



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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STEPS 2 RECOVERY

LEGAL AND ADMINISTRATIVE INFORMATION

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

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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 abstinence 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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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 Steps2Recovery 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.

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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.

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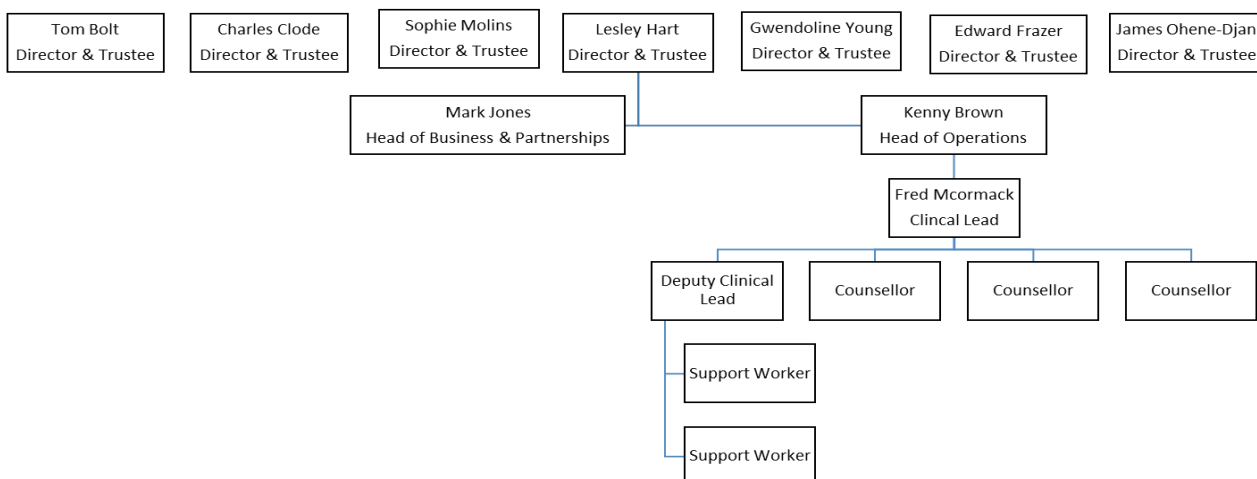
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Steps2Recovery adheres to the 2020 Charity Governance Code and its seven guiding principles. This is monitored on an ongoing basis by trustee Gwendoline Young. GDPR is also monitored in accordance with current guidelines/regulations.

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.

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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 2021 alongside 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.

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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

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
INCOME AND EXPENDITURE					
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		<u>-</u>	<u>-</u>	<u>-</u>	<u>1</u>
Total income		<u>121,873</u>	<u>95,000</u>	<u>216,873</u>	<u>256,200</u>
Expenditure on:					
Charitable activities	2	100,608	83,976	184,584	170,171
Raising funds	3	150	-	150	5,231
Governance costs	4	<u>3,276</u>	<u>-</u>	<u>3,276</u>	<u>3,400</u>
Total expenditure		<u>104,034</u>	<u>83,976</u>	<u>188,010</u>	<u>178,802</u>
Net Income/(Expenditure) before Taxation		17,839	11,024	28,863	77,398
Transfers between funds	-	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net movement in funds		<u>17,839</u>	<u>11,024</u>	<u>28,863</u>	<u>77,398</u>
Fund Balances at 1 April 2020		48,059	39,980	88,039	10,641
Fund Balances at 31 March 2021		<u>65,898</u>	<u>51,004</u>	<u>116,902</u>	<u>88,039</u>

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		<u>122,323</u>	<u>83,484</u>
		122,323	89,709
CURRENT LIABILITIES			
Amounts falling due within one year	8	<u>5,421</u>	<u>1,670</u>
NET CURRENT ASSETS		<u>116,902</u>	<u>88,039</u>
NET ASSETS		<u>116,902</u>	<u>88,039</u>
FUNDS			
Unrestricted funds		65,898	48,059
Restricted funds	9	<u>51,004</u>	<u>39,980</u>
		<u>116,902</u>	<u>88,039</u>

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)	<u>38,839</u>	<u>56,218</u>
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
		<hr/>	<hr/>
Cash and cash equivalents at 31 March 2021	(b)	<u><u>122,323</u></u>	<u><u>83,484</u></u>

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		<u>-</u>	<u>-</u>
Net cash (used in)/provided by operating activities		<u><u>38,839</u></u>	<u><u>56,218</u></u>

b) ANALYSIS OF CASH AND CASH EQUIVALENTS

		2021 £	2020 £
Cash at bank and in hand		<u>122,323</u>	<u>83,484</u>
		<u><u>122,323</u></u>	<u><u>83,484</u></u>

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.

STEPS 2 RECOVERY

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

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
	<u>100,608</u>	<u>83,976</u>	<u>184,584</u>	<u>170,171</u>

3. EXPENDITURE ON RAISING FUNDS

	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Fundraising	<u>150</u>	<u>-</u>	<u>150</u>	<u>5,231</u>
	<u>150</u>	<u>-</u>	<u>150</u>	<u>5,231</u>

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	<u>1,800</u>	<u>-</u>	<u>1,800</u>	<u>-</u>
	<u>3,276</u>	<u>-</u>	<u>3,276</u>	<u>3,400</u>

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NOTES TO THE FINANCIAL STATEMENTS **FOR THE YEAR ENDED 31 MARCH 2021**

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	<u>4,976</u>	<u>6,886</u>
	<u>153,743</u>	<u>147,026</u>

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	<u>-</u>	<u>6,225</u>
	<u>-</u>	<u>6,225</u>

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

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

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NOTES TO THE FINANCIAL STATEMENTS **FOR THE YEAR ENDED 31 MARCH 2021**

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)	-
	<u>39,980</u>	<u>95,000</u>	<u>(83,976)</u>	<u>51,004</u>

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.