

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 2025
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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BRIGHTER HORIZONS

REFERENCE AND ADMINISTRATIVE DETAILS
for the Year Ended 31 March 2025

TRUSTEES	O Ajayi R Chakraborty H Ghalegolabi K Lee M Mizen B O'Keeffe
REGISTERED OFFICE	Downham Community Centre 2 Shroffold Road Downham Bromley BR1 5PE
REGISTERED COMPANY NUMBER	CE019370 (England and Wales)
REGISTERED CHARITY NUMBER	1186053
INDEPENDENT EXAMINER	H & E Johnson Chartered Accountants Sandall House 230 High Street Herne Bay Kent CT6 5AX
SOLICITORS	Bates Wells 10 Queen Street Place London EC4R 1BE
CHIEF EXECUTIVE OFFICER	Mr David King

BRIGHTER HORIZONS

REPORT FROM THE CHAIR for the Year Ended 31 March 2025

My fellow Trustees and I are pleased to present our annual and strategic report for the year April 2024 - March 2025.

The Trustees are pleased to report that the number of adults we are supporting each day has increased by 12% for the second consecutive year, to around 47 people. This represents the largest service we have ever provided and, as the year comes to an end, we have a waiting list of 12 people, whose suitability for our service we are currently assessing. We already know that our current provision will be full before we can support them all and we expect that moment to arrive within the next few months, providing our Board with a renewed drive to realise our long term plan of opening a second centre.

Once again, this year has seen the Charity sustain the highest turnover in its history as we deliver more care than ever before. Our staffing continues to grow with 27 people now on our team, including an HR Administrator who has added 33% capacity to our small team of 3 non delivery staff. We have worked hard to embed our new transport service and are delighted that this is so highly rated amongst the people we support, scoring 10/10 for satisfaction.

This year has been a story of slow and steady growth in order to ensure that our beneficiaries still receive the same level of service from us as when we opened 8 years ago with a handful of staff supporting 20 adults. One of the reasons we had planned for a break even position this year was because we have invested in more staff to ensure this and still, thanks to close monitoring and prudent financial management, the Trustees are pleased to report a small surplus which will go towards increasing our reserves in support of our long term aims.

Brighter Horizons enjoys close working relationships with local partners and the Trustees pay tribute to their work and express our thanks for their support. Local partnerships such as Lewisham Mencap, Lewisham College, Imago and St. Lukes Downham strengthen the work of the Charity, the opportunities available to its beneficiaries and the sector locally. Of particular success was this years' annual sports day. A joint project with the Ladywell Centre which runs services for people with profound and multiple learning disabilities.

This year is also the first full year operating Ignition Brewery, our trading subsidiary, and restructuring work here will lay the groundwork for the development of the business and the employment pathways it provides. We were delighted that it won in the Best Community Contribution category at the Lewisham Business Awards, a testament to the hard work of the team there and a legacy upon which we seek to build.

The single biggest factor affecting the quality of our service and the lives of the people we support are our staff and we remain enormously grateful to have such an exceptional team. The average retention rate in our sector is 72% with an average vacancy rate of 17%. We are proud that our retention rate is above 90% with an average vacancy rate of less than 5%.

We're even more proud of the adults who we have the privilege to serve every day. Whether it's speaking in public for the first time, learning how to self-regulate when feeling anxious, working closely with a key worker to monitor daily exercise and weight loss, learning how to travel independently, learning how to make a hot drink, improving mobility through repeated physiotherapy, or increasing self-worth by raising money for a good cause, all of our adults have their own story to tell.

Putting people first is at the heart of everything the Charity does. And so, on behalf of the Trustees, I extend my sincere thanks to all the Charity's staff for their hard work, support and flexibility throughout the year. At the time of writing in the months since the year under review, we were sad to learn of the untimely passing of John Downey, who has worked for us since 2021. The Trustees extend their heartfelt condolences to John's family and mourn his loss as part of our team. John was always at his best when at work and, in the words of his family, "the best version of the lovely and funny man he was".

The Trustees are also deeply grateful to the Trustees and staff of Downham Community Centre (Wesley Halls), the staff at Ignition Brewery, our corporate sponsor Clearance Capital and all the partners who help us to deliver such a varied and exciting programme of activities. Most importantly we thank the parents and carers of the adults we support for their enduring trust in us.

