BALANCE (SUPPORT) CIO

England & Wales · Charity number 1190859

Details

Other names	BALANCE (SUPPORT) CIC
Status	Registered
Legal form	CIO
Registered	2020-08-14
Register	View on the Charity Commission register

Contact

Address	Guildhall 2 High Street Kingston Upon Thames Surrey KT1 1EU
Phone	02037402315
Email	info@balancesupport.org.uk
Website	https://www.balancesupport.org.uk/

Activities

Objects: THE RELIEF OF THOSE IN NEED BY REASON OF YOUTH, AGE, ILL-HEALTH, DISABILITY, FINANCIAL HARDSHIP OR OTHER DISADVANTAGE FOR THE PUBLIC BENEFIT BY PROVIDING SUPPORT AND GUIDANCE TO DISADVANTAGED PERSONS AND THEIR FAMILIES, IN PARTICULAR, BUT NOT LIMITED TO PERSONS WITH LEARNING DISABILITIES/AUTISM AND THOSE WITH MENTAL HEALTH CONDITIONS, BY THE PROVISION OF ACCOMMODATION , SUPPORT SERVICES,EMPLOYMENT SUPPORT, DAY CARE AND ANY AND ALL SUCH OTHER FACILITIES AS MAY BE REQUIRED TO ENABLE AND SUPPORT THEM TO EXPERIENCE FULFILLING LIVES AND WHICH MAXIMISE THEIR INVOLVEMENT IN THE COMMUNITY AND IMPROVE THEIR QUALITY IF LIFE.TO PROMOTE SOCIAL INCLUSION FOR THE PUBLIC BENEFIT BY PREVENTING PEOPLE FROM BECOMING SOCIALLY EXCLUDED, RELIEVING THE NEEDS OF THOSE PEOPLE WHO ARE SOCIALLY EXCLUDED AND ASSISTING THEM TO INTEGRATE INTO SOCIETY.FOR THE PURPOSE OF THIS CLAUSE 'SOCIALLY EXCLUDED' MEANS BEING EXCLUDED FROM SOCIETY OR PARTS OF SOCIETY FOR AS A RESULT OF BEING A MEMBER OF A SOCIALLY AND/OR ECONOMICALLY DEPRIVED COMMUNITY BUT WITH PARTICULAR REFERENCE TO PERSONS HAVING A LEARNING DISABILITY/AUTISM AND THOSE WITH A MENTAL HEALTH CONDITION

Downloaded from opencharities.uk/ew/1190859

Activities: The provision of support services to persons with learning difficulties and to other disadvantaged individuals and groups

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Disability, Economic/community Development/employment
- **Who:** People With Disabilities

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£4,081,718	£3,888,330	£618,721	86
2024-03-31	£2,362,473	£2,360,402	£425,333	60
2023-03-31	£2,467,318	£2,380,109	£423,262	62
2022-03-31	£2,926,597	£2,882,686	£336,053	83
2021-03-31	£1,855,756	£1,717,616	£292,142	86

Trustees

Name	Role	Appointed
dr Marcin Remarczyk	Chair	2023-11-09
Dr Anjali Subburaj		2023-05-09
Julie Harrison		2025-10-16
Klaus paesler		2025-10-16
Neil Terence Mauger		2020-08-14
Paul David Henson		2020-08-14
Sarath WEERASINGHE		2023-05-09
lila powell		2025-10-16

Downloaded from opencharities.uk/ew/1190859

BALANCE (SUPPORT) CIO

England & Wales - Charity number 1190859

Accounts

Charity registration number: 1190859

Balance (Support) CIO

Annual Report and Financial Statements
For the Year Ended 31st March 2025

Balance (Support) CIO

Contents

	Page
Charity Reference and Administrative Details	3
Chair's Statement	4
Trustees' Report	5
Independent Auditor's Report	18
Statement of Financial Activities	21
Balance Sheet	22
Statement of Cash Flows	23
Notes to the Financial Statements	24

Charity Information

Charity registration number	1190859
Trustees	M Remarczyk (Chair) I Davison P Henson S Kuchar N Mauger A Subburaj S Weerasinghe
Chief Executive Officer	G Stevenson
Registered office	Guildhall 2 High Street Kingston upon Thames KT1 1EU
Auditor	UHY Ross Brooke Chartered Accountants Windrush Court, Abingdon Business Park Suite I, Blacklands Way Abingdon OX14 1SY
Bankers	The Cooperative Bank 1 St. Peters Square, Stockport, Chesire, SK1 1NX

Balance (Support) CIO

Chair's Statement

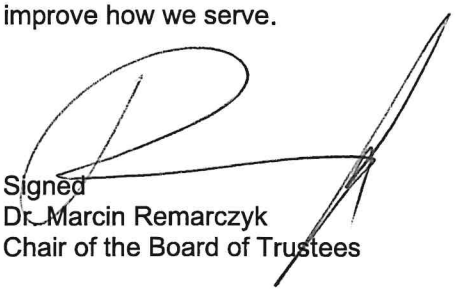
For the year ended 31st March 2025

This last year has been very critical for Balance. Like all charities, we have seen the impact of economic turbulence, the cost-of-living crises and other factors paired with a hunt for labour and talent in the sector. Charities are now relying on donations from only 50% of the population people, down from 58% in 2019 — equivalent to approximately four million fewer donors. In the last year, charity sector spending grew by almost 10%, but income only grew by less than 7%. This left many charities with little headroom and almost half