions	6,548	6,993
	187,073	211,329

The average number of employees during the year was 6 (2023: 7). No employee earned over £60,000 per annum. None of the trustees received any emoluments or travelling expenses during the year (2023: £Nil).

Notes to the Financial Statements (continued) for the year ended 31st March 2024

7. DEBTORS

	2024 £	2023 £
Accrued income	9,026	3,180
Other debtors	29,953	870
	37,979	4,050

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Accruals	10,001	5,027
Deferred income	10,000	5,383
	20,001	10,410

9. RESTRICTED FUNDS – CURRENT YEAR

	At 01.04.23 £	Received in year £	Expenditure in year £	At 31.03.24 £
The Christopher Needler Charitable Trust	19,160	-	(6,780)	12,380
John Coates Charitable Trust	1,901	-	(1,049)	852
National Lottery Community Fund	15,000	60,000	(65,000)	10,000
City Bridge Trust	8,775	-	-	8,775
Welland Trust	5,000	-	(5,000)	
	49,836	60,000	(77,829)	32,007

RESTRICTED FUNDS – PRIOR YEAR

	At 01.04.22 £	Received in year £	Expenditure in year £	At 31.03.23 £
The Christopher Needler Charitable Trust	19,160	-	-	19,160
The Henry Smith Charity	15,787	20,000	(35,787)	-
Lloyds Bank Foundation for England and Wales	2,142	-	(2,142)	-
John Coates Charitable Trust	3,976	-	(2,075)	1,901
National Lottery Community Fund	10,000	60,000	(55,000)	15,000
City Bridge Trust	-	26,325	(17,550)	8,775
Welland Trust	-	15,000	(10,000)	5,000
	51,065	121,325	(122,554)	49,836

9. RESTRICTED FUNDS – (CONTINUED)

The Christopher Needler Charitable Trust: A grant to support the promotion of Steps2Recovery and its activities.

The Henry Smith Charity: A grant to support the running costs of the Steps2Recovery charity.

Lloyds Bank Foundation for England and Wales: A grant to support the running costs of the Steps2Recovery charity.

John Coates Charitable Trust: A grant to be used for the purposes of education, employment and training.

National Lottery Community Fund: A grant to support the running costs of the Steps2Recovery charity.

City Bridge Trust: A grant to support the employment of a Chief Executive Officer.

Welland Trust: A grant to support care experienced people.

10. Related party transactions

During the current period, donations totalling £600 (2023: £6,100) were received from Trustees. There were no other related party transactions during the current period.

During the previous period, three £10,000 short term loans were provided by trustees and subsequently repaid before year end. These were related to short term problems associated with transitioning to a new bank account.

At the balance sheet date £Nil of loans provided to the Charity by the trustees (2023: £Nil) remains outstanding.

STEPS 2 RECOVERY

England & Wales - Charity number 1138353

Accounts

Steps 2 Recovery

Drugs & Alcohol, Resettlement, Aftercare, Family Support

Steps2Recovery
(A Company Limited by Guarantee)

Company registration number: 07269361

Trustees Report and Financial Statements

for the year ended

31st March 2023

Wenn Townsend

Chartered Accountants

Oxford

The registered and principal office of Steps2Recovery is Lexham House, 28 St Charles Square, London W10 6EE, and you can visit our website at www.steps2recovery.org.uk

Steps2Recovery

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Steps2Recovery

Legal and Administrative Information

Steps2Recovery was registered with Companies House on 1st June 2010 as a private company limited by guarantee and with the Charity Commission. The charity registration number is 1138353, and our limited company number is 7269361.

STATUS
Registered as a company limited by guarantee on 1st June 2010
and granted charitable status on 11th October 2010

CHARITY NUMBER 1138353

COMPANY NUMBER 07269361

TRUSTEES
Tom Bolt
Lesley Hart – Chair of Trustees
Charles Clode
Sophie Molins
Gwendoline Young
James Ohene-Djan
Ed Frazer

PATRONS
Anna Chancellor
Matt Lucas
Ant McPartlin
Amzie McPartlin
David Morrissey

WEBSITE www.steps2recovery.org.uk

REGISTERED OFFICE
Lexham House
28 St Charles Square
London
W10 6EE

PRINCIPAL BANKERS
Charities Aid Foundation & Santander UK Plc

INDEPENDENT EXAMINER
Ajay Bahl FCA
Wenn Townsend
30 St Giles
Oxford OX1 3LE

Report of the Trustees
for the year ended 31st March 2023

The trustees (who are also directors of the charitable company) present their report and the financial statements for the year ended 31st March 2023. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities (FRS102) in preparing the annual report and financial statements of the charity.

PURPOSE OF THE CHARITY

Breaking the chain of addiction and re-offending in the community, creating a safer environment for all.

The trustees have had regard to the guidance issued by the Charity Commission on public benefit. Steps2Recovery delivers public benefit by supporting clients with a history of offending behaviour, fuelled by drug and alcohol addictions. We know that facilitating change with this vulnerable group helps to improve their own safety, the safety and happiness of their families, and ultimately the safety and well-being of the wider community.

We help to improve the lives of people in the criminal justice system affected by alcohol or drug dependency by providing high quality, abstinence-based treatment options, help with practical needs and end-to-end support through working with other agencies.
We provide a day programme in a safe and supported residential setting to enable and encourage clients to improve the quality of their lives and to fulfil their potential without recourse to alcohol, drugs and re-offending.

We enable clients to:

- Achieve long term freedom from drink, drugs and crime, helping them to identify and recognise triggers that lead back to relapse and how to avoid them. We encourage clients to see the positive benefits of making changes to their lives and recognise their part in living well.
- Engage and build positive relationships during the programme, with counsellors, mentors and their peers. We encourage them to develop sustainable and positive relations outside our structured programme by attending self-help/ mutual aid groups, giving them the best opportunity for long term recovery capital. We work closely with clients to begin repairing or rebuilding family ties, in order to establish positive family relationships; and
- Use our support to engage positively with our partners and other agencies to deal with practical problems they face, such as homelessness, unemployment, custody issues, skills, literacy and family issues.

MAIN ACTIVITIES OF THE CHARITY

Steps2Recovery is an independent charity now based in Ladbroke Grove, West London. The charity was established in 2010 with the initial objective of finding solutions to the problem of individuals repeatedly ending up in the prison system because of behaviour directly linked to an addiction, whether it be to alcohol or drugs. We work with people caught up in the Criminal Justice System who are motivated to deal with their addictions and associated criminal behaviours; our central purpose is to facilitate rehabilitative improvement in their lives. Steps2Recovery takes the position that effective addiction treatment is a significant part of the solution to a health-based problem; we stand alongside those in the Criminal Justice System and wider community who advocate for diversion rather than incarceration. Evidence clearly demonstrates that prison is an ineffective way of dealing with addiction and we know from our own outcomes that if people can be given help precisely at the point that they are motivated to make changes in their lives, the cycle of addiction, associated criminal offending and prison can be broken.

In November 2022, Steps2Recovery relocated from its original base in Stoke Newington in order to work with increased numbers of residential clients in an improved therapeutic environment. Our new property was formerly a private residential addiction treatment facility (part of the Gladstones Treatment Group) and is consequently arranged in a way that matches our clients' needs. The Steps2Recovery team which includes Operations, Counselling and Night Support Staff, delivers a 12-week residential addiction treatment programme to people caught up in the Criminal Justice System who would otherwise be homeless.

Operational activities are diverse and wide ranging and include fundraising, building and servicing strategic partnerships within the Criminal Justice System and forming relationships within the treatment sector and wider community. Referrals come from prison-based drug and alcohol teams, our clients are also referred to us via the probation services and we will, on occasion, consider 'self-referrals' from vulnerable people struggling to cope with addiction in the community.

Our counselling team is highly qualified - all our therapists are members of the British Association for Counselling and Psychotherapy. The counsellors have their own personal experience of addiction and the person-centred, trauma-informed treatment programme they deliver is informed not only by their high levels of qualification but by lived experience.

THE STEPS2RECOVERY TREATMENT PROGRAMME:

The programme includes:

* 1:1 counselling and daily group therapy/psycho-educational workshops which focus on addiction/recovery, criminality, inter-personal patterns of relating, individual behaviour process and unconscious/conscious alignment.
* Creative therapies and workshops which would Include, yoga, art therapy, phototherapy, drama & movement therapy, music therapy.
* Health & well-being activities and workshops aimed at providing holistic support, these include: nutrition/cooking classes, gym-membership for all residents, life-skills coaching, spiritual guidance workshops, homeopathy, reflexology, auricular acupuncture and regular bi-monthly client outings.
* Education, Training and Employment support with direct links into volunteer/work experience schemes where appropriate and if the individual client's recovery foundations laid down at Steps2Recovery make this a safe and viable possibility.

In addition to the programme clients are:

* Helped with making the correct benefits claims. Recovery can be negatively affected if issues around personal finance are not promptly and effectively dealt with.
* Helped to re-connect with children in the care system -- where possible and appropriate we work to reunite parents and children and offer clients access to pro-bono legal support delivered by legal team who are connected to the charity.
* Guaranteed 'move on' into abstinence-based housing via established relationships with community-based housing organisations, primarily Kairos Community Trust. We have, on occasion, also assisted clients in moving into private rented sector if/when appropriate via relationships built with housing agencies. In doing this we remove anxieties around homelessness following treatment completion. This component of our offering is an essential part of the client's individual journey.
* In regular contact with S2R Graduates & Peer Mentors which increases hope, personal-motivation and sense of connection. We have a graduate client on site as a peer mentor who assists the counselling and support teams in matters of client care and guidance.
* Offered comprehensive aftercare, with potential for weekly group therapy and 1:1 Counselling, tailored to individual need.

Personal responsibility lies at the core of our organisational culture. Our clients are helped and encouraged to make positive choices and to build healthy relationships and support networks outside of the therapeutic programme.

2022-23: KEY ACHIEVEMENTS

Having relocated in November, we now have residential capacity for 11 clients on our 12-week treatment programme and, over the course of 2022-2023 we worked with 30 clients. Given that we aim to admit our beneficiaries directly from prison, we are, on occasion, subject to circumstances beyond our control including change of release dates, parole hearings being moved and relapse before arrival. Consequently, we will offer places to people in the community who are entrenched in addiction and associated behaviours including those referred to us by probation services. We will, on occasion accept self-referrals from vulnerable people in the community. Our objective is that 80% of our capacity is guaranteed to those leaving prison who would otherwise be homeless.

