

**REGISTERED COMPANY NUMBER: CE019370 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1186053**

REPORT OF THE TRUSTEES AND  
UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023  
FOR  
BRIGHTER HORIZONS  
(A COMPANY LIMITED BY GUARANTEE)

H & E Johnson  
Chartered Accountants  
Sandall House  
230 High Street  
Herne Bay  
Kent  
CT6 5AX

BRIGHTER HORIZONS

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for the Year Ended 31 March 2023

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## BRIGHTER HORIZONS

### REPORT FROM THE CHAIR for the Year Ended 31 March 2023

My fellow Trustees and I are pleased to present our annual and strategic report for the year April 2022 - March 2023.

The Trustees are pleased to report a modest 7% growth in the number of adults choosing to use our services. Having recently recovered from the Covid-19 pandemic, this year has seen the Charity support record numbers of service users and sustain the highest turnover in its history. Not only has this enabled the Trustees to restore the Charity's unrestricted financial reserves to pre-pandemic levels, we have also been able to make substantial investments in our infrastructure in order to build our resilience and prepare for growth.

In May the Charity completed a staffing restructure to establish more robust management, creating a new Day Services Manager post with responsibility for the day-to-day running of its services. The newly formed senior team provides leadership to its staff and greater oversight in ensuring a high quality of care provision. This has also released the Chief Executive to focus on business development, fundraising, compliance and marketing, with the Charity already reaping the benefits. Discussions with Lewisham Council which will see the management of service users' daily transport provision pass to Brighter Horizons are already nearing completion, enabling the Charity to provide a holistic and more cost effective service to the families it supports.

Planning for the Charity's first website is well underway and the Trustees expect this to launch early in the next financial period. The Trustees are also pleased to report that the lease of premises from the London Borough of Lewisham to Downham Community Centre (Wesley Halls) has been extended to 2028. This stability means that we can now invest time in acquiring premises best suited to the needs of the people we support.

The Trustees are proud that Brighter Horizons is now a London Living Wage employer, as well as offering an enhanced pension scheme and level 3 funded training for all of its staff. This, coupled with the Charity's value-based approach has enabled us to grow our team to 20 people with no vacancies, compared to the 14% vacancy average within our sector. The single biggest factor affecting the quality of our service and the lives of the people we support are our staff and we are humbled to have such an exceptional team who go above and beyond every day.

Most importantly, we have seen firsthand the impact of our services on the people who rely on us. From the introduction of funded one-to-one support workers for adults who need them, to the opportunities that our ever-expanding activity programme provide, everything we do is in response to the needs of the adults who use our services and their parent-carers. Nothing exemplifies this more than our Annual Showcase which took place in October. Over 120 members of our wider family came to see our service users perform, some of whom had never spoken in public before. The swell of support from within our community was evident once more when our service users and families came together to fundraise for a powered wheelchair for Jamie. Jamie has been with Brighter Horizons since its inception 8 years ago and, up until now has only had use of a manually propelled chair. This extraordinary effort has meant that Jamie is now able to travel not just independently but side by side with his mum. Putting people first is at the heart of everything the Charity does.

The Trustees extend their sincere thanks to all the Charity's staff for their hard work, support and flexibility throughout a year of continuing change. The Trustees are also deeply grateful to the Trustees and staff of Downham Community Centre (Wesley Halls) and the PCC of St. John the Baptist, Catford for their support, without which we would be unable to support our families.

Kieran Lee  
Chair of Trustees

## BRIGHTER HORIZONS

### REPORT OF THE TRUSTEES for the Year Ended 31 March 2023

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

## BRIGHTER HORIZONS

### REPORT OF THE TRUSTEES for the Year Ended 31 March 2023

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and activities**

Brighter Horizons main objective, as outlined in its Constitution, is to provide relief for individuals in need because of disability. This relief extends to the families, dependants and carers of disabled people and includes (but not exhaustively) the provision of care, treatment, education, and training. As such, it plays a key role in adult social care provision within the London Borough of Lewisham.

To achieve its objective, Brighter Horizons operates a day centre for adults with learning and physical disabilities. The Charity:

- adopts a person-centred approach to help its service users develop healthy relationships, independence, confidence, and life skills
- delivers activities which are designed to improve physical and mental wellbeing and enable independence
- actively promotes social inclusion and community integration through the daily provision of opportunities to access the local community
- believes that activities which involve appropriate levels of risk taking are essential in providing meaningful learning experiences which contribute to adults with learning disabilities leading active and fulfilled lives
- runs a parent-carer forum aiming to provide opportunities for mutual care and support as well as signposting to local services and personal development opportunities
- measures success through the tracking and recognition of personal development goals, tailored to each client and through a set of impact and satisfaction matrices relating to each service users' personal circumstances.