Kieran Lee

Chair of Trustees

BRIGHTER HORIZONS

REPORT OF THE TRUSTEES for the Year Ended 31 March 2025

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 2025. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

BRIGHTER HORIZONS

REPORT OF THE TRUSTEES for the Year Ended 31 March 2025

OBJECTIVES AND ACTIVITIES

Objectives and activities

The main objective of Brighter Horizons, 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 service for neurodivergent adults and people with learning disabilities and runs a social enterprise which offers employment & training.

The Charity:

- seeks to work in a co-productive manner at all levels from Board composition and staff with lived experience to engagement with parent-carers and service user decision making across all aspects of the service
- adopts a person-centred approach to help its beneficiaries develop healthy relationships, independence, confidence, and life skills
- delivers activities which are designed to improve physical and mental wellbeing and enable independence
- builds social inclusion and enables community integration through the daily provision of opportunities to access the local community
- 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
- runs a supported employment programme which trains and employs adults with learning disabilities
- provides transport services where its beneficiaries are unable to travel independently
- measures success through the tracking and recognition of personal development goals, tailored to each adult 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 service and to enhance its pathways into employment for neurodivergent adults and people with learning disabilities, to continue to provide high-quality services and to develop a robust fundraising strategy to underpin these plans. Its long term objective is to increase the level of provision offered across southeast London as outlined later in the report.

The current day service in Downham operates with 4 managers, 19 service delivery staff operating a 1:4.5 ratio (although this differs by activity, in order to meet the needs of service users) and 3 support staff. Additionally, the Charity has 4 relief staff who provide additional support and cover as required. 76% of the Charity's spending is directly on its services with the remaining 24% spent on support costs which include staffing, the Charity's infrastructure costs and governance. As a predominantly service led Charity, over 68% of expenditure is on staffing.

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. In total, with 42 different sessions on offer, there are over one million combinations which means each service user really does have a provision entirely tailored to their needs.

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 musculoskeletal 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 17 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 18 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. 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 are encouraged as a means of communication, therapy and to improve fine motor skills. The seven activities include various forms of dance, music making, drama, singing, arts and crafts and film making.

The Charity maintains and operates three 17-seat accessible minibuses which enable the cost effective and safe delivery of its community-based provision. The Charity also uses these to provide transport to and from its centre, for service users who are otherwise unable to travel.

BRIGHTER HORIZONS

REPORT OF THE TRUSTEES for the Year Ended 31 March 2025

Through its trading subsidiary - Ignition Brewery - the Charity also provides employment and training for neurodivergent adults and people with learning disabilities. The Charity works closely with local education providers to develop skills in customer service and hospitality and provides training grants to develop the employability of its team members.

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 2025

STRATEGIC REPORT

Achievement and performance

The Charity rolled out its first feedback and impact work this year and uses a mix of numerical and qualitative indicators for success. The Trustees consider that building on this impact measurement framework will be critical to future plans therefore increased investment in this is planned for future years.

The Charity supported a total of 71 people during the year, ending the year with 68 people regularly receiving care and support. The number of service users grew by 7% at year end, though the average number of hours of care provided per week increased by 13%. In total the Charity provided 60,467 individual hours of care and support, including 1,590 hours of 1-2-1 support and 437 hours of subsidised care, provided free of charge. Each hour provides an opportunity to live a life with opportunities, to learn skills, develop relationships and to experience belonging. As one family told us, "We're happy something like this exists for adults like Joey, who would otherwise not have the chance to access the community and socialise." For parents & carers, each hour provides them with an opportunity to work or maintain a household, care for other relatives or to take some respite from the 24-7 demands of being an unpaid carer. 100% of our beneficiaries said that they were happy with the service they received with 8 out of 10, rating it 10 out of 10.

The Charity's transport service provides life-changing transport for families who would otherwise be unable to access our services. In total we provided 14,514 individual journeys during the year, supporting 38 service users, purchasing a new minibus to expand our fleet to 3 vehicles to enable this. The service enables us to provide door to door wraparound care making our services more flexible and easier for people to use. Bringing this service in-house and expanding our team with new Drivers & Passenger Assistants has been one of the standout successes of the year with 94% of beneficiaries rating our transport service as 10 out of 10. We know that it's our staff that have the impact. "She loves Gina! She has a great relationship with the transport team" one family told us. That's the reason that Izzy now gets up earlier each morning and is less likely to exhibit challenging behaviour, making life more enjoyable for her and her whole family.