Our clients come to Steps2Recovery because they have made a decision to deal with their addiction. This is the critical moment at which Steps2Recovery's help and support begins. We provide this support when our clients' motivation is at its height rather than after weeks of dispiriting community-based assessments. We offer our clients access to high quality addiction treatment customised to their needs as people who have been through the Criminal Justice System and provide them with the tools to move forward free from addiction. Our clients are not able to fund private treatment and are often unable to maintain motivation if help is delayed. We meet their need for treatment at the point when their potential for change is at its greatest. All our clients will have remained entirely abstinent from mood altering substances for the length of their treatment at Steps2Recovery. For some this will be the longest period of abstinence they have had since starting to drink and use drugs. They will also have support systems in place to ensure that they have the best possible opportunity to remain drug and alcohol free. They will have established, with the support of our counsellors, a network of peers in the community and will have ongoing access to Steps2Recovery's aftercare programme.

Clients also arrive at Steps2Recovery from prison determined to bring an end to the offending which is inextricably linked to their addiction issues. Steps2Recovery addresses the individual's need to address offending behaviours by factoring these issues into its treatment programme and by recognising that life skills are necessary components of it. There is a clear need for a very specific kind of help for ex-offenders caught in the cycle of short prison sentences, homelessness, drug-use and chaotic living. Steps2Recovery's clients are given the best possible chance to make positive choices and avoid what has generally been a regular transition from community to prison.

Good relationships are established with probation services and clients will have complied with any curfew and Home Detention Curfew (HDC) requirements and acquired improved organisational skills. Our clients' offending/prison history is made available to us at the point of referral and as a consequence we are aware of specific triggers or activities that might require particular attention. Personal responsibility and the choice to take it is central to our approach to treatment and this is emphasised from the point at which our client contract is signed.

As our clients come to us either from prison or are homeless following a prison sentence, we expect only a minority of them to have secure accommodation to return to on departure. We consider it vital that our clients do not leave Steps2Recovery unless they have suitable accommodation to move on to; we have a strategic alliance with a housing organisation, Kairos Community Trust, that means all our clients are able to move on to abstinence-based accommodation; in exceptional cases, and where appropriate, we will assist clients in finding somewhere to live in the private rented sector. Dealing with homelessness is an objective that feeds directly into our purpose of helping the addicted ex-offender break the cycle in which they are trapped.

Steps2Recovery provides immediate accommodation and a guarantee that when treatment is completed our clients have somewhere to live which is safe and supportive. We consider this a necessity. This focus on removing concern and anxiety for our clients around issues of homelessness contributes significantly to positive outcomes. We expect 100% of clients to be housed following treatment. This may on occasion mean a client returning to another part of the country, but no-one returns to homelessness (whether that means temporary accommodation, sofa surfing or the street). We know where every individual will live following departure from the charity (80% of graduated clients move to Kairos housing) and that, by definition, they will be in secure accommodation.

CHALLENGES

The move to Lexham House and a direct lease relationship offers significant opportunities (primarily improved therapeutic conditions, capacity for increased admissions and rental revenue) but it has brought with it a range of new operational considerations. In the past, all client rental revenue was directed without deduction to our landlord, St Mungo's who were also responsible for utilities and all maintenance related issues and could be called upon to carry out repairs where necessary. The relationship with St Mungo's had been in place since 2014 and the uniquely supportive landlord/tenant relationship it gave us allowed us to focus our energies on helping our client group and developing relationships with referral partners and funders.
Our relocation to Lexham House has meant that there are new areas of operation relating to the move away from St Mungo's and the 'big organisation' structure they have provided over the last eight years. Our Head of Operations is now managing the relationship with the local council regarding Housing Benefits; having run operations at Kairos he is well-experienced in managing abstinence-based housing.
Our relocation has also resulted in the improvement of systems/processes in order to provide us with a solid platform from which we can effectively help our clients, support our staff and manage new relationships within Kensington and Chelsea Borough Council.

PARTNERSHIPS

Steps2Recovery's work complements the activities carried out by a range of partner organisations. We work with prison-based drug and alcohol teams including closely coordinating our activities with the most significant of these, the Forward Trust. We also interact with organisations including CGL, Phoenix Futures, Women in Prison and liaise closely with probation services; we will, when required, attend court in order to assist in the diversion of clients to our service rather than back to short prison sentences (we accept clients assigned to Home Detention Curfew and regularly deliver reports to probation/courts).

We liaise with 'in borough' community-based addiction treatment provider Turning Point to offer them an abstinence-based option and have worked closely with the Integrated Offender Management (IOM) panel - a team of probation, police, housing, DIP and other services.

Our therapeutic programme is reviewed regularly by external consultants and our clients have a voice in our service delivery.

STRATEGIC OBJECTIVES

Steps2Recovery's strategy remained rooted in its three foundational 'pillars': **Consolidation, Fundraising and Creating Awareness.**

The charity entered a new planning phase having delivered on the key objectives of the previous year (our primary objective being to secure a larger, more therapeutically appropriate property).

In line with targets, funding was secured to cover three years' CEO salary in order to separate the trustee 'Chair/CEO' role and we continued to create awareness via involvement in various events and recovery-based initiatives. For example, in October we partnered with the All-Party Parliamentary Group on 12 Step Recovery and subsequently hosted an event at the House of Lords. We also worked with an alliance of organisations to promote Taking Action on Addiction week which culminated in a video message being made and distributed by the initiative's patron, HRH Princess of Wales.

Annex A – structure and governance

Lesley Hart continued as Chair and fulfilled the role of Chief Executive Officer whilst a new salaried CEO was being sought.

The Board remained unchanged:

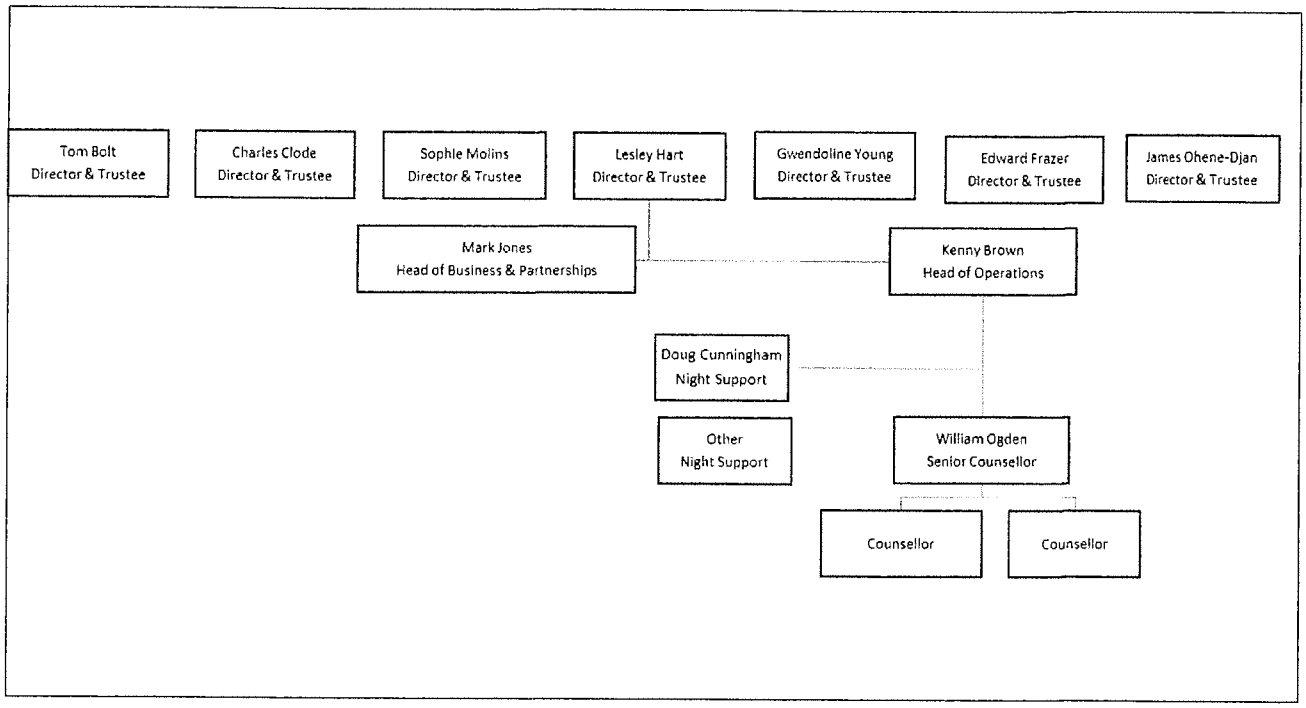
Tom Bolt
Charles Clode
Edward Frazer
Lesley Hart – Chair/CEO
Sophie Molins
James Ohene-Djan
Gwendoline Young

Steps2Recovery adheres to the 2020 Charity Governance Code and its seven guiding principles. This is monitored on an ongoing basis by trustee Gwendoline Young. GDPR is also monitored in accordance with current guidelines/regulations.

Operations are headed by Kenny Brown with Mark Jones taking responsibility for Business and Partnerships and William Ogden managing the clinical team.

We remain committed to equity, diversity and inclusion and our Board reflects this commitment.

Our organisation chart –



The rights and responsibilities of the Trustee/ Directors are set out in our Memorandum of Association. They do not receive funding or benefit from Steps2Recovery.

Income

Total income was £379,571 (2022: £221,802) an increase of £157,769. Income received from grants and contracts accounted for 58% of all income received and was £218,575 (2022: £142,000) an increase of £76,575 from the previous year.

Expenditure

Total expenditure was £310,418 (2022: £216,778), an increase of £93,640.

Balances

Restricted balances carried forward for use in 2023-24 have decreased from £51,065 to £49,836. Unrestricted balances carried forward for use in 2023-24 have increased from £70,861 to £141,243.

Reserves policy

The Steps2Recovery Reserves policy describes the rationale for holding and calculating its Operating Reserve. The minimum level of the Operating Reserve is determined by key expenses to the organisation to ensure Trustees can meet all liabilities in the event that key funded services need to be wound down. These cover:

- Contractual wage costs due during wind down of services
- Statutory redundancy costs for employed staff.
- A reserve to cover rent payments and meet lease agreements.
- Cashflow reserves to cover other running costs during wind down of services.