The Charity's short-term objectives are to secure long-term premises for the current day centre, to safeguard the transport offer provided to its service users by bringing it 'in-house', to diversify its income and to continue to provide high-quality services. Its long-term objectives are to increase the level of provision offered across southeast London through establishing a second day centre and by developing its own pathways into employment for neurodiverse adults and people with learning disabilities.

The current day centre in Downham operates with three managers, 11 service delivery staff operating a 1:4 ratio (although this differs by activity, in order to meet the needs of service users) and 2 support staff. Additionally, the Charity has 6 bank staff who provide additional support and cover as required.

Access to the Charity's services is via self-referral or by a social worker or other appropriately qualified health and social care professional. The Charity provides service users with a flexible offer, designed to meet theirs and their families' changing needs. Service users can change their attendance and their weekly timetable as they require and the Charity is able to provide 1-2-1 support for clients where funding is available.

Offering long term placements within the social care sector, the Charity operates a weekly provision of activities across three curriculum strands; physical and emotional wellbeing, skills for life and the arts. Service users, together with their allocated key worker and other health and social care professionals, construct a personalised timetable of activities, carefully tailored to their personal preferences, needs and development targets.

The sports and wellbeing programme aims to push service users physically and help build confidence by overcoming self-imposed limitations. Additionally, it supports with weight loss, mental health and provides physiotherapy for muscular-skeletal and other conditions. The Charity works closely with local providers to offer specialist activities and by making public sporting appearances, service users also challenge the stigma that exists around people with learning disabilities taking part in sport. The programme includes activities such as martial arts, cheerleading, trampolining, cycling, swimming, yoga, golf and gym attendance.

The Skills for Life programme focuses on enhancing and developing functional skills such as handling money, preparing food, growing vegetables, eating out, using computers and developing communication. With 11 different activities each week, the programme builds independence, promotes good decision making and develops confidence in public settings.

Service users manage their own allotment and contribute to the daily running of the Day Centre. Additionally, they have the opportunity to go shopping and to the cinema regularly. The Charity also operates an annual calendar of seasonal events which include day trips, carol singing in the local community, theatrical performances and themed parties.

The Arts programme includes various forms of artistic self-expression, which is encouraged as a means of communication, therapy and to improve fine motor skills. Activities include various forms of dance, steel drums, drama, music recording, singing, arts and crafts and more.

The Charity maintains and operates two 17-seat accessible minibuses which enable the cost effective and safe delivery of its community-based provision.

## BRIGHTER HORIZONS

### REPORT OF THE TRUSTEES for the Year Ended 31 March 2023

#### **OBJECTIVES AND ACTIVITIES**

##### **Public benefit**

As a registered charity, the Trustees of Brighter Horizons give close regard to their obligations to report the public benefit of its charitable purposes as defined by the Charities Act 2011 and Charities (Accounts and Reports) Regulations 2008. The Trustees also consider that they have exercised due regard to the Charity Commission's Public Benefit Guidance when exercising their powers and duties, as outlined in the Charity's governing document.

## BRIGHTER HORIZONS

### REPORT OF THE TRUSTEES for the Year Ended 31 March 2023

#### **STRATEGIC REPORT**

##### **Achievement and performance**

The Charity supported 72 people during the year, ending the year with 63 people regularly receiving care and support. The number of service users remained consistent at year-end, though the average number of hours of care provided per week increased by 7%. The Charity, working with parents and carers was able to secure additional funding to deliver more support hours for some of its existing service users. Additionally, the Charity now provides, for the first time, funded one-to-one support, having expanded its staff team to deliver this new service.

The Charity continues to develop a new impact framework to measure success in line with its aims and objectives and data from this is not yet available so it currently uses numerical and qualitative indicators for success. The Trustees are pleased to report an 86% retention rate with service users only leaving due to a change in their need, relocation or ill-health. The average attendance rate for the year was 81%, with absence largely due to medical reasons and long-term holidays both of which were higher than average following the hiatus of the Covid-19 pandemic. Both measures are interpreted as service users and families experiencing high levels of service satisfaction.

Having returned to normal levels of service following Covid-19, the Charity focused on diversifying its curriculum offer. Of particular note, the Charity delivered over 900 hours of sports provision, saw its cheerleading group Bright Starz perform locally and its ever-growing football team stay in the South London Special League. The Charity operates a heavily community-oriented programme and this year, it has been able to return to offering its full complement of over 35 activities each week. Bingo, golf, tennis, football training and jewellery making have all been added to its portfolio.