This year we have seen our allotment expand to accommodate larger demand and we're grateful to Clearance Capital for their sponsorship and time to build a new seating area which will enable our beneficiaries to stay there for longer periods of time. Our football team came second in their league but are gunning to regain their title next year. Our supplementary activities have been an enormous success this year with our Annual Showcase, Black History Month celebration and annual parent-carer BBQ attracting record numbers. In February, our social action project raised over £1,000 for First Steps parent and toddler group. The group (which receives no funding and which was chosen by our service users) benefited from new toys and activities as a direct result of our adults designing and participating in a sponsored walk. Being active and responsible citizens includes engaging with social action and in so doing, 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.

The activities that the Charity offers not only enable people to live an active and varied life but are themselves vehicles for developing communication skills, enhancing independence, achieving physical fitness, providing socialisation opportunities, building life skills and engaging in positive risk taking. Take Marlon for example. Marlon has high levels of separation anxiety which can lead to behaviour that challenges, as well as a learning disability. The introduction of social stories, written with him and tailored to his needs have helped to reduce this anxiety so that he is able to participate more fully in his daily activities. He now recognises when he is becoming more anxious and has the confidence to ask to read his social story. This coupled with his independence at updating a visual register of who is present and who is absent is a significant step forward in Marlon learning how to self-regulate.

97% of our beneficiaries report that they are happy with the range and type of activities that we offer telling us "I like going to Brighter Horizons. I meet my girlfriend there. I like the people who come there. I like the activities at Brighter Horizons. I'm happy when I'm at Brighter Horizons". Our most popular activities are bowling, cooking and arts & crafts. 92% of service users report that they feel listened to and what they want is taken into account.

Our approach to developing "Skills for Life" leads to significant outcomes for people like Dominica and Janet. Dominica has always found social interaction hard and has found integrating into friendship groups challenging, instead hyper-focusing on 1 or 2 intense friendships. Now, for the first time, she sits, without support or prompting, with a wider friendship group at breaktime, not just on her own and this is transforming her mental wellbeing. Janet is in her 50's and has Down's Syndrome. She can now safely make a hot drink for herself and will proudly ask other people if they want one too. These might seem like small achievements to most people but to our beneficiaries and their families, they can be life changing.

BRIGHTER HORIZONS

REPORT OF THE TRUSTEES for the Year Ended 31 March 2025

The Trustees are pleased to report a 95% retention rate within the day service (an increase of 5% compared to the previous year and 9% over the past two years), due to improvements in our needs assessment and the quality of the service on offer. The average attendance rate for the year was consistent with the previous two years at 81%, again showing consistently high satisfaction. There are no national benchmarks for day service provision, and the Trustees are committed to introducing quality marks through their work with ARC England and Learning Disability England.

In its employability work, the Charity provided grants of £32,800 to support 1,665 hours of supported employment, increasing the team to 7 employees. Ignition offers two pathways in brewing or bar work and the team are supported by dedicated supervisors to ensure their training, learning and safety. Take Rowan, for example, who has autism and finds interaction with people difficult. He is now able to initiate eye contact over the bar and, entirely without prompting, will clear tables and collect glasses within a busy taproom environment. These steps, seemingly small for most people are significant milestones which widen his prospects for long term employment, build his social skills and develop his confidence. The Trustees are seeking to invest further in this work by refining these pathways and aligning them with local employers. This work is in line with the London Borough of Lewisham's Learning Disabilities Implementation Plan, highlighting the alignment between the Charity's objectives and local need.

A key success this year has been to build a resilient in-house transport service which will underpin sustainable growth and the advancement of the Trustees other strategic aims. While this fulfils their first long term objective, they note that their short term objective of developing a long term fundraising strategy has not yet been met due to the operational pressures in growth and new service delivery.

BRIGHTER HORIZONS

REPORT OF THE TRUSTEES for the Year Ended 31 March 2025

STRATEGIC REPORT

Financial review

The Charity's income for the year was £944,598 (2024: £787,736), against expenditure of £919,908 (2024: 717,555), leading to a surplus of £24,690. This reflects a 20% increase in income against a 28% increase in expenditure compared to the last financial period. The Charity has made a surplus for the fourth consecutive year, maintaining its strongest financial position since its inception in 2016.