The calculation to meet these conditions has resulted in an Operating Reserve of £142,000. The Board are content that they meet their Reserve ambition and will review this in 2024 alongside a review of their strategic priorities for the next three years.

Going concern

Steps2Recovery's service delivery model means that statutory/government funding is not available to us. Our ethos is based upon being able to offer ex-offenders treatment for addiction issues at the point at which they are motivated to make changes in their lives. Our treatment programme is delivered entirely free of charge and allows our client group to circumvent the lengthy community-based funding assessments that see so many of them lose hope and motivation and return to the cycle of addiction, crime, and prison.

Funding to date has been generated by:

- Application to trusts and foundations (57%)
- Corporate fundraising events (15%)
- Enhanced Housing Benefit (16%)
- Individual giving (9%)
- Corporate donations (3%).

Several of Steps2Recovery's Trust and Foundation grant making supporters have committed to donate across multiple years and the key fundraising events are long established and have broadly delivered consistent levels of funding over recent years. The charity has several high net worth individual supporters who have also been a constant in terms of annual donation. The larger property we relocated to at the end of 2022 is leased directly and we are now responsible for collecting clients' Housing Benefit in order to cover the costs of the lease and our additional costs incurred in supporting this vulnerable client group. This represents a new revenue stream and also results in an increase in annual costs; however, these costs are securely covered.

Annex B

The Charity's Objects are:-

1. Promotion of the Law, Police and Crime Prevention
To promote for the benefit of the public in London and the southeast the provision of services to those victims, and ex-offenders affected by addiction, and crime, with a view to the preservation of public order, and for the protection of the well-being of such victims and the rehabilitation of such offenders.

2. Advice and counselling
The relief of the physical and mental sickness of persons in need by reason of addiction to substances, in particular by the provision of counselling and support.

3. Promotion of Social Inclusion
To promote social inclusion for the public benefit by a revolutionary Rehabilitation approach to reduce re-offending, working with people in (London and the south east) who are socially excluded on the grounds of their substance abuse, and dependency, including alcohol and drugs; (in particular, victims of crime, ex-offenders and their families) to relieve the needs of such people and assist them to integrate into society, in particular by rehabilitation and education.

TRUSTEES RESPONSIBILITIES

Law applicable to incorporated charities in England and Wales requires the trustees of the charity and the directors of the company to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charity and of its financial activities for that period.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- follow applicable accounting standards and the Charities SORP, disclosing and explaining any departure in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with charity law.

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.

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

This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities (FRS102) and in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

APPROVAL
Approved and authorised for issue by the Board of Trustees on 9th November 2023 and signed on their behalf by:

Lesley Hart

Lesley Hart
Chair of the Board

Steps2Recovery

Independent Examiner's Report to the Trustees

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2023 which are set out on pages 10 to 16.

Responsibilities and basis of report

As the charity 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 company'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 the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of ICAEW 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 that in any material respect:

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.

Ajay Bahl BA BFP FCA
Wenn Townsend
30 St Giles
Oxford
OX1 3LE

9th November 2023

Steps2Recovery

Statement of Financial Activities
for the year ended 31st March 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
INCOME AND EXPENDITURE					
Income and endowments from:					
Donations, legacies and grants		159,710	121,325	281,035	168,514
Other trading activities:					
Fundraising events		37,885	-	37,885	53,287
Local Government (Housing Benefit)		60,519	-	60,519	-
Investment income: bank interest		132	-	132	1
Total income		258,246	121,325	379,571	221,802
Expenditure on:					
Charitable activities	2	173,125	122,554	295,679	205,153
Raising funds	3	9,823	-	9,823	6,848
Governance costs	4	4,916	-	4,916	4,777
Total expenditure		187,864	122,554	310,418	216,778
Net income/(expenditure) before taxation		70,382	(1,229)	69,153	5,024
Net movement in funds		70,382	(1,229)	69,153	5,024
Fund balances at 1st April 2022		70,861	51,065	121,926	116,902
Fund balances at 31st March 2023		141,243	49,836	191,079	121,926

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

The notes on pages 13 to 16 form part of these financial statements

Registered number: 07269361

Steps2Recovery

Balance Sheet
as at 31st March 2023

	Notes		2023		2022
		£	£	£	£
CURRENT ASSETS					
Debtors	7	4,050		1,836	
Cash at bank and on deposit		197,439		126,144	
		201,489		127,980	
CURRENT LIABILITIES					
Amounts falling due within one year	8	(10,410)		(6,054)	
NET CURRENT ASSETS			191,079		121,926
NET ASSETS			191,079		121,926
FUNDS					
Unrestricted funds			141,243		70,861
Restricted funds	9		49,836		51,065
			191,079		121,926

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st March 2023.

The members have not required the company to obtain an audit of its financial statements for the year ended 31st March 2023 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

Approval
The financial statements were approved and authorised for issue by the Board of Trustees on 9th November 2023 and signed on their behalf by:

Lesley Hart

Lesley Hart
Chair of the Board

The notes on pages 13 to 16 form part of these financial statements

Steps2Recovery

Statement of Cash Flows
for the year ended 31st March 2023

	2023 £	2022 £
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net cash provided by/(used in) operating activities	71,295	3,821
Change in cash and cash equivalents in the reporting period	71,295	3,821
Cash and cash equivalents at 1st April 2022	126,144	122,323
Cash and cash equivalents at 31st March 2023	197,439	126,144

RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net (expenditure)/income for the year as per the Statement of Financial Activities	69,153	5,024
Adjusted for:		
(Increase)/decrease in debtors	(2,214)	(1,836)
Increase/(decrease) in creditors	4,356	633
Other non cash adjustments	-	-
Net cash (used in)/provided by operating activities	71,295	3,821

ANALYSIS OF CASH AND CASH EQUIVALENTS

	2023 £	2022 £
Cash at bank and in hand	197,439	126,144
	197,439	126,144

The charity has no borrowings or obligations under finance leases; therefore a reconciliation of net debt has not been provided.

The notes on pages 13 to 16 form part of these financial statements

Notes to the Financial Statements
for the year ended 31st March 2023

1. ACCOUNTING POLICIES

a) 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 Standard applicable in the UK and Republic of Ireland (FRS 102) (issued in October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, UK Generally Accepted Practice and the Companies Act 2006. The financial statements have been prepared on the going concern basis and the functional currency is sterling rounded to the nearest £1.

b) The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

c) Voluntary income received by way of donations and gifts is included in full in the Statement of Financial Activities when received unless they relate to a specific period, in which case they are recognised as income in the period to which they relate.

d) Revenue grants are shown in the Statement of Financial Activities in the year to which they relate and when the conditions for receipt have been complied with. Where the grant has to be matched to a different period the deferred element is deducted from incoming resources and carried forward in liabilities.

e) Restricted funds represent grants and donations which are allocated by the donor for specific purposes.

f) Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

g) Rentals payable under operating leases are taken to the profit and loss account on a straight line basis over the lease term.

2. EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Staff costs (note 6)	109,891	101,438	211,329	178,967
Staff travel and subsistence	453	-	453	312
Staff training and development	1,058	866	1,924	451
Other staff costs	3,170	2,593	5,763	2,344
Rent	41,666	-	41,666	10,000
Telephone and IT	2,158	1,765	3,923	1,427
Postage and stationery	208	-	208	42
Client travel and subsistence	2,414	1,975	4,389	3,788
Client skills and education	-	2,075	2,075	-
Operations	1,391	1,138	2,529	4,012
Volunteer expenses	1,139	931	2,070	195
Albion Road running costs	1,054	1,581	2,635	3,615
Lexham House running costs	1,699	2,118	3,817	-
Light, power and heating	4,487	4,161	8,648	-
External - support workers	2,337	1,913	4,250	-
	173,125	122,554	295,679	205,153

The 2022 comparatives of £205,153, include restricted charitable activities expenditure of £94,939 and unrestricted expenditure of £110,214.

3. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Fundraising	4,342	-	4,342	6,848
Information, publicity and website	5,481	-	5,481	-
	9,823	-	9,823	6,848

All of the 2022 expenditure is unrestricted.

4. GOVERNANCE COSTS

	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Independent examiner's fees	1,800	-	1,800	1,800
Legal and financial	3,116	-	3,116	2,977
	4,916	-	4,916	4,777

All of the 2022 expenditure is unrestricted.

5. TAX ON ACTIVITIES

Steps2Recovery is a registered charity and as such is not liable for taxation on any surplus.

6. STAFF COSTS

	2023 £	2022 £
Salaries	188,704	162,960
Annual leave accrual 2023	3,227	-
Employers national insurance	12,405	9,549
Pension contributions	6,993	6,458
	211,329	178,967

The average number of employees during the year was 7 (2022: 7). No employee earned over £60,000 per annum. None of the trustees received any emoluments or travelling expenses during the year (2022: £Nil).

7. DEBTORS

	2023	2022
	£	£
Other debtors	4,050	1,836
	4,050	1,836

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Accruals	5,027	1,800
Tax and social security	5,383	4,254
	10,410	6,054

9. RESTRICTED FUNDS – CURRENT YEAR

	At 01.04.22	Received in year	Expenditure in year	At 31.03.23
	£	£	£	£
The Christopher Needler Charitable Trust	19,160	-	-	19,160
The Henry Smith Charity	15,787	20,000	(35,787)	-
Lloyds Bank Foundation for England and Wales	2,142	-	(2,142)	-
John Coates Charitable Trust	3,976	-	(2,075)	1,901
National Lottery Community Fund	10,000	60,000	(55,000)	15,000
City Bridge Trust	-	26,325	(17,550)	8,775
Welland Trust	-	15,000	(10,000)	5,000
	51,065	121,325	(122,554)	49,836

RESTRICTED FUNDS – PRIOR YEAR

	At 01.04.21	Received in year	Expenditure in year	At 31.03.22
	£	£	£	£
The Christopher Needler Charitable Trust	19,160	-	-	19,160
The Henry Smith Charity	22,561	40,000	(46,774)	15,787
Lloyds Bank Foundation for England and Wales	5,307	25,000	(28,165)	2,142
John Coates Charitable Trust	3,976	-	-	3,976
National Lottery Community Fund	-	30,000	(20,000)	10,000
	51,004	95,000	(94,939)	51,065

9. RESTRICTED FUNDS – (CONTINUED)

The Christopher Needler Charitable Trust: A grant to support the promotion of Steps2Recovery and its activities.