The Charity's supplementary curriculum focused on inclusion and diversity, providing new sensory spaces and Augmentative and Assistive Communication (AAC) aids. Additionally, the Charity's service users and their families came together to fundraise £4,000 for a new powered wheelchair for Jamie, who attends the Day Centre and who has cerebral palsy. The entire centre jointly cycled the distance from London to Brighton on a specially adapted bike and raised over £2,000 in sponsorship, with the remaining cost coming from grant funding. Being responsible citizens includes taking part in collective action and in actively undertaking sponsored activities, our service users have demonstrated that they are not passive recipients of financial support but themselves agents in bringing about positive change within the lives of others.

Cultural highlights included our first Eid & Diwali celebrations as well as an awareness of Pride month in June. Other successes from the year include the summer activity programme which provided access to opportunities otherwise prohibitive by transport, accessibility or cost such as sailing, theme parks and trampolining. The Charity also held its first Annual Showcase in 3 years with service users performing to friends and family. The performance, which showcased day-to-day life at Brighter Horizons sold out and was, without doubt, the highlight of the year. It included the first ever short film, conceived, featuring and produced by our service users.

The Charity continues to view all of the activities it provides as vehicles for developing communication skills, enhancing independence, achieving physical fitness, providing socialisation opportunities and building life skills. In line with the Charity's person-centred approach, the families of Joey, Rowan & Livvy, outline some of the impact that the Charity's services have had:

- Joey is 27 and has autism with catatonic features as well as severe learning disabilities. He is non-verbal and has one to one support to be able to access and engage meaningfully with his personal timetable. The team have worked extensively on developing Joey's communication skills and doing things for himself; it's his independence that mum Helen, particularly wants to encourage. She tells us "It's really important for Joey to do things for himself and not to let other people do it for him. The staff are brilliant at knowing when he can do something and exercising the patience for him to do it himself, and knowing when he needs help. Joey loves being at Brighter Horizons and always wants to go on a Saturday even though it's closed". She adds "the staff are kind and treat you with respect too. I am always encouraged to come and see him and I get daily updates on what he's achieved".

## BRIGHTER HORIZONS

### REPORT OF THE TRUSTEES for the Year Ended 31 March 2023

- Rowan is 33 and has autism, hypermobility, epilepsy, severe learning disabilities and is non-verbal. He attends the centre 5 days a week and has a varied timetable which encourages socialisation and participation in group activities. His mum, Susie tells us "Rowan loves the activities as they are tailored for him, and he enjoys being with his friends. I can tell he trusts the staff because his anxiety levels have reduced since he started attending and this has a knock-on effect for me too because he's happier at home. Rowan is sensitive to touch and would usually have a meltdown if someone touched his back. Over the past year, the staff have helped Rowan to process this differently and now he can cope with it much more easily". She goes on to say "The team listen to me and keep me updated regularly. Brighter Horizons is much more than just a day centre".

- Livvy is 35 and has Down's Syndrome. As is common for many people with Down's Syndrome, this is accompanied by a variety of other health conditions. She attends the centre 4 days a week and has a timetable heavily focused on community engagement; she loves going shopping, going out for lunch and to the gym. Like all of our service users, she has personal targets to help with her physical fitness, and particularly weight loss. James, her dad, tells us "Since coming to Brighter Horizons, Livvy's confidence has improved significantly as has her mental health. This is something she has to manage on an ongoing basis but the outlook and ethos of the centre and the way it nurtures friendships have really helped. Her key worker demonstrates a real understanding of her and her unique needs and character. With her key worker's help, Livvy is now more able to speak up and make her needs heard, which is real progress."

In other developments, following the Charities rebrand in 2021, the Trustees have invested in marketing its services, beginning with a complete redesign of the its minibuses. These, named Pac-van and Herbie, by the Charity's service users have contributed to a sense of fun and ownership as well as enhancing the Charity's presence locally.

The Trustees consider the return to a stable financial footing and the successful restructuring of its staff team to be the standout successes of the year. A new Day Services Manager has been appointed to support the Chief Executive and, subsequently, a senior management formed to ensure rigorous oversight of the Charity's services. The Trustees also consider the high level of staff retention (95%) to be indicative of the quality of provision and organisational culture.

#### **Financial review**

The Charity's income for the year was £614,108 (2022: £521,476), against expenditure of £573,259 (2022: £460,706), leading to a surplus of £40,849. This reflects an 18% increase in income against a 25% increase in expenditure compared to the last financial period. In the year ended March 2021, the Charity made a loss of £95,985. Therefore the surplus made in this financial period, in addition to the £60,770 surplus made in the last financial period, has meant that the Charity has replaced all of the reserves expended during the Covid-19 pandemic and placed the Charity in the strongest financial position since its inception.