The Trustees maintain a financial reserves policy of 3 - 4 months of operating costs with additional savings made to enable the delivery of their long term plans. The policy is reviewed annually each September and with a minimum level of £300,000 and a maximum level of £395,000, the balance carried forward reflects that this has been achieved. The Charity's unrestricted reserves at the end of the financial period were £337,827, of which £32,333 can only be realised through the disposal of tangible fixed assets. The Charity also holds £4,884 of restricted income. Consequently, the Trustees consider the Charity a going concern.

The Trustees consider continued investment in the Charity's unrestricted reserves to be the immediate financial priority in order to ensure that sufficient operating costs can be retained as the Charity continues to grow and their long term strategic aims are met. Specifically, the taking out of a new long term lease within the next 12 - 24 months to enable the Charity to relocate.

The Trustees note that the small surplus generated in this period is lower than in the preceding period. This is due to two things. Planned investment, increasing staffing levels which will enable growth over the next period. Secondly, the high costs associated with the delivery of the transport service recently acquired from the London Borough of Lewisham, with the planned changes to move away from external contractors and bring this service in-house being realised in January 2025. The financial impact of this is deferred to the next period.

Income is mainly generated through daily charges for all of 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 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, assesses 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 Charity are as follows:

1. The socio-economic landscape affecting social care and the budgetary pressures facing the Charity's primary funder which could lead to a reduction in funding. The Trustees consider the introduction of other new services and the development of a fundraising strategy in order to diversify income to be a priority.
2. The capacity 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 Trustees are mindful that expanding the Charity's impact through the continuing acceptance of referrals reduces the impact of financial loss, but this potential remains limited as the current building reaches capacity. The Trustees long term aims mitigate this risk both in terms of relocation, the opening of a second centre and developing weekend services which will increase both impact and access to funding by up to 40%.

BRIGHTER HORIZONS

REPORT OF THE TRUSTEES for the Year Ended 31 March 2025

STRATEGIC REPORT

3. The ending of the lease of premises from the London Borough of Lewisham of Downham Community Centre (Wesley Halls) planned for 2028, or unforeseen loss of access to the building in the interim. The Trustees have contingency plans in place for unforeseen loss of access and aspire to relocate the Charity's services for the betterment of its staff and beneficiaries as part of their long term aims.

4. The potential for a significant data breach due to the paper based care planning systems currently employed. In the short term, the Trustees have sought specialist advice and are in the pro-process of outsourcing IT support in order to improve cyber security while digital transition planning continues.

The Trustees continue to closely monitor the performance of the Charity's existing activities for further key risks and regularly review policies, procedures and strategies to ensure they are relevant, up to date and robust.

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

Plans for future periods

The Charity's long term objective is to increase the services it offers across southeast London for neurodivergent adults and people with learning disabilities. The Trustees consider that the Charity's specialism lies in community engagement and active participation and will use this as the basis for their 5-year strategic aims. Co-production lies at the heart of the Charity, being founded by families with lived experience, and the Trustees are committed to this approach in delivering its aims, recognising that such an approach will need a dedicated investment in time and other resources. The Charity's future plans include:

1. Relocate its current day service provision to both secure the long term future of the Charity's flagship centre and to better integrate it within the wider community, in keeping with the Charity's mission.
2. Expand its current weekday provision to provide co-productive services at weekends and evenings, in order to better meet the needs and aspirations of adults with learning disabilities in Lewisham and the wider area.
3. Open an additional centre within southeast London with the aim of growing the Charity's beneficiaries by 60% and diversifying income to provide greater financial security.
4. Develop a variety of employment pathways for adults with learning disabilities to receive training and be supported into sustainable move-on employment.

The Trustees recognise that continued work on the Charity's infrastructure is required to achieve these strategic aims and as such will continue to invest in expanding its staff team and upgrading its internal systems.

The Trustees expect that the Charity's turnover will exceed £1m in the next financial period and as such, aim to develop their 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.

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 six Trustees (members) who can serve no more than three terms and who 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 received 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.

BRIGHTER HORIZONS

REPORT OF THE TRUSTEES for the Year Ended 31 March 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

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 a leadership team of 6 managers and meets regularly with the Chair of Trustees.