The Henry Smith Charity: A grant to support the running costs of the Steps2Recovery charity.

Lloyds Bank Foundation for England and Wales: A grant to support the running costs of the Steps2Recovery charity.

John Coates Charitable Trust: A grant to be used for the purposes of education, employment and training.

National Lottery Community Fund: A grant to support the running costs of the Steps2Recovery charity.

City Bridge Trust: A grant to support the employment of a Chief Executive Officer.

Welland Trust: A grant to support care experienced people.

10. Related party transactions

During the period, three £10,000 short term loans were provided by trustees and subsequently repaid before year end. These were related to short term problems associated with transitioning to a new bank account.

At the balance sheet date £Nil of loans provided to the Charity by the trustees (2022: £Nil) remains outstanding.

STEPS 2 RECOVERY

England & Wales - Charity number 1138353

Accounts

Drugs & Alcohol, Resettlement, Aftercare, Family Support

Steps2Recovery
(A Company Limited by Guarantee)

Company registration number: 07269361

Trustees Report and Financial Statements

for the year ended

31st March 2022

Wenn Townsend

Chartered Accountants

Oxford

The registered and principal office of Steps2Recovery is Lexham House, 28 St Charles Square, London W10 6EE, and you can visit our website at www.steps2recovery.org.uk

Wenn Townsend

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Wenn Townsend

Steps2Recovery

Legal and Administrative Information

Steps2Recovery was registered with Companies House on 1st June 2010 as a private company limited by guarantee and with the Charity Commission. The charity registration number is 1138353, and our limited company number is 7269361.

STATUS
Registered as a company limited by guarantee on 1st June 2010
and granted charitable status on 11th October 2010

CHARITY NUMBER 1138353

COMPANY NUMBER 07269361

TRUSTEES
Tom Bolt
Lesley Hart – Chair of Trustees
Charles Clode
Sophie Molins
Gwendoline Young
May Edwards - resigned 19 April 2021
James Ohene-Djan
Ed Frazer

PATRONS
Anna Chancellor
Matt Lucas
Ant McPartlin
Amzie McPartlin
David Morrissey

WEBSITE www.steps2recovery.org.uk

REGISTERED OFFICE
Lexham House
28 St Charles Square
London
W10 6EE

PRINCIPAL BANKERS Santander UK plc

INDEPENDENT EXAMINER
Ajay Bahl FCA
Wenn Townsend
30 St Giles
Oxford OX1 3LE

Wenn Townsend

Report of the Trustees
for the year ended 31st March 2022

The trustees (who are also directors of the charitable company) present their report and the financial statements for the year ended 31st March 2022. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities (FRS102) in preparing the annual report and financial statements of the charity.

PURPOSE OF THE CHARITY

Breaking the chain of addiction and re-offending in the community, creating a safer environment for all.

The trustees have had regard to the guidance issued by the Charity Commission on public benefit. Steps2Recovery delivers public benefit by supporting clients with a history of offending behaviour, fuelled by drug and alcohol addictions. We know that facilitating change with this vulnerable group helps to improve their own safety, the safety and happiness of their families, and ultimately the safety and well-being of the wider community.

We help to improve the lives of people in the criminal justice system affected by alcohol or drug dependency by providing high quality, abstinence-based treatment options, help with practical needs and end-to-end support through working with other agencies.
We provide a day programme in a safe and supported residential setting to enable and encourage clients to improve the quality of their lives and to fulfil their potential without recourse to alcohol, drugs and re-offending.

We enable clients to:

- Achieve long term freedom from drink, drugs and crime, helping them to identify and recognise triggers that lead back to relapse and how to avoid them. We encourage clients to see the positive benefits of making changes to their lives and recognise their part in living well;
- Engage and build positive relationships during the programme, with counsellors, mentors and their peers. We encourage them to develop sustainable and positive relations outside our structured programme by attending self-help/ mutual aid groups, giving them the best opportunity for long term recovery capital. We work closely with clients to begin repairing or rebuilding family ties, in order to establish positive family relationships; and
- Use our support to engage positively with our partners and other agencies to deal with practical problems they face, such as homelessness, unemployment, custody issues, skills, literacy and family issues.

MAIN ACTIVITIES OF THE CHARITY

Steps2Recovery specifically supports people caught in the revolving door of homelessness, addiction, criminal behaviour and prison. Approximately 60,000 prisoners reported having used drugs in the four weeks before starting their sentence (MoJ 2018) – around 60% of the entire prison population. Approximately 60% of them go on to be re-convicted within months of release (Bromley Briefings 2019). People leave prison with a government discharge grant for £76 and often face lengthy delays in getting the financial support they need to stand any chance at all of a stable start to their life outside.

The support we offer begins at the moment our clients leave the prison gate. Our clients have no need to endure lengthy community based funding assessments that so often see them return to the places, people and things that trigger a return to the revolving door and a resigned loss of motivation.

On arrival at Steps2Recovery our clients enter a 12-week therapeutic treatment programme delivered by a team of highly qualified and BACP registered counsellors. We have six residential places for people who would otherwise be homeless and six places for day clients staying in secure abstinent based accommodation. This 12-week programme remained firmly in place and accessible through and beyond the lifting of the final stages of Covid 19 restrictions in May 2021.

The Steps2Recovery counselling team delivers:

*1:1 & group therapy & psycho-educational workshops.
focusing on addiction/recovery, criminality, inter-personal patterns of relating, individual behaviour process and unconscious/conscious alignment.

Wenn Townsend

*Creative therapies and workshops.
including art therapy, phototherapy, drama and movement therapy, music therapy
*Health and wellbeing activities and workshops.
providing holistic support such as; nutrition/cooking classes, gym-membership for all residents, life-skills coaching, spiritual guidance workshops, homeopathy, reflexology, auricular acupuncture and six-weekly client outings.
*Education, Training and Employment support with direct links into volunteer/apprenticeship schemes.

In addition to the programme Steps2Recovery's clients are:

*Helped with making the correct benefits claims.
*Helped to re-connect with children in the care system -- where possible we work to reunite parents and children and offer access to pro-bono legal support.
*Guaranteed 'move on' into abstinence-based housing via established relationships with community-based housing organisations, primarily Kairos Community Trust. Also possibility of moving into private rented sector if/when appropriate via relationships built with housing agencies.
*In regular contact with S2R Graduates & Peer Mentors which increases hope, personal-motivation and sense of connection.
*Offered comprehensive Aftercare, with weekly group therapy and 1:1 Counselling, tailored to individual need.

2021-22: Key Achievements

Steps2Recovery helps a group of people who have no other options when it comes to accessing high quality addiction treatment. They leave prison often to homelessness or chaos and securing funding for treatment is an extremely challenging and protracted process with fewer residential options being available to them. Steps2Recovery's commitment is to its clients and to operate in order to continue to offer them easy and straightforward access to treatment of the highest possible standard. The treatment provided is person-centred and delivered with genuine care and at no cost. Despite the residual effects of the pandemic, we have been able to achieve our objectives in 2021-22:

- Addiction: To help individuals entrenched in an addiction to drugs/alcohol to lay the foundations for abstinence-based recovery at the point which they are motivated to change - **28 Clients**.
- Offending: To improve the lives of ex-offenders at the point at which they leave prison and are motivated to change their lives (not all directly from prison gate i.e. referred by probation service, community based drug and alcohol services, homelessness organisations etc.) - **28 Clients**.

Challenges

The challenges facing Steps2Recovery and its clients remained constant throughout the financial year. Former prisoners need the opportunity to access treatment for their addiction issues, free of charge, immediately upon leaving prison rather than months later following lengthy and often disheartening community based assessments. Steps2Recovery sees people caught in a seemingly inescapable cycle of addiction, crime and prison but its experience is that if help can be offered at the point of greatest need and motivation this cycle can be broken. Individuals are restored to health, families are reunited and the wider community is a safer place. Everyone benefits.

Steps2Recovery works with ex-prisoners who are motivated to deal with their addictions and associated criminal behaviours – the charity's central objective is to facilitate improvement in their health and in their lives. Steps2Recovery is unique in its work. No other service in the area offers either the same model or accessibility to prison leavers motivated to deal with their addiction issues. The charity focuses specifically on ex-prisoners as its core group of beneficiaries; there are no other treatment organisations in London taking the same approach to delivering a programme of the time duration or intensity as that delivered by Steps2Recovery.

In 2021-22 there was no change in the nature of demand for the service. However, numbers of referrals increased as residential drug and alcohol rehabilitation service options continued to decrease for the addicted ex-prisoner. Steps2Recovery's strategy in 2021-22 focused on exploring opportunities to take on larger premises in order to offer increased residential places and to continue in its mission to raise awareness around its approach to treatment, in order that replicability can be fully examined and modelled by other organisations.

Wenn Townsend

Partnerships

The Steps2Recovery model is currently entirely dependent upon its ability to raise funds independently from the statutory/government process. Steps2Recovery recognises that the most effective way of working with addicted ex-prisoners is to offer them treatment as soon as their sentences end rather than after they secure funding. As detailed above, many of Steps2Recovery's clients are homeless and entirely without support; they are almost always unable to complete the lengthy community based assessment that would possibly result in a funded place at a residential treatment centre. Consequently, the relationships Steps2Recovery establishes with potential partners and organisations who understand the charity's approach are vitally important to its successful operation.

In 2021-22 the charity's partnership with St Mungo's continued, with St Mungo's providing Steps2Recovery's house on favourable terms in order to facilitate work with resident clients who would otherwise be homeless. Clients' housing benefits/universal credit were paid directly to St Mungo's (Steps2Recovery did not receive any funding benefit from this partnership). St Mungo's guaranteed a level of maintenance and in specific instances policies and procedures were replicated (e.g. Health and Safety, Lone Working).

An informal partnership with Treasures Foundation continued to generate positive outcomes. Treasures is a small, abstinence-based housing project in Stratford, for homeless women leaving prison. Steps2Recovery admits day clients from Treasures secure in the knowledge they are living in safe abstinence based accommodation.

The charity has a strategic relationship with Kairos Community Trust in order that it can guarantee abstinence-based 'move on' accommodation for graduated clients. This is absolutely vital in removing any anxieties about the likelihood of forthcoming homelessness during their 12-week treatment programme.

Relationships were strengthened and developed with prison based drug and alcohol teams including closely coordinating activities with the most significant of these, the Forward Trust. The charity also works with a variety of prison based organisations including CGL, Phoenix Futures, Women in Prison among others.