The Trustees maintain a financial reserves policy of 3 - 4 months of operating costs and the balance carried forward reflects this. The Charity's unrestricted reserves at the end of the financial period total £243,784. Of this, £14,466 can only be realised through the disposal of tangible fixed assets. The Charity also holds £4,056 of restricted income. Consequently, the Trustees consider the Charity a going concern.

Having replenished the Charity's reserves, the Trustees still consider continued investment in the Charity's unrestricted reserves to be the immediate financial priority in order to sustain short-medium term costs of around £100,000. In addition to the procurement of a third minibus, the Trustees aim to take out two new rental leases within the next 24 - 36 months and consider that substantial reserves are required to facilitate both the leases and the resulting move of the Charity's services to new premises. Notwithstanding this, the Trustees also consider investment in staffing to be a priority in order to underpin the continued growth and infrastructure of the Charity.

Income is mainly generated through daily charges for the Charity's services with the majority resulting from direct payments administered directly by the London Borough of Lewisham. Other payments are received from the London Boroughs of Greenwich, Southwark and Bromley. A small number of service users administer their own direct payments or cover service charges themselves.

The Charity does not own and/or lease any land or property.

The Trustees continue to closely monitor the performance of the Charity's existing activities and consider the introduction of new services in order to further income diversification and to ensure the Charity has a sustainable future in a challenging funding environment.



## BRIGHTER HORIZONS

### REPORT OF THE TRUSTEES for the Year Ended 31 March 2023

#### **STRATEGIC REPORT**

##### **Plans for future periods**

The Charity's long term objective, and in response to the limited statutory support services for adults with learning disabilities, is to open a second day centre for neurodiverse adults and people with mild-moderate learning disabilities in southeast London. The Trustees consider that the Charity's specialism lies in community engagement and active participation and as such, do not foresee broadening support for adults with severe and profound disabilities.

To achieve this, the Charity's short to medium term objectives are to secure new premises in advance of its current lease expiring at Downham Community Centre and to continue to restructure and resource its staff team amidst a challenging recruitment landscape. The Trustees also aim to diversify the Charity's income through the development of new services, principally through maximising income from the use of its minibuses by delivering its own transport service but also by offering employability services, in line with its expansion to multiple sites.

The Trustees also consider that the completion of the Charity's re-brand through the establishing of a digital presence, the development of a marketing strategy to reach across southeast London and the establishing of an impact measurement framework to be critical to its future plans.

Additionally, the Charity aims to develop its governance structures by recruiting a Treasurer to oversee its financial procedures alongside establishing an appropriate number of sub-committees to support the work of the Charity as it continues to grow. This includes establishing a service user forum which reports directly into the Board.

The Trustees aim to develop a comprehensive 3 - 5 strategy over the next 12 - 18 months.

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

##### **Governing document**

The Charity is a Charitable Incorporated Organisation whose only voting members are its Trustees. It is governed by its Foundation Constitution.

The Charity has seven Trustees (members), who are elected every three years. Trustees cannot serve for more than nine years and convene at least four times per year. Each Trustee agrees to pay £1 in the event of the Charity being wound up.

The Trustees are responsible for governance, compliance, strategy, risk management, setting headline objectives and monitoring performance against these objectives. To this end, Trustees receive regular updates, including full reports on activities and financial information on a quarterly basis. Business planning and strategic plans are discussed and agreed by the Trustees at Board meetings.

All Trustees give their time voluntarily and receive no benefits from the Charity.

##### **Recruitment and appointment of new Trustees**

New Trustees are appointed following a thorough recruitment process, with appointments decided by the existing Trustees. Recruitment is undertaken on a skills basis with skills and knowledge gaps amongst existing Trustees identified and sought out within new Trustees. No new Trustees were appointed during the financial period.

##### **Organisational structure**

To facilitate effective operations, the Trustees employ a Chief Executive Officer (CEO) to whom they have delegated authority for the operational matters of the Charity. The CEO leads the staff team and is responsible for service performance, staff recruitment and management, logistical

and operational matters relating to the day-to-day running of the business and the financial performance of the Charity. In addition, he has delegated responsibility for ensuring that the Charity remains compliant with legislation, funders, insurers and other interested parties.

The CEO utilises the support of three senior staff and meets regularly with the Chair of Trustees. The Trustees are responsible for governance, compliance, strategy, risk management, setting headline objectives and monitoring performance against these objectives. To this end, Trustees receive regular updates, including full reports on activities and financial information on a quarterly basis. Business planning and strategic plans are discussed and agreed by the Trustees at Board meetings.

## BRIGHTER HORIZONS

### REPORT OF THE TRUSTEES for the Year Ended 31 March 2023

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

##### **Induction and training of new Trustees**

On appointment the Trustees sign a register of interests which is updated annually. At each meeting Trustees are asked to declare any conflicts of interest. Trustees' induction and ongoing involvement includes visits to the activities delivered by the Charity, meetings with Charity members, senior staff, and key external stakeholders. The Trustees also make available copies of the latest annual report and statement of accounts.