The management of the Charity's trading subsidiary, Ignition Brewery, is delegated to 4 Directors, with the appointment of new Directors being the responsibility of the Trustees. The current Directors are the Chair of Trustees, Chief Executive Officer and an independent industry expert, with the fourth directorship currently vacant. The Trustees delegate the strategic planning and day to day management of the subsidiary to the Directors who are responsible for staff performance and management, compliance, financial performance and logistical and operational management. The Trustees retain responsibility for governance and risk management.

The Directors of the trading subsidiary receive no payment or other benefits in the performance of their role.

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 wholly owns and operates Ignition Brewery (Company No: 09736769) as a trading subsidiary operating out of 44a Sydenham Road, Sydenham, SE26 5QF. The trading subsidiary enjoys close support from staff at the Charity in order to support its wider mission of offering employment to adults with learning disabilities.

The Charity keeps and maintains a Trustees Register of Interests.

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.

BRIGHTER HORIZONS

REPORT OF THE TRUSTEES
for the Year Ended 31 March 2025

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on*29th January 2026*..... 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 2025.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

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



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: 29/1/2026

BRIGHTER HORIZONS

STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 March 2025

	Notes	Unrestricted fund £	Restricted fund £	2025 Total funds £	2024 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	938,424	-	938,424	784,021
Other trading activities	3	3,895	-	3,895	1,798
Investment income	4	2,279	-	2,279	1,917
Total		<u>944,598</u>	<u>-</u>	<u>944,598</u>	<u>787,736</u>
EXPENDITURE ON					
Raising funds	5	150	-	150	602
Charitable activities	6				
Care		919,348	-	919,348	716,953
Other		410	-	410	-
Total		<u>919,908</u>	<u>-</u>	<u>919,908</u>	<u>717,555</u>
NET INCOME					
Transfers between funds	19	24,690 (964)	- 964	24,690 -	70,181 -
Net movement in funds		23,726	964	24,690	70,181
RECONCILIATION OF FUNDS					
Total funds brought forward		314,101	3,920	318,021	247,840
TOTAL FUNDS CARRIED FORWARD		<u><u>337,827</u></u>	<u><u>4,884</u></u>	<u><u>342,711</u></u>	<u><u>318,021</u></u>

The notes form part of these financial statements

BRIGHTER HORIZONS

BALANCE SHEET 31 March 2025

	Notes	Unrestricted fund £	Restricted fund £	2025 Total funds £	2024 Total funds £
FIXED ASSETS					
Intangible assets	13	1	-	1	334
Tangible assets	14	32,333	-	32,333	12,112
		<u>32,334</u>	<u>-</u>	<u>32,334</u>	<u>12,446</u>
CURRENT ASSETS					
Debtors	15	138,866	-	138,866	133,304
Cash at bank and in hand		212,434	4,884	217,318	216,085
		<u>351,300</u>	<u>4,884</u>	<u>356,184</u>	<u>349,389</u>
CREDITORS					
Amounts falling due within one year	16	(41,425)	-	(41,425)	(43,814)
		<u>309,875</u>	<u>4,884</u>	<u>314,759</u>	<u>305,575</u>
NET CURRENT ASSETS					
		<u>309,875</u>	<u>4,884</u>	<u>314,759</u>	<u>305,575</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>342,209</u>	<u>4,884</u>	<u>347,093</u>	<u>318,021</u>
CREDITORS					
Amounts falling due after more than one year	17	(4,382)	-	(4,382)	-
		<u>337,827</u>	<u>4,884</u>	<u>342,711</u>	<u>318,021</u>
NET ASSETS		<u>337,827</u>	<u>4,884</u>	<u>342,711</u>	<u>318,021</u>
FUNDS	19				
Unrestricted funds				337,827	314,101
Restricted funds				4,884	3,920
TOTAL FUNDS				<u>342,711</u>	<u>318,021</u>

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

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

The trustees acknowledge their responsibilities for

- (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.