The charity works closely with probation services and will, when required, attend court in order to assist in the diversion of clients to its service rather than back to short prison sentences (Steps2Recovery accepts clients assigned to Home Detention Curfew and regularly deliver reports to probation/courts).

The Steps2Recovery team liaises with 'in borough' referral organisations such as the service provided by the Turning Point delivered City and Hackney Recovery Service.

Strategic Objectives

Steps2Recovery's strategy remained rooted in its three foundational 'pillars': **Consolidation, Fundraising and Creating Awareness.**

Significant focus towards the end of the year was placed on the locating and securing of a larger, more therapeutically appropriate property. Conversations began with a family trust regarding a house in Ladbroke Grove that would offer the required layout and accommodation capacity. Moving to a property leased directly from its owners would offer new revenue potential in addition to the ability to work with increased numbers of clients.

Following meetings on the subject of succession planning it was decided that the role of Chair/CEO should be separated, and that funding should be sought in order to cover the costs relating to the recruitment of a CEO.

Steps2Recovery continued to raise awareness via its involvement in various events and recovery-based initiatives. The most significant of these was The Taking Action on Addiction campaign which launched at BAFTA in October, presented by Steps2recovery patron Ant McPartlin with HRH The Princess of Wales making the opening address. Steps2Recovery was one of six organising charities and the activity led to branding in local and national media.

Wenn Townsend

Annex A – structure and governance

Lesley Hart was elected to Chair in March 2021 and also fulfilled the role of Chief Executive Officer.

May Edwards stepped down from the Board in 2021-22 having qualified as a psycho-therapist before going on to join the Steps2Recovery counselling team.

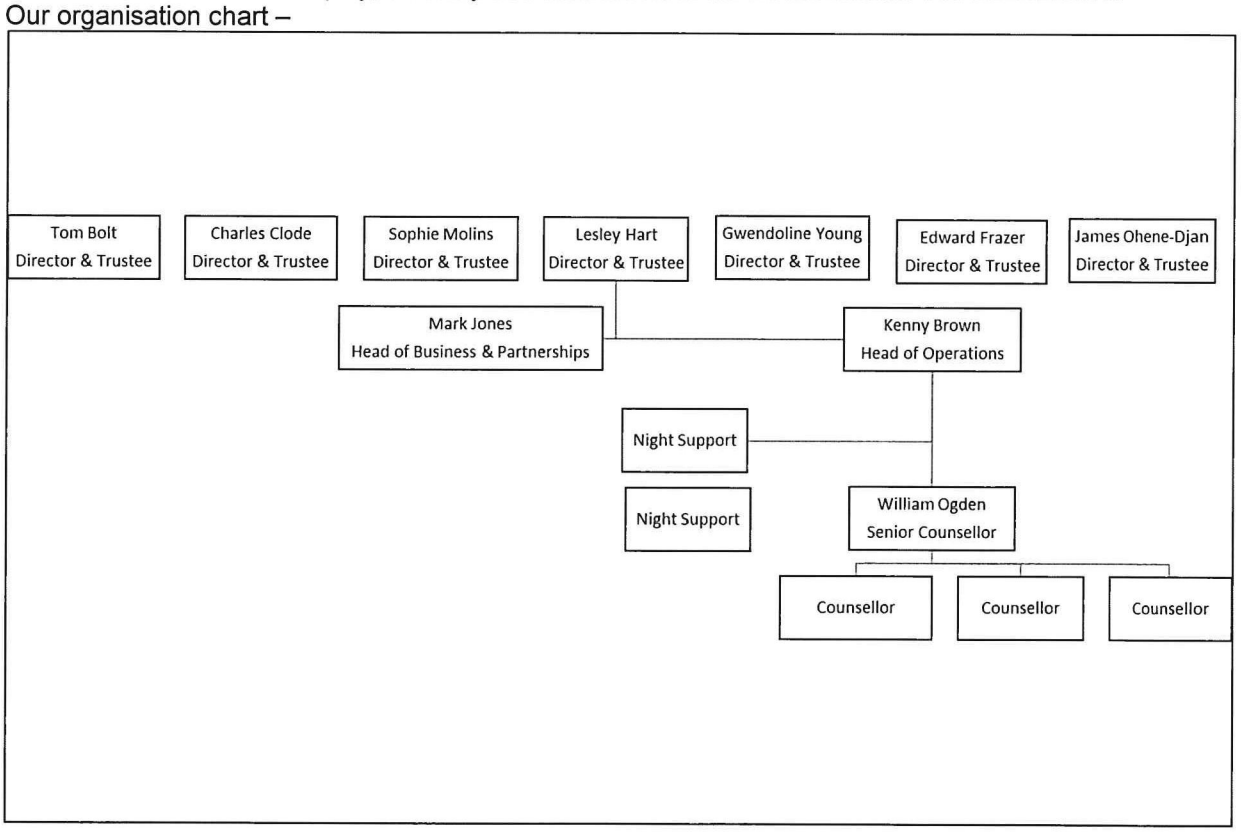
Otherwise the Board remained unchanged:

Tom Bolt
Charles Clode
Edward Frazer
Lesley Hart – Chair/CEO
Sophie Molins
James Ohene-Djan
Gwendoline Young

Steps2Recovery adheres to the 2020 Charity Governance Code and its seven guiding principles. This is monitored on an ongoing basis by trustee Gwendoline Young. GDPR is also monitored in accordance with current guidelines/regulations.

Operations are headed by Kenny Brown with Mark Jones taking responsibility for Business and Partnerships and William Ogden managing the clinical team.

We remain committed to equity, diversity and inclusion and our Board reflects this commitment.
Our organisation chart –



The rights and responsibilities of the Trustee/ Directors are set out in our Memorandum of Association. They do not receive funding or benefit from Steps2Recovery.

Wenn Townsend

Income

Total income was £221,802 (2021: £216,873) an increase of £4,929. Income received from grants and contracts accounted for 64% of all income received and was £142,000 (2021: £133,000) an increase of £9,000 from the previous year.

Expenditure

Total expenditure was £216,778 (2021: £188,010), an increase of £28,768.

Balances

Restricted balances carried forward for use in 2022-23 have remained broadly constant at £51,065 (2021: £51,004). Unrestricted balances carried forward for use in 2022-23 have increased from £65,898 to £70,861.

Reserves policy

The Steps2Recovery Reserves policy describes the rationale for holding and calculating its Operating Reserve. The minimum level of the Operating Reserve is determined by key expenses to the organisation to ensure Trustees can meet all liabilities in the event that key funded services need to be wound down. These cover:

- Contractual wage costs due during wind down of services
- Statutory redundancy costs for employed staff.
- Cashflow reserves to cover other running costs during wind down of services

The calculation to meet these conditions has resulted in an Operating Reserve of £69,380. The Board are content that they have reached their initial Reserve ambition and will review this in 2022 alongside a review of their strategic priorities for the next three years.

Going concern

Despite the residual effects of the pandemic Steps2Recovery achieved a successful financial and operational year in 2021-22 and is in a robust, sustainable position having again met its reserves target. Services were fully subscribed to during the year and existing partners were content that all expectations relating to treatment delivery were met.

Steps2Recovery's funding base is broadly divided as follows:

Trusts and Foundations	64%
Fundraising events	24%
Individual Giving	10%
Corporates	2%

In November 2021 the charity was successful in an application made to The National Lottery Community Fund, providing £180,000 funding over a period of three years. Significant funding support in 2021-22 also includes: £120k from the Moondance Foundation (also across three years - £40k pa – two years remaining) and the Henry Smith Charity (£40k pa); the Lloyds Bank Foundation (£25k pa) renewed it support in 2021 for a further two years having funded the charity since 2017. In addition to their financial donation LBF has provided a wide range of support options which have proved significant in our development.

Wenn Townsend

Annex B

The Charity's Objects are:-

1. Promotion of the Law, Police and Crime Prevention
To promote for the benefit of the public in London and the south east the provision of services to those victims, and ex-offenders affected by addiction, and crime, with a view to the preservation of public order, and for the protection of the well-being of such victims and the rehabilitation of such offenders.

2. Advice and counselling
The relief of the physical and mental sickness of persons in need by reason of addiction to substances, in particular by the provision of counselling and support.

3. Promotion of Social Inclusion
To promote social inclusion for the public benefit by a revolutionary Rehabilitation approach to reduce re-offending, working with people in (London and the south east) who are socially excluded on the grounds of their substance abuse, and dependency, including alcohol and drugs; (in particular, victims of crime, ex-offenders and their families) to relieve the needs of such people and assist them to integrate into society, in particular by rehabilitation and education.

TRUSTEES RESPONSIBILITIES

Law applicable to incorporated charities in England and Wales requires the trustees of the charity and the directors of the company to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charity and of its financial activities for that period.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- follow applicable accounting standards and the Charities SORP, disclosing and explaining any departure in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with charity law.

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.

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

This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities (FRS102) and in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

APPROVAL
Approved and authorised for issue by the Board of Trustees on 19 December 2022 and signed on their behalf by:

Lesley Hart

Lesley Hart
Chair of the Board

Wenn Townsend

Steps2Recovery

Independent Examiner's Report to the Trustees

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2022 which are set out on pages 9 to 15.

Responsibilities and basis of report

As the charity 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 company'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

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 that in any material respect:

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.

Ajay Bahl BA BFP FCA
Wenn Townsend
30 St Giles
Oxford
OX1 3LE

19 December 2022

Wenn Townsend

Statement of Financial Activities
for the year ended 31st March 2022

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
INCOME AND EXPENDITURE					
Income and endowments from:					
Donations, legacies and grants		73,514	95,000	168,514	182,144
Other trading activities:					
Fundraising events		53,287	-	53,287	1,386
Other income – Covid19 support grants		-	-	-	33,343
Investment income: bank interest		1	-	1	-
Total income		126,802	95,000	221,802	216,873
Expenditure on:					
Charitable activities	2	110,214	94,939	205,153	184,584
Raising funds	3	6,848	-	6,848	150
Governance costs	4	4,777	-	4,777	3,276
Total expenditure		121,839	94,939	216,778	188,010
Net income/(expenditure) before taxation		4,963	61	5,024	28,863
Net movement in funds		4,963	61	5,024	28,863
Fund balances at 1st April 2021		65,898	51,004	116,902	88,039
Fund balances at 31st March 2022		70,861	51,065	121,926	116,902

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

The notes on pages 12 to 15 form part of these financial statements

Wenn Townsend

Steps2Recovery

Balance Sheet
as at 31st March 2022

	Notes	2022		2021	
		£	£	£	£
CURRENT ASSETS					
Debtors	7	1,836		-	
Cash at bank and on deposit		126,144		122,323	
		127,980		122,323	
CURRENT LIABILITIES					
Amounts falling due within one year	8	6,054		5,421	
NET CURRENT ASSETS			121,926		116,902
NET ASSETS			121,926		116,902
FUNDS					
Unrestricted funds			70,861		65,898
Restricted funds	9		51,065		51,004
			121,926		116,902

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st March 2022.