##### **Related parties**

Since its inception Brighter Horizons has enjoyed and appreciated a close relationship with The London Borough of Lewisham, its major funder and from whom most service user referrals are received. Brighter Horizons occupies its principal space under lease from Downham Community Centre (Wesley Halls) and views its location as being integral to providing services rooted in the local Downham community. The Charity also occupied a secondary space under lease from the Church of St. John the Baptist, Downham until November 2022 at which time the Charity terminated the lease.

##### **Risk management**

The Charity keeps and maintains a Trustees Register of Interests.

The Trustees retain and exercise their responsibility to assess the major risks to which the Charity is exposed, in particular those related to its finances and operations, and are satisfied that systems are in place to mitigate exposure to major risks. Additionally, the Trustees retain and exercise their responsibility for ensuring that the Charity has in place an appropriate system of controls, financial or otherwise, to provide reasonable assurance that the Charity is operating effectively and in line with Charity Commission guidelines.

To this end, an annual planning and budgeting process is in place and the Trustees have developed and implemented a risk management strategy. This strategy identifies significant risks, assess the likelihood of occurrence and potential impact, acknowledges current mitigations and outlines any actions necessary to manage the risk further. The strategy covers key areas such as safeguarding, health and safety, data protection as well as issues relating to governance, financial loss and compliance.

The Trustees consider that the major risks to the organisation are as follows:

- the socio-economic landscape affecting social care and the impact that the reduction in funding might have on the Charity. To this end, the Trustees are mindful that expanding the service through regular referrals reduces the impact of a significant loss of income attached to specific individuals. This is also addressed through the short-medium term objective of income diversification.
- the ending of the lease of premises from the London Borough of Lewisham to Downham Community Centre (Wesley Halls) planned for 2028, or loss of access to the building due to complications with the structural integrity. As such the Trustees are developing contingency plans accordingly.
- the constraints associated with Downham Community Centre (Wesley Halls) and the limits that this places on opportunities for growth and the quality of care provided.
- the potential for a significant data breach due to the paper based care planning systems currently employed. As such the Trustees are making preparations to move to a digital care planning approach and review the Charity's cyber security arrangements as a result.

The Trustees regularly review policies, procedures and strategies to ensure they are robust.

## BRIGHTER HORIZONS

### REPORT OF THE TRUSTEES for the Year Ended 31 March 2023

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

##### **Management remuneration policy**

The Chief Executive Officer (CEO) is appointed by the Trustees. Appointments at this level take into account the following factors:

- the Charity's ability to pay the wages of senior staff
- the types of skills, experiences, and competencies the Charity needs from its senior staff and the scope of the role being recruited
- the Charity's objectives and the number and nature of senior staff needed to fulfil these
- the impact of market rates on employment.

All other staff are appointed by the CEO.

The Trustees retain and exercise their responsibility for setting pay for all employed posts. Pay is reviewed on an annual basis.

##### **Equal opportunities**

Brighter Horizons is committed to being an equal opportunities employer. The Charity is committed to ensuring that no job applicant or employee is discriminated against on the grounds of disability, race, religion, age, national origin, gender, sexual orientation, gender identity, gender expression or on any grounds which are unjustifiable in terms of equality of opportunity for all.

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

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

CE019370 (England and Wales)

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

1186053

##### **Registered office**

Downham Community Centre  
2 Shroffold Road  
Downham  
Bromley  
BR1 5PE

##### **Trustees**

O Ajayi  
R Chakraborty  
H Ghalegolabi  
K Lee  
M Mizen  
B O'Keeffe  
P A Thorn

##### **Independent Examiner**

H & E Johnson  
Chartered Accountants  
Sandall House  
230 High Street  
Herne Bay  
Kent  
CT6 5AX

**BRIGHTER HORIZONS**

**REPORT OF THE TRUSTEES**  
**for the Year Ended 31 March 2023**

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Solicitors**

Bates Wells  
10 Queen Street Place  
London  
EC4R 1BE

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on .....30/01/2024..... and signed on the board's behalf by:



.....  
K Lee - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF  
BRIGHTER HORIZONS**

**Independent examiner's report to the trustees of Brighter Horizons ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2023.