The notes form part of these financial statements

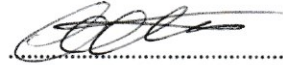
BRIGHTER HORIZONS

BALANCE SHEET - continued

31 March 2025

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 29th January 2026 and were signed on its behalf by:



K Lee - Trustee

BRIGHTER HORIZONS

CASH FLOW STATEMENT
for the Year Ended 31 March 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	1	18,487	26,067
Interest element of hire purchase payments paid		(410)	-
Net cash provided by operating activities		<u>18,077</u>	<u>26,067</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(30,999)	(2,351)
Interest received		<u>2,279</u>	<u>1,917</u>
Net cash used in investing activities		<u>(28,720)</u>	<u>(434)</u>
Cash flows from financing activities			
Capital repayments in year		<u>11,876</u>	<u>-</u>
Net cash provided by financing activities		<u>11,876</u>	<u>-</u>
Change in cash and cash equivalents in the reporting period		<u>1,233</u>	<u>25,633</u>
Cash and cash equivalents at the beginning of the reporting period		<u>216,085</u>	<u>190,452</u>
Cash and cash equivalents at the end of the reporting period		<u><u>217,318</u></u>	<u><u>216,085</u></u>

The notes form part of these financial statements

BRIGHTER HORIZONS

NOTES TO THE CASH FLOW STATEMENT for the Year Ended 31 March 2025

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

	2025	2024
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	24,690	70,181
Adjustments for:		
Depreciation charges	11,111	4,371
Interest received	(2,279)	(1,917)
Interest element of hire purchase and finance lease rental payments	410	-
Increase in debtors	(5,562)	(56,528)
(Decrease)/increase in creditors	(9,883)	9,960
Net cash provided by operations	<u>18,487</u>	<u>26,067</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.24	Cash flow	At 31.3.25
	£	£	£
Net cash			
Cash at bank and in hand	216,085	1,233	217,318
	<u>216,085</u>	<u>1,233</u>	<u>217,318</u>
Debt			
Finance leases	-	(11,876)	(11,876)
	<u>-</u>	<u>(11,876)</u>	<u>(11,876)</u>
Total	<u>216,085</u>	<u>(10,643)</u>	<u>205,442</u>

The notes form part of these financial statements

BRIGHTER HORIZONS

NOTES TO THE FINANCIAL STATEMENTS for the Year Ended 31 March 2025

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

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

Preparation of consolidated financial statements

The financial statements contain information about Brighter Horizons as an individual company and do not contain consolidated financial information as the parent of a group. The charity is exempt under Section 399(2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

Income

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

Expenditure

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

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

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter.

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

Assets obtained under hire purchase contracts or finance leases are capitalised in the Balance Sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is shorter.

The interest element of these obligations is charged to the Statement of Financial Activities over the relevant period. The capital element of the future payments is treated as a liability.

BRIGHTER HORIZONS

NOTES TO THE FINANCIAL STATEMENTS - continued
for the Year Ended 31 March 2025

1. ACCOUNTING POLICIES - continued

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.

2. DONATIONS AND LEGACIES

	2025	2024
	£	£
Grants	3,000	4,500
Other voluntary income	495	-
Local authority funding	891,242	738,641
Service user funding	43,687	40,880
	<u>938,424</u>	<u>784,021</u>

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

	2025	2024
	£	£
Other grants	<u>3,000</u>	<u>4,500</u>

3. OTHER TRADING ACTIVITIES

	2025	2024
	£	£
Fundraising events	<u>3,895</u>	<u>1,798</u>

4. INVESTMENT INCOME

	2025	2024
	£	£
Deposit account interest	<u>2,279</u>	<u>1,917</u>

BRIGHTER HORIZONS

NOTES TO THE FINANCIAL STATEMENTS - continued for the Year Ended 31 March 2025

5. RAISING FUNDS

Raising donations and legacies

	2025	2024
	£	£
Fundraising expenses	150	602
	<u> </u>	<u> </u>

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Grant funding of activities (see note 7) £	Support costs (see note 8) £	Totals £
Care	667,149	32,800	219,399	919,348
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

7. GRANTS PAYABLE

	2025	2024
	£	£
Care	32,800	-
	<u> </u>	<u> </u>

8. SUPPORT COSTS

	Management £	Finance £	Governance costs £	Totals £
Care	199,772	291	19,336	219,399
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

9. NET INCOME/(EXPENDITURE)

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

	2025	2024
	£	£
Depreciation - owned assets	3,281	4,038
Depreciation - assets on hire purchase contracts and finance leases	7,497	-
Other operating leases	31,733	28,650
Computer software amortisation	333	333
	<u> </u>	<u> </u>

10. TRUSTEES' REMUNERATION AND BENEFITS

During the year under review, the charity paid Mr. B O'Keeffe, one of the trustees, £632 for the provision of coaching services (2024-Nil).