The members have not required the company to obtain an audit of its financial statements for the year ended 31st March 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

Approval
The financial statements were approved and authorised for issue by the Board of Trustees on 19 December 2022 and signed on their behalf by:

Lesley Hart

Lesley Hart
Chair of the Board

The notes on pages 12 to 15 form part of these financial statements

Wenn Townsend

Steps2Recovery

Statement of Cash Flows
for the year ended 31st March 2022

	2022	2021
	£	£
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net cash provided by/(used in) operating activities	3,821	38,839
Change in cash and cash equivalents in the reporting period	3,821	38,839
Cash and cash equivalents at 1st April 2021	122,323	83,484
Cash and cash equivalents at 31st March 2022	126,144	122,323

RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022	2021
	£	£
Net (expenditure)/income for the year as per the Statement of Financial Activities	5,024	28,863
Adjusted for:		
(Increase)/decrease in debtors	(1,836)	6,225
Increase/(decrease) in creditors	633	3,751
Other non cash adjustments	-	-
Net cash (used in)/provided by operating activities	3,821	38,839

ANALYSIS OF CASH AND CASH EQUIVALENTS

	2022	2021
	£	£
Cash at bank and in hand	126,144	122,323
	126,144	122,323

The charity has no borrowings or obligations under finance leases; therefore a reconciliation of net debt has not been provided.

The notes on pages 12 to 15 form part of these financial statements

Wenn Townsend

Notes to the Financial Statements for the year ended 31st March 2022

1. ACCOUNTING POLICIES

a) 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 Standard applicable in the UK and Republic of Ireland (FRS 102) (issued in October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, UK Generally Accepted Practice and the Companies Act 2006. The financial statements have been prepared on the going concern basis and the functional currency is sterling rounded to the nearest £1.

b) The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

c) Voluntary income received by way of donations and gifts is included in full in the Statement of Financial Activities when received unless they relate to a specific period, in which case they are recognised as income in the period to which they relate.

d) Revenue grants are shown in the Statement of Financial Activities in the year to which they relate and when the conditions for receipt have been complied with. Where the grant has to be matched to a different period the deferred element is deducted from incoming resources and carried forward in liabilities.

e) Restricted funds represent grants and donations which are allocated by the donor for specific purposes.

f) Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

g) Rentals payable under operating leases are taken to the profit and loss account on a straight line basis over the lease term.

2. EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Staff costs (note 6)	100,214	78,753	178,967	153,743
Staff travel and subsistence	-	312	312	308
Staff training and development	-	451	451	4,347
Other staff costs	-	2,344	2,344	4,552
Rent	10,000	-	10,000	8,343
Telephone and IT	-	1,427	1,427	800
Postage and stationery	-	42	42	-
Client travel and subsistence	-	3,788	3,788	97
Client skills and education	-	-	-	224
Operations	-	4,012	4,012	3,861
Volunteer expenses	-	195	195	14
Albion Road running costs	-	3,615	3,615	5,271
External - support workers	-	-	-	3,024
	110,214	94,939	205,153	184,584

The 2021 comparatives of £184,584, include restricted charitable activities expenditure of £99,429 and unrestricted expenditure of £85,155.

Wenn Townsend

3. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Fundraising	6,848	-	6,848	150
	6,848	-	6,848	150

All of the 2021 expenditure is unrestricted.

4. GOVERNANCE COSTS

	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Independent examiner's fees	1,800	-	1,800	750
Legal and financial	2,977	-	2,977	726
Consultancy	-	-	-	1,800
	4,777	-	4,777	3,276

All of the 2021 expenditure is unrestricted.

5. TAX ON ACTIVITIES

Steps2Recovery is a registered charity and as such is not liable for taxation on any surplus.

6. STAFF COSTS

	2022 £	2021 £
Salaries	162,960	141,050
Employers national insurance	9,549	7,717
Pension contributions	6,458	4,976
	178,967	153,743

The average number of employees during the year was 7 (2021: 7). No employee earned over £60,000 per annum. None of the trustees received any emoluments or travelling expenses during the year (2021: £Nil).

Wenn Townsend

7. DEBTORS

	2022 £	2021 £
Other debtors	1,836	-
	1,836	-

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Accruals	1,800	1,800
Tax and social security	4,254	3,621
	6,054	5,421

9. RESTRICTED FUNDS – CURRENT YEAR

	At 01.04.21 £	Received in year £	Expenditure in year £	At 31.03.22 £
The Christopher Needler Charitable Trust	19,160	-	-	19,160
The Henry Smith Charity	22,561	40,000	(46,774)	15,787
Lloyds Bank Foundation for England and Wales	5,307	25,000	(28,165)	2,142
John Coates Charitable Trust	3,976	-	-	3,976
National Lottery Community Fund	-	30,000	(20,000)	10,000
	51,004	95,000	(94,939)	51,065

RESTRICTED FUNDS – PRIOR YEAR

	At 01.04.20 £	Received in year £	Expenditure in year £	At 31.03.21 £
The Christopher Needler Charitable Trust	19,160	-	-	19,160
The Henry Smith Charity	14,265	40,000	(31,704)	22,561
Lloyds Bank Foundation for England and Wales	2,355	25,000	(22,048)	5,307
John Coates Charitable Trust	4,200	-	(224)	3,976
London Community Recovery Fund	-	30,000	(30,000)	-
	39,980	95,000	(83,976)	51,004

Wenn Townsend

9. RESTRICTED FUNDS – (CONTINUED)

The Christopher Needler Charitable Trust: A grant to support the promotion of Steps2Recovery and its activities.

The Henry Smith Charity: A grant to support the running costs of the Steps2Recovery charity.

Lloyds Bank Foundation for England and Wales: A grant to support the running costs of the Steps2Recovery charity.

John Coates Charitable Trust: A grant to be used for the purposes of education, employment and training.

National Lottery Community Fund: A grant to support the running costs of the Steps2Recovery charity.

London Community Recovery Fund (COVID-19): A grant to be used to supplement running costs following the cancellation of the Charity's fundraising events during the COVID-19 pandemic.

Wenn Townsend

STEPS 2 RECOVERY

England & Wales - Charity number 1138353

Accounts

STEPS 2 RECOVERY

(A COMPANY LIMITED BY GUARANTEE)

Company registration number: 07269361

TRUSTEES REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED
31 MARCH 2021

The registered and principle office of Steps2Recovery is 108 Albion Road, London N16 9PD, and you can visit our website at www.steps2recovery.org.uk

STEPS 2 RECOVERY

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11	Statement of financial activities
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STEPS 2 RECOVERY

LEGAL AND ADMINISTRATIVE INFORMATION

STATUS	Registered as a company limited by guarantee on 1st June 2010 and granted charitable status on 11th October 2010
CHARITY NUMBER	1138353
COMPANY NUMBER	07269361
TRUSTEES	Tom Bolt Lesley Hart – Chair of trustees from 1 April 2021 Charles Clode – Resigned as Chair of trustees on 31 March 2021 Sophie Molins Gwendoline Young May Edwards – appointed 17 June 2020, resigned 19 April 2021 Ed Frazier – appointed 31 August 2020 James Ohene-Djan – appointed 29 September 2020
PATRONS	Anna Chancellor Matt Lucas Ant McPartlin Anne-Marie McPartlin David Morrissey
WEBSITE	www.steps2recovery.org.uk
REGISTERED OFFICE	108 Albion Road London N10 9PD
PRINCIPAL BANKERS	Santander UK plc
INDEPENDENT EXAMINER	Trevor Austreng FCA Fawcetts LLP Chartered Accountants Windover House St Ann Street Salisbury SP1 2DR

STEPS 2 RECOVERY

REPORT OF THE TRUSTEES

The trustees present their report and the financial statements for the year ended 31 March 2021.

CHARITY OBJECTIVES AND ACTIVITIES

1. Promotion of the Law, Police and Crime Prevention

To promote for the benefit of the public in London and the south east the provision of services to those victims and ex-offenders affected by addiction and crime, with a view to the preservation of public order, and for the protection of the well-being of such victims and the rehabilitation of such offenders.

2. Advice and Counselling

The relief of the physical and mental sickness of persons in need by reason of addiction to substances, in particular by the provision of counselling and support.

3. Promotion of Social Inclusion

To promote social inclusion for the public benefit by a revolutionary Rehabilitation approach to reduce re-offending, working with people (in London and the south east) who are socially excluded on the grounds of their substance abuse, and dependency, including alcohol and drugs; (in particular, victims of crime, ex-offenders and their families) to relieve the needs of such people and assist them to integrate into society, in particular by rehabilitation and education.

ACHIEVEMENTS AND PERFORMANCE OF THE CHARITY

Breaking the chain of addiction and re-offending in the community, creating a safer environment for all.

Steps2Recovery delivers public benefit by supporting clients with a history of offending behaviour, fuelled by drug and alcohol addictions. We know that facilitating change with this vulnerable group helps to improve their own safety, the safety and happiness of their families, and ultimately the safety and well-being of the wider community.

We help to improve the lives of people in the criminal justice system affected by alcohol or drug dependency by providing high quality, abstinence-based treatment options, help with practical needs and end-to-end support through working with other agencies.
We provide a day programme in a safe and supported residential setting to enable and encourage clients to improve the quality of their lives and to fulfil their potential without recourse to alcohol, drugs and re-offending.

We enable clients to:

- Achieve long term freedom from drink, drugs and crime, helping them to identify and recognise triggers that lead back to relapse and how to avoid them. We encourage clients to see the positive benefits of making changes to their lives and recognise their part in living well;

Continued on page 3

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- Engage and build positive relationships during the programme, with counsellors, mentors and their peers. We encourage them to develop sustainable and positive relations outside our structured programme by attending self-help/ mutual aid groups, giving them the best opportunity for long term recovery capital. We work closely with clients to begin repairing or rebuilding family ties, in order to establish positive family relationships; and
- Use our support to engage positively with our partners and other agencies to deal with practical problems they face, such as homelessness, unemployment, custody issues, skills, literacy and family issues.