**Responsibilities and basis of report**

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

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

**Independent examiner's statement**

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

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

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

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



Simon Milburn FCA  
The Institute of Chartered Accountants in England and Wales

H & E Johnson  
Chartered Accountants  
Sandall House  
230 High Street  
Herne Bay  
Kent  
CT6 5AX

Date: 30.1.2024

**BRIGHTER HORIZONS**

**STATEMENT OF FINANCIAL ACTIVITIES**  
for the Year Ended 31 March 2023

	Notes	Unrestricted fund £	Restricted fund £	2023 Total funds £	2022 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	606,407	-	606,407	480,181
Other trading activities	3	7,371	-	7,371	-
Investment income	4	330	-	330	10
Other income		-	-	-	41,285
<b>Total</b>		<u>614,108</u>	<u>-</u>	<u>614,108</u>	<u>521,476</u>
<b>EXPENDITURE ON</b>					
<b>Charitable activities</b>	5				
Care		573,259	-	573,259	449,571
Other		-	-	-	11,135
<b>Total</b>		<u>573,259</u>	<u>-</u>	<u>573,259</u>	<u>460,706</u>
<b>NET INCOME</b>		40,849	-	40,849	60,770
<b>Transfers between funds</b>	15	(718)	718	-	-
<b>Net movement in funds</b>		40,131	718	40,849	60,770
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		203,653	3,338	206,991	146,221
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>243,784</u></u>	<u><u>4,056</u></u>	<u><u>247,840</u></u>	<u><u>206,991</u></u>

The notes form part of these financial statements

# BRIGHTER HORIZONS

## BALANCE SHEET 31 March 2023

	Notes	Unrestricted fund £	Restricted fund £	2023 Total funds £	2022 Total funds £
<b>FIXED ASSETS</b>					
Intangible assets	11	667	-	667	-
Tangible assets	12	13,799	-	13,799	18,399
		<u>14,466</u>	<u>-</u>	<u>14,466</u>	<u>18,399</u>
<b>CURRENT ASSETS</b>					
Debtors	13	76,776	-	76,776	21,590
Cash at bank and in hand		186,396	4,056	190,452	185,677
		<u>263,172</u>	<u>4,056</u>	<u>267,228</u>	<u>207,267</u>
<b>CREDITORS</b>					
Amounts falling due within one year	14	(33,854)	-	(33,854)	(18,675)
<b>NET CURRENT ASSETS</b>		<u>229,318</u>	<u>4,056</u>	<u>233,374</u>	<u>188,592</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>243,784</u>	<u>4,056</u>	<u>247,840</u>	<u>206,991</u>
<b>NET ASSETS</b>		<u>243,784</u>	<u>4,056</u>	<u>247,840</u>	<u>206,991</u>
<b>FUNDS</b>	15				
Unrestricted funds				243,784	203,653
Restricted funds				4,056	3,338
<b>TOTAL FUNDS</b>				<u>247,840</u>	<u>206,991</u>

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

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

The trustees acknowledge their responsibilities for

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

**BRIGHTER HORIZONS**

**BALANCE SHEET - continued**

**31 March 2023**

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

The financial statements were approved by the Board of Trustees and authorised for issue on 20/01/2024 and were signed on its behalf by:



K Lee - Trustee

The notes form part of these financial statements



**BRIGHTER HORIZONS**

**CASH FLOW STATEMENT**  
**for the Year Ended 31 March 2023**

	Notes	2023 £	2022 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	5,445	79,169
Net cash provided by operating activities		5,445	79,169
<b>Cash flows from investing activities</b>			
Purchase of intangible fixed assets		(1,000)	-
Interest received		330	10
Net cash (used in)/provided by investing activities		(670)	10
<b>Change in cash and cash equivalents in the reporting period</b>		4,775	79,179
<b>Cash and cash equivalents at the beginning of the reporting period</b>		185,677	106,498
<b>Cash and cash equivalents at the end of the reporting period</b>		190,452	185,677

The notes form part of these financial statements

BRIGHTER HORIZONS

NOTES TO THE CASH FLOW STATEMENT  
for the Year Ended 31 March 2023

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

	2023 £	2022 £
<b>Net income for the reporting period (as per the Statement of Financial Activities)</b>	40,849	60,770
<b>Adjustments for:</b>		
Depreciation charges	4,933	6,134
Interest received	(330)	(10)
(Increase)/decrease in debtors	(55,186)	19,299
Increase/(decrease) in creditors	15,179	(7,024)
<b>Net cash provided by operations</b>	<u>5,445</u>	<u>79,169</u>

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

	At 1.4.22 £	Cash flow £	At 31.3.23 £
<b>Net cash</b>			
Cash at bank and in hand	185,677	4,775	190,452
	<u>185,677</u>	<u>4,775</u>	<u>190,452</u>
<b>Total</b>	<u>185,677</u>	<u>4,775</u>	<u>190,452</u>

The notes form part of these financial statements

## BRIGHTER HORIZONS

### NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2023

#### **1. ACCOUNTING POLICIES**

##### **Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

##### **Income**

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

##### **Expenditure**

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

##### **Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	- 25% on cost
Motor vehicles	- 25% on reducing balance
Computer equipment	- 25% on cost