Trustees' expenses

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

BRIGHTER HORIZONS

NOTES TO THE FINANCIAL STATEMENTS - continued for the Year Ended 31 March 2025

11. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	552,311	431,031
Social security costs	29,735	25,735
Other pension costs	16,503	10,859
	<u>598,549</u>	<u>467,625</u>

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

	2025	2024
Day service staff	18	15
Executive	3	3
Bank support staff	5	4
Transport	1	-
	<u>27</u>	<u>22</u>

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

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	784,021	-	784,021
Other trading activities	1,798	-	1,798
Investment income	1,917	-	1,917
	<u>787,736</u>	<u>-</u>	<u>787,736</u>
TOTAL			
EXPENDITURE ON			
Raising funds	602	-	602
Charitable activities			
Care	716,953	-	716,953
	<u>717,555</u>	<u>-</u>	<u>717,555</u>
TOTAL			
NET INCOME	70,181	-	70,181
Transfers between funds	136	(136)	-
	<u>70,317</u>	<u>(136)</u>	<u>70,181</u>
Net movement in funds			
RECONCILIATION OF FUNDS			
Total funds brought forward	243,784	4,056	247,840
	<u>314,101</u>	<u>3,920</u>	<u>318,021</u>
TOTAL FUNDS CARRIED FORWARD			

BRIGHTER HORIZONS

NOTES TO THE FINANCIAL STATEMENTS - continued for the Year Ended 31 March 2025

13. INTANGIBLE FIXED ASSETS

	Computer software £
COST	
At 1 April 2024 and 31 March 2025	1,000
AMORTISATION	
At 1 April 2024	666
Charge for year	333
At 31 March 2025	999
NET BOOK VALUE	
At 31 March 2025	1
At 31 March 2024	334

14. TANGIBLE FIXED ASSETS

	Plant and machinery £	Motor vehicles £	Computer equipment £	Totals £
COST				
At 1 April 2024	284	63,874	13,113	77,271
Additions	-	29,989	1,010	30,999
At 31 March 2025	284	93,863	14,123	108,270
DEPRECIATION				
At 1 April 2024	257	55,347	9,555	65,159
Charge for year	7	9,629	1,142	10,778
At 31 March 2025	264	64,976	10,697	75,937
NET BOOK VALUE				
At 31 March 2025	20	28,887	3,426	32,333
At 31 March 2024	27	8,527	3,558	12,112

Fixed assets, included in the above, which are held under hire purchase contracts are as follows:

	Motor vehicles £
COST	
Additions	29,989
DEPRECIATION	
Charge for year	7,497
NET BOOK VALUE	
At 31 March 2025	22,492
At 31 March 2024	-

BRIGHTER HORIZONS

NOTES TO THE FINANCIAL STATEMENTS - continued
for the Year Ended 31 March 2025

15.	DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2025	2024
		£	£
	Local authority funders	113,566	116,164
	Amt owed by group undertaking	1,000	1,000
	Staff advances	1,885	2,601
	Prepayments and accrued income	21,975	13,175
	Prepayments	440	364
		<u>138,866</u>	<u>133,304</u>
16.	CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2025	2024
		£	£
	Hire purchase (see note 18)	7,494	-
	Trade creditors	9,958	28,323
	Social security and other taxes	9,497	7,019
	Other creditors	3,086	436
	Pension creditor	2,606	1,876
	Net wages	(217)	(100)
	Accrued expenses	9,001	6,260
		<u>41,425</u>	<u>43,814</u>
17.	CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	2025	2024
		£	£
	Hire purchase (see note 18)	<u>4,382</u>	<u>-</u>
18.	LEASING AGREEMENTS		
	Minimum lease payments under hire purchase fall due as follows:		
		2025	2024
		£	£
	Gross obligations repayable:		
	Within one year	8,479	-
	Between one and five years	4,956	-
		<u>13,435</u>	<u>-</u>
	Finance charges repayable:		
	Within one year	985	-
	Between one and five years	574	-
		<u>1,559</u>	<u>-</u>
	Net obligations repayable:		
	Within one year	7,494	-
	Between one and five years	4,382	-
		<u>11,876</u>	<u>-</u>

BRIGHTER HORIZONS

NOTES TO THE FINANCIAL STATEMENTS - continued for the Year Ended 31 March 2025

19. MOVEMENT IN FUNDS

	At 1.4.24 £	Net movement in funds £	Transfers between funds £	At 31.3.25 £
Unrestricted funds				
General fund	314,101	24,690	(964)	337,827
Restricted funds				
Service user fund	3,920	-	964	4,884
TOTAL FUNDS	318,021	24,690	-	342,711