Steps2Recovery specifically supports people caught in the revolving door of homelessness, addiction, criminal behaviour and prison. Approximately 60,000 prisoners reported having used drugs in the four weeks before starting their sentence (MoJ 2018) – around 60% of the entire prison population. So many people are in prison as a direct consequence of addiction. Around 60% of them go on to be re-convicted within months of release (Bromley Briefings 2015). People leave prison with a government discharge grant for £76 and often face lengthy delays in getting the financial support they need to stand any chance at all of a stable start to their life outside.

The support we offer begins at the moment our clients leave the prison gate. Our clients have no need to endure lengthy community based funding assessments that so often see them return to the places, people and things that trigger a return to the revolving door and a resigned loss of motivation.

On arrival at Steps2Recovery our clients enter a 12-week treatment programme (we have six residential places for people who would otherwise be homeless and six places for day clients staying in secure abstinent based accommodation). This 12-week programme remained firmly in place and accessible throughout periods of lockdown and social distancing in 2020-21.

2020-2021: Key Achievements and Challenges

In 2020-21 Steps2Recovery was determined to continue to operate despite the significant challenges that Covid-19 represented over the course of this financial year.

During the pandemic it was clear that we had to find new ways of working in order to both operate efficiently and to deliver an effective and person-centred therapeutic service to our clients - at the same time prioritising the maximum protection of both residents and staff. As a consequence, throughout the year we employed a combination of physical presence and digital platforms (predominantly Zoom) to ensure that our clients had the opportunity to access the charity's full treatment programme (group therapy, 1:1 counselling and therapeutic activities).

This meant that non-resident day clients living in abstinence based housing were able to join much of the programme alongside Steps2Recovery resident clients (people who would otherwise be homeless). It also ensured that we put ourselves in the position of being able to react in an immediate manner to opportunities to return to 'normality' towards the end of lockdown and at the point of the loosening of restrictions.

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Continued from page 3

Taking this approach, we adhered rigorously to all guidelines and by working carefully with our referral partners delivered our programme to an almost fully occupied house. During April and May 2020 we reduced occupancy because of the reorganisation required around service delivery, the introduction of digital platforms and the work carried out with referral agencies to ensure client safety.

We are working with a group of people who have no other options when it comes to accessing high quality addiction treatment. They leave prison often to homelessness or chaos and securing funding for treatment is an extremely challenging and protracted process with fewer residential options being available to them. Our commitment is to our clients and to continue to offer them easy and straightforward access to treatment of the highest possible standard, delivered with genuine care and at no cost. Despite Covid-19 we have been able to achieve these objectives.

Over the course of the financial year Steps2Recovery achieved the following outcomes:

- Addiction: To help individuals entrenched in an addiction to drugs/alcohol to lay the foundations for abstinence-based recovery at the point which they are motivated to change - **30 Clients**.
- Offending: To improve the lives of ex-offenders at the point at which they leave prison and are motivated to change their lives (not all directly from prison gate i.e. referred by probation service, community based drug and alcohol services, homelessness organisations etc.). **28 Clients**.

Strategic Objectives

We firmly believe that addiction is a health issue not a criminal one and stand alongside those in our wider community who advocate for diversion and treatment rather than incarceration. The evidence clearly demonstrates that prison is not an effective way of dealing with addiction and we know from our own outcomes that if people can be given help when they are motivated to make changes in their lives, the cycle of homelessness, addiction, associated criminal behaviour and prison can be broken.

We began this financial year with an expanded Board of Trustees and experienced, highly qualified management and clinical teams. What remains unchanged is our mission to help our clients into abstinence-based recovery and demonstrate that there is a proven way to break away from old patterns of behaviour and their consequences.

Our three new board members are, like their fellow trustees, in recovery from addiction and all add an extra dimension to the organisation. May Edwards is a former Steps2Recovery client who went on to qualify as a BACP accredited counsellor, Ed Frazer is a highly experienced finance expert and Dr James Ohene-Djan, a senior lecturer in IT at Goldsmiths University of London, is committed to developing digital technologies for the Criminal Justice/Addiction sectors.

We continue to strengthen our culture of inclusion ensuring that equity, diversity and inclusion are priorities. To ensure the Charity is able to engage and make best use of its trustees and staff we took the opportunity of digital platforms and a new Board to review and refresh the Stesp2Recovery strategy through a series of meetings and discussions over a three month period.

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Working with an external consultant who understands the Charity's mission and aims these meetings ran between January and March 2021. It was decided that our strategy should remain rooted in our three foundational 'pillars': **Consolidation, Fundraising and Creating Awareness.**

Consolidation

Having ended periods of extended lockdown and Covid-19 related restrictions, we agreed to:

- Reinvigorate our volunteer/bank worker base and to offer individuals a structured organisational induction;
- Use volunteers to further enrich the therapeutic programme outside of group work/individual counselling and to build a bank of workers to cover night support and any 'out of hours' duties as required;
- Continue to ensure our financial sustainability and strengthen financial resilience in an uncertain economic climate and build on our knowledge and information management including financial information management;
- To make our practice increasingly evidence/impact-based through research evaluation and reporting using a new digitised case management system, Lamplight, which was provided by the Lloyds Bank Foundation and rolled out in January;
- To improve the physical space available to the Charity, to maintain high standards for clients and staff and ensure that we are able to maximise the number of clients we are able to support.

Creating awareness

We plan to increase our profile both within the sector and to external influencers. We will attend sector conferences and build on the publicity generated by our presentations within the treatment field and to All Party Parliamentary Groups in order to promote changes both in funding structures and in the way addiction within the Criminal Justice System is perceived.

A key component in the delivery of our message is the improvement in our use of social media. We have re-designed our website www.steps2recovery.org.uk and now regularly post on Instagram and Twitter. A graduate of the Steps2Recovery treatment programme with an interest and skills in this area began monitoring the media for relevant coverage of Criminal Justice System/Addiction content and combined this with our own material to build the foundations of a digital footprint that will be significantly developed over the coming financial year.

At the year end, as we moved out of lockdown, we started to rebuild our profile in prisons by delivering presentations to drug and alcohol teams and their clients and to work, wherever possible, with HMP Governors to embed our approach within their addiction rehabilitation frameworks.

Our strategy workshops came up with a number of specific ideas to engage further with incarcerated individuals, their families and those affected by addiction. We expect these to be tested and delivered where viable over the three years covered by the Charity's strategy.

Continued on page 6

Continued from page 5

Fundraising

2019-20 saw significant steps forward in funding success. In 2020-21, until the arrival of COVID-19, we had expected to at least duplicate the growth in the area of 'events' fundraising if not to significantly increase revenues from these activities.

However, the Covid-19 pandemic meant that our fundraising events revenue was all but erased over the course of the financial year. We were fortunate to replace this loss of income with a successful application for £30k from the National Lottery Community Fund Covid-19 Emergency Response Fund. This meant that a significant percentage of expected events revenues (largely clustered at the end of the calendar year) were replaced and we were able to continue to operate a full service despite the events funding shortfall.

We continued to apply to Trusts and Foundations and at the end of the year secured funding from Garfield Weston. In addition to this, given that all potential gatherings looked doubtful we ran a Christmas/New Year video appeal featuring a number of well-known faces who support Steps2Recovery's activities. At the end of January this activity had generated £19,410. This use of video as a fundraising tool was a new initiative for the charity. Moving forward our fundraising strategy will include greater use of video and social media. These new approaches will be led by our trustee Dr James Ohene-Djan who in addition to being Senior Lecturer in IT at Goldsmiths is MD of Touch TV Internet Television Networks.

Our most significant funding continues to come from trusts and foundations with the Henry Smith Charity and the Moondance Foundation providing the highest levels of financial support. This year saw the fourth and final year of funding from the Lloyds Bank Foundation; in addition to their financial donations Lloyds have provided a wide range of support options which have been transformative in key areas of our development.

With the help of Lloyds we began to explore the opportunities of entering the commissioning system for the first time in our history. The new 'Probation - Dynamic Framework' may enable us to make funding applications within the statutory system without compromising our ethos. Involvement in statutory commissioning, if viable and successful, could potentially result in the model we employ developing a significantly higher profile and potentially lead to being rolled out in other areas.

Structure and governance

The Board of Trustees expanded to include three new members (see above) with Charles Clode continuing as Chair during 2021. Lesley Hart was elected to Chair in March 2021.

In 2020-21 the Board reshaped its schedule of meetings; it now convenes on a bi-monthly basis and several monthly sub-committees made up of trustees and staff are run in tandem. They include: 'finance', 'fundraising' and 'the house'. Reports from these sub-committees are embedded in the Board meeting agenda along with regular reports from key individuals Our Board of seven trustees includes finance and charity experts, business people, a senior university lecturer a therapist and a legal executive.

Continued on page 7

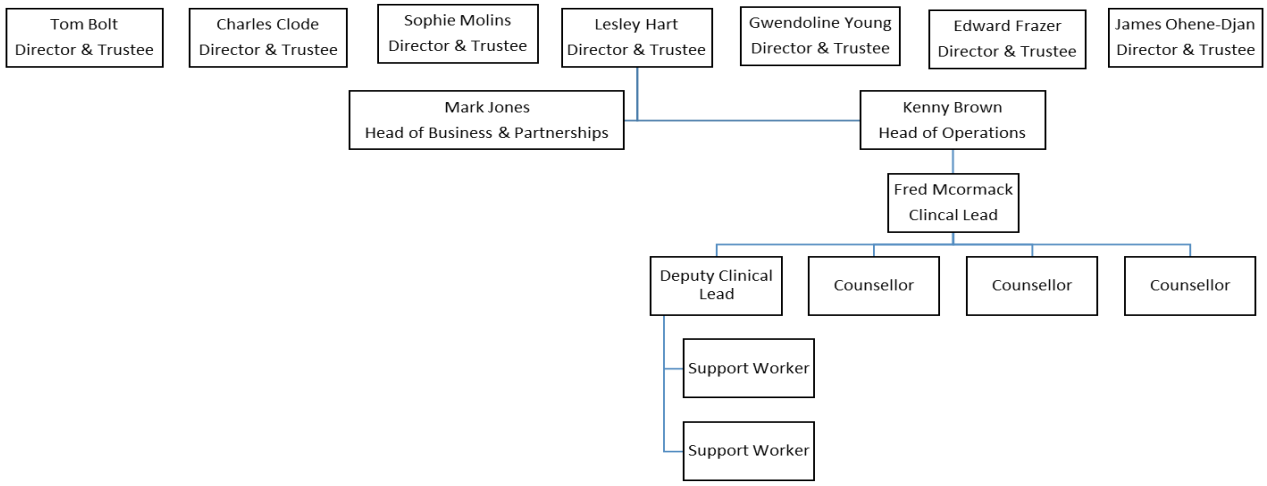
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Steps2Recovery adheres to the 2020 Charity Governance Code and its seven guiding principles. This is monitored on an ongoing basis by trustee Gwendoline Young. GDPR is also monitored in accordance with current guidelines/regulations.