##### **Taxation**

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

##### **Fund accounting**

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

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

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

##### **Hire purchase and leasing commitments**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

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

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

# BRIGHTER HORIZONS

## NOTES TO THE FINANCIAL STATEMENTS - continued for the Year Ended 31 March 2023

### **2. DONATIONS AND LEGACIES**

	2023	2022
	£	£
Donations	-	330
Grants	-	8,457
Local authority funding	569,188	436,724
Service user funding	37,219	34,670
	<u>606,407</u>	<u>480,181</u>

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

	2023	2022
	£	£
Other grants	-	8,457
	<u>-</u>	<u>8,457</u>

### **3. OTHER TRADING ACTIVITIES**

	2023	2022
	£	£
Fundraising events	7,371	-
	<u>7,371</u>	<u>-</u>

### **4. INVESTMENT INCOME**

	2023	2022
	£	£
Deposit account interest	330	10
	<u>330</u>	<u>10</u>

### **5. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £	Support costs (see note 6) £	Totals £
Care	<u>414,076</u>	<u>159,183</u>	<u>573,259</u>

### **6. SUPPORT COSTS**

	Management £	Finance £	Governance costs £	Totals £
Care	<u>133,466</u>	<u>334</u>	<u>25,383</u>	<u>159,183</u>

**BRIGHTER HORIZONS**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the Year Ended 31 March 2023**

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

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

	2023	2022
	£	£
Depreciation - owned assets	4,600	6,134
Other operating leases	32,913	40,428
Computer software amortisation	333	-
	<u>37,846</u>	<u>46,562</u>

**8. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 March 2023 nor for the year ended 31 March 2022.

**9. STAFF COSTS**

	2023	2022
	£	£
Wages and salaries	364,300	316,773
Social security costs	25,656	21,667
Other pension costs	6,895	5,833
	<u>396,851</u>	<u>344,273</u>

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

	2023	2022
Day service staff	12	10
Office support	2	2
Bank support staff	6	6
	<u>20</u>	<u>18</u>

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

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

	Unrestricted fund £	Restricted fund £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	480,181	-	480,181
Investment income	10	-	10
Other income	41,285	-	41,285
	<u>521,476</u>	<u>-</u>	<u>521,476</u>
<b>Total</b>	<u>521,476</u>	<u>-</u>	<u>521,476</u>

**EXPENDITURE ON**

# BRIGHTER HORIZONS

## NOTES TO THE FINANCIAL STATEMENTS - continued for the Year Ended 31 March 2023

### 10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted fund £	Total funds £
<b>Charitable activities</b>			
Care	449,571	-	449,571
Other	11,135	-	11,135
<b>Total</b>	<u>460,706</u>	<u>-</u>	<u>460,706</u>
<b>NET INCOME</b>	60,770	-	60,770
<b>Transfers between funds</b>	<u>(3,338)</u>	<u>3,338</u>	<u>-</u>
<b>Net movement in funds</b>	57,432	3,338	60,770
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	146,221	-	146,221
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u><u>203,653</u></u>	<u><u>3,338</u></u>	<u><u>206,991</u></u>

### 11. INTANGIBLE FIXED ASSETS

	Computer software £
<b>COST</b>	
Additions	<u>1,000</u>
<b>AMORTISATION</b>	
Charge for year	<u>333</u>
<b>NET BOOK VALUE</b>	
At 31 March 2023	<u><u>667</u></u>
At 31 March 2022	<u><u>-</u></u>

### 12. TANGIBLE FIXED ASSETS

	Plant and machinery £	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>				
At 1 April 2022 and 31 March 2023	<u>284</u>	<u>63,874</u>	<u>10,762</u>	<u>74,920</u>
<b>DEPRECIATION</b>				
At 1 April 2022	234	48,716	7,571	56,521
Charge for year	<u>13</u>	<u>3,789</u>	<u>798</u>	<u>4,600</u>
At 31 March 2023	<u>247</u>	<u>52,505</u>	<u>8,369</u>	<u>61,121</u>
<b>NET BOOK VALUE</b>				
At 31 March 2023	<u><u>37</u></u>	<u><u>11,369</u></u>	<u><u>2,393</u></u>	<u><u>13,799</u></u>
At 31 March 2022	<u><u>50</u></u>	<u><u>15,158</u></u>	<u><u>3,191</u></u>	<u><u>18,399</u></u>

**BRIGHTER HORIZONS**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**for the Year Ended 31 March 2023**

**13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2023	2022
	£	£
Local authority funders	64,830	21,150
Staff advances	1,160	440
Prepayments and accrued income	10,786	-
	<u>76,776</u>	<u>21,590</u>