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	944,598	(919,908)	24,690
TOTAL FUNDS	944,598	(919,908)	24,690

Comparatives for movement in funds

	At 1.4.23 £	Net movement in funds £	Transfers between funds £	At 31.3.24 £
Unrestricted funds				
General fund	243,784	70,181	136	314,101
Restricted funds				
Service user fund	4,056	-	(136)	3,920
TOTAL FUNDS	247,840	70,181	-	318,021

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	787,736	(717,555)	70,181
TOTAL FUNDS	787,736	(717,555)	70,181

BRIGHTER HORIZONS

NOTES TO THE FINANCIAL STATEMENTS - continued for the Year Ended 31 March 2025

19. MOVEMENT IN FUNDS - continued

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

	At 1.4.23 £	Net movement in funds £	Transfers between funds £	At 31.3.25 £
Unrestricted funds				
General fund	243,784	94,871	(828)	337,827
Restricted funds				
Service user fund	4,056	-	828	4,884
TOTAL FUNDS	<u>247,840</u>	<u>94,871</u>	<u>-</u>	<u>342,711</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 £
Unrestricted funds			
General fund	1,732,334	(1,637,463)	94,871
TOTAL FUNDS	<u>1,732,334</u>	<u>(1,637,463)</u>	<u>94,871</u>

20. RELATED PARTY DISCLOSURES

On 31 August 2023, the charity assumed the assets and liabilities of Ignition Brewery Limited no. 09736769 (England and Wales), a company limited by guarantee. At 31 March, 2025 the Net assets of the company amounted to £22,743 and the loss for the year was £22,374. The charity has advanced £1,000 to Ignition Brewery.

BRIGHTER HORIZONS

DETAILED STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2025

	2025 £	2024 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Grants	3,000	4,500
Other voluntary income	495	-
Local authority funding	891,242	738,641
Service user funding	43,687	40,880
	<hr/>	<hr/>
	938,424	784,021
Other trading activities		
Fundraising events	3,895	1,798
Investment income		
Deposit account interest	2,279	1,917
	<hr/>	<hr/>
Total incoming resources	944,598	787,736
 EXPENDITURE		
Raising donations and legacies		
Fundraising expenses	150	602
Charitable activities		
Wages	437,582	350,031
Social security	17,635	17,067
Pensions	11,939	8,134
Other operating leases	31,733	28,650
Health insurance	2,896	2,166
Travel & subsistence	2,284	1,387
Transport	90,218	85,255
Activities	58,199	48,652
Personal care	713	446
Motor expenses	14,907	12,004
Staff uniforms	(1,331)	4,900
Bursary support	374	-
Grants to institutions	32,800	-
	<hr/>	<hr/>
	699,949	558,692
Other		
Hire purchase interest	410	-
Support costs		
Management		
Wages	114,729	81,000
Social security	12,100	8,668
Pensions	4,564	2,725
Telephone	1,125	994
Carried forward	132,518	93,387

This page does not form part of the statutory financial statements

BRIGHTER HORIZONS

DETAILED STATEMENT OF FINANCIAL ACTIVITIES for the Year Ended 31 March 2025

	2025 £	2024 £
Management		
Brought forward	132,518	93,387
Postage and stationery	3,608	1,501
Advertising	1,633	3,199
Sundries	542	619
Office expenses	4,479	766
Computer expenses	9,166	8,982
Staff welfare	386	828
Insurance	7,117	5,183
Cleaning	2,251	3,964
Staff training	24,105	7,159
Licences & subscriptions	2,856	1,279
Bursaries	-	401
Computer software	333	333
Plant and machinery	7	10
Motor vehicles	9,629	2,842
Computer equipment	1,142	1,186
	<hr/> 199,772	<hr/> 131,639
Finance		
Bank charges	291	304
HMRC interest	-	235
	<hr/> 291	<hr/> 539
Governance costs		
Accountancy fees	3,960	4,320
Legal & professional fees	15,376	21,763
	<hr/> 19,336	<hr/> 26,083
Total resources expended	<hr/> 919,908	<hr/> 717,555
Net income	<hr/> <hr/> 24,690	<hr/> <hr/> 70,181

This page does not form part of the statutory financial statements