Operations are managed by Kenny Brown who joined Steps2Recovery from Kairos Community Housing in May 2020, with Mark Jones taking responsibility for Business and Partnerships. Fred McCormack was promoted in year to Clinical Lead.

We are committed to equity, diversity and inclusion and our Board reflects this commitment.

Our organisation chart -



The rights and responsibilities of the Trustee/ Directors are set out in our Memorandum of Association. They do not receive funding or benefit from Steps2Recovery.

Financial review

Income
Total income was £216,873 (2020: £256,200) a decrease of £39,327. Income received from grants and contracts accounted for 62% of all income received and was £133,000 (2020: £131,000) a small increase of £2,000 from the previous year.

Expenditure
Total expenditure was £188,010 (2020: £178,802), an increase of £9,208.

Continued on page 8

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Balances
Restricted balances carried forward for use in 2021-22 have increased from £39,980 to £51,004. Unrestricted balances carried forward for use in 2021-22 have increased from £48,059 to £65,898.

Reserves policy

The Steps2Recovery Reserves policy describes the rationale for holding and calculating its Operating Reserve. The minimum level of the Operating Reserve is determined by key expenses to the organisation to ensure Trustees can meet all liabilities in the event that key funded services need to be wound down. These cover:

- Contractual wage costs due during wind down of services
- Statutory redundancy costs for employed staff.
- Cashflow reserves to cover other running costs during wind down of services

The calculation to meet these conditions has resulted in an Operating Reserve of £62,000. The Board are content that they have reached their initial Reserve ambition and will review this in 2021alongside a review of their strategic priorities for the next three years.

Going concern

The Board are content, following a successful financial and operational year in 2021, that they have now reached a more sustainable position and have again met their Reserves target. During 2022 following, and in some respects still affected by, the COVID-19 pandemic some of the regular Steps2Recovery fundraising events have been resurrected. Our annual quiz night has had its most successful fundraising outcome to date.

Our services were fully subscribed to during the year and our existing funding partners were content that we were meeting our objectives for the year. We have been successful in an application made to The National Lottery Community Fund, providing core funding for the next three years. With our existing grant supporters –

- Lloyds Bank Foundation
- Henry Smith Charity
- Moondance
- Second Junior Charitable Trust

The Charity is going into the coming year with 61% of its funding secured, giving Trustees and staff the confidence to build on their strategic deliverables.

Continued on page 9

Continued from page 8

TRUSTEES RESPONSIBILITIES

Law applicable to incorporated charities in England and Wales requires the trustees of the charity and the directors of the company to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charity and of its financial activities for that period.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- follow applicable accounting standards and the Charities SORP, disclosing and explaining any departure in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with charity law.

They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

APPROVAL
Approved and authorised for issue by the Board of Trustees on 20 December 2021 and signed on their behalf by:

Lesley Hart – Chair of the Board

Date: 21 December 2021

STEPS 2 RECOVERY

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2021 which are set out on pages 11 to 17.

Responsibilities and basis of report

As the charity 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 company'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

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 that in any material respect:

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.

Trevor Austreng FCA

Date: 22 December 2021

Fawcetts LLP
Windover House
St Ann Street
Salisbury
SP1 2DR

STEPS 2 RECOVERY

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021

INCOME AND EXPENDITURE	Notes	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Income and endowments from:					
Donations, legacies and grants		117,144	65,000	182,144	202,178
Other trading activities:					
Fundraising events		1,386	-	1,386	54,021
Other income – Covid-19 support grants		3,343	30,000	33,343	-
Investment income: Bank interest		-	-	-	1
Total income		121,873	95,000	216,873	256,200
Expenditure on:					
Charitable activities	2	100,608	83,976	184,584	170,171
Raising funds	3	150	-	150	5,231
Governance costs	4	3,276	-	3,276	3,400
Total expenditure		104,034	83,976	188,010	178,802
Net Income/(Expenditure) before Taxation		17,839	11,024	28,863	77,398
Transfers between funds	-	-	-	-	
Net movement in funds		17,839	11,024	28,863	77,398
Fund Balances at 1 April 2020		48,059	39,980	88,039	10,641
Fund Balances at 31 March 2021		65,898	51,004	116,902	88,039

The notes on pages 14 to 17 form part of these financial statements.

STEPS 2 RECOVERY
REGISTERED NUMBER: 07269361

BALANCE SHEET AT 31 MARCH 2021

	Notes	2021		2020	
		£	£	£	£
CURRENT ASSETS					
Debtors	7	-		6,255	
Cash at bank and on deposit		122,323		83,484	
		122,323		89,709	
CURRENT LIABILITIES					
Amounts falling due within one year	8	5,421		1,670	
NET CURRENT ASSETS			116,902		88,039
NET ASSETS			116,902		88,039
FUNDS					
Unrestricted funds			65,898		48,059
Restricted funds	9		51,004		39,980
			116,902		88,039

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

APPROVAL
The financial statements were approved and authorised for issue by the Board of Trustees on

21 December 2021 and signed on their behalf by:

Lesley Hart – Chair of the Board

The notes on pages 14 to 17 form part of these financial statements.

STEPS 2 RECOVERY

STATEMENT OF CASH FLOWS
for the period ended 31 March 2021

		2021 £	2020 £
CASH FLOWS FROM OPERATING ACTIVITIES:			
Net cash provided by (used in) operating activities	(a)	38,839	56,218
Change in cash and cash equivalents in the reporting period		38,839	56,218
Cash and cash equivalents at 1 April 2020		83,484	27,266
Cash and cash equivalents at 31 March 2021	(b)	122,323	83,484

a) RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net (expenditure)/income for the year as per the Statement of Financial Activities	28,863	77,398
Adjusted for:		
(Increase)/decrease in debtors	6,225	230
Increase/(decrease) in creditors	3,751	(21,410)
Other non cash adjustments	-	-
Net cash (used in)/provided by operating activities	38,839	56,218

b) ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021 £	2020 £
Cash at bank and in hand	122,323	83,484
	122,323	83,484

The charity has no borrowings or obligations under finance leases therefore a reconciliation of net debt has not been provided.

The notes on pages 14-17 form part of these financial statements.

STEPS 2 RECOVERY

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES

a) 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 Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The financial statements have been prepared on the going concern basis and the functional currency is sterling.

b) The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

c) Voluntary income received by way of donations and gifts is included in full in the Statement of Financial Activities when received unless they relate to a specific period, in which case they are recognised as income in the period to which they relate.

d) Revenue grants are shown in the Statement of Financial Activities in the year to which they relate and when the conditions for receipt have been complied with. Where the grant has to be matched to a different period the deferred element is deducted from incoming resources and carried forward in liabilities.

e) Restricted funds represent grants and donations which are allocated by the donor for specific purposes.

f) Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

g) Rentals payable under operating leases are taken to the profit and loss account on a straight line basis over the lease term.

2. EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Staff costs (note 6)	92,154	61,589	153,743	147,026
Staff travel and subsistence	-	308	308	-
Staff training and development	-	4,347	4,347	2,250
Other staff costs	-	4,552	4,552	-
Rent	8,343	-	8,343	-
Telephone and IT	-	800	800	581
Postage and stationery	-	-	-	424
Client travel and subsistence	97	-	97	6,493
Client skills and education	-	224	224	800
Operations	-	3,861	3,861	4,903
Volunteer expenses	14	-	14	174
Albion Road running costs	-	5,271	5,271	2,422
External – Support workers	-	3,024	3,024	5,098
	100,608	83,976	184,584	170,171

3. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Fundraising	150	-	150	5,231
	150	-	150	5,231

4 GOVERNANCE COSTS

	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Independent examiner's fees	750	-	750	750
Legal and financial	726	-	726	2,650
Consultancy	1,800	-	1,800	-
	3,276	-	3,276	3,400

5. TAX ON ACTIVITIES

Steps 2 Recovery is a registered charity and as such is not liable for taxation on any surplus.

6 STAFF COSTS

	2021 £	2020 £
Salaries	141,050	129,414
Employers national insurance	7,717	10,226
Pension contributions	4,976	6,886
	153,743	147,026

The average number of employees during the year was 7 (2020 – 5). No employee earned over £60,000 per annum. None of the trustees received any emoluments or travelling expenses during the year (2020: £Nil)

7. DEBTORS

	2021 £	2020 £
Other debtors	-	6,225
	-	6,225

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Accruals	1,800	-
Deferred income	-	-
Tax and social security	3,621	1,670
	5,421	1,670

9. RESTRICTED FUNDS

	At 01.04.20 £	Received in year £	Expenditure in year £	At 31.03.21 £
The Christopher Needler Charitable Trust	19,160	-	-	19,160
The Henry Smith Charity	14,265	40,000	(31,704)	22,561
Lloyds Bank Foundation for England And Wales	2,355	25,000	(22,048)	5,307
John Coates Charitable Trust	4,200	-	(224)	3,976
London Community Recovery Fund	-	30,000	(30,000)	-
	39,980	95,000	(83,976)	51,004

The Christopher Needler Charitable Trust: A grant to support the promotion of Steps 2 Recovery and its activities.

The Henry Smith Charity: A grant to employ a programme manager and fundraiser to support the development of the Steps2Recovery charity.

Lloyds Bank Foundation for England and Wales: A grant to assist with counsellor salaries.

John Coates Charitable Trust: A grant to be used for the purposes of education, employment and training.

London Community Recovery Fund (COVID-19): A grant to be used to supplement running costs following the cancellation of the Charity's fundraising events during the COVID-19 pandemic.