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

	2023	2022
	£	£
Trade creditors	17,191	1,996
Social security and other taxes	6,968	6,488
Other creditors	943	936
Pension creditor	1,442	1,204
Net wages	10	151
Accrued expenses	7,300	7,900
	<u>33,854</u>	<u>18,675</u>

**15. MOVEMENT IN FUNDS**

	At 1.4.22	Net movement in funds	Transfers between funds	At 31.3.23
	£	£	£	£
<b>Unrestricted funds</b>				
General fund	203,653	40,849	(718)	243,784
<b>Restricted funds</b>				
Service user fund	3,338	-	718	4,056
<b>TOTAL FUNDS</b>	<u>206,991</u>	<u>40,849</u>	<u>-</u>	<u>247,840</u>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	614,108	(573,259)	40,849
<b>TOTAL FUNDS</b>	<u>614,108</u>	<u>(573,259)</u>	<u>40,849</u>

**BRIGHTER HORIZONS**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
for the Year Ended 31 March 2023

**15. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.22 £
<b>Unrestricted funds</b>				
General fund	146,221	60,770	(3,338)	203,653
<b>Restricted funds</b>				
Service user fund	-	-	3,338	3,338
<b>TOTAL FUNDS</b>	<u>146,221</u>	<u>60,770</u>	<u>-</u>	<u>206,991</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	521,476	(460,706)	60,770
<b>TOTAL FUNDS</b>	<u>521,476</u>	<u>(460,706)</u>	<u>60,770</u>

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

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
<b>Unrestricted funds</b>				
General fund	146,221	101,619	(4,056)	243,784
<b>Restricted funds</b>				
Service user fund	-	-	4,056	4,056
<b>TOTAL FUNDS</b>	<u>146,221</u>	<u>101,619</u>	<u>-</u>	<u>247,840</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,135,584	(1,033,965)	101,619
<b>TOTAL FUNDS</b>	<u>1,135,584</u>	<u>(1,033,965)</u>	<u>101,619</u>



BRIGHTER HORIZONS

NOTES TO THE FINANCIAL STATEMENTS - continued  
for the Year Ended 31 March 2023

**16. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31 March 2023.

# BRIGHTER HORIZONS

## DETAILED STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2023

	2023 £	2022 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations	-	330
Grants	-	8,457
Local authority funding	569,188	436,724
Service user funding	37,219	34,670
	<hr/> 606,407	<hr/> 480,181
<b>Other trading activities</b>		
Fundraising events	7,371	-
<b>Investment income</b>		
Deposit account interest	330	10
<b>Other income</b>		
Covid support payments	-	41,285
	<hr/>	<hr/>
<b>Total incoming resources</b>	614,108	521,476
 <b>EXPENDITURE</b>		
<b>Charitable activities</b>		
Wages	288,637	245,497
Social security	17,300	14,272
Pensions	4,859	4,069
Other operating leases	32,913	40,428
Health insurance	1,663	518
Travel & subsistence	1,563	617
Transport	8,585	6,134
Activities	43,361	20,326
Personal care	220	1,133
SMP recovery	-	(1,430)
Motor expenses	14,975	-
	<hr/> 414,076	<hr/> 331,564
<b>Support costs</b>		
<b>Management</b>		
Wages	75,663	71,276
Social security	8,356	7,395
Pensions	2,036	1,764
Telephone	970	1,966
Postage and stationery	1,908	2,097
Advertising	1,189	-
Sundries	(118)	251
Office expenses	7,054	6,339
Carried forward	97,058	91,088

This page does not form part of the statutory financial statements

**BRIGHTER HORIZONS**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES**  
**for the Year Ended 31 March 2023**

	2023 £	2022 £
<b>Management</b>		
Brought forward	97,058	91,088
Computer expenses	9,375	8,270
Staff welfare	1,131	258
Insurance	4,719	7,365
Cleaning	2,075	1,996
Staff training	12,787	2,640
Licences & subscriptions	1,388	-
Computer software	333	-
Plant and machinery	13	17
Motor vehicles	3,789	5,053
Computer equipment	798	1,064
	<hr/> 133,466	<hr/> 117,751
<b>Finance</b>		
Bank charges	250	15
HMRC interest	84	34
	<hr/> 334	<hr/> 49
<b>Other</b>		
Sundries	-	207
<b>Governance costs</b>		
Accountancy fees	3,800	3,960
Legal fees	21,583	6,954
Subscriptions	-	221
	<hr/> 25,383	<hr/> 11,135
Total resources expended	<hr/> 573,259	<hr/> 460,706
<b>Net income</b>	<hr/> <hr/> 40,849	<hr/> <hr/> 60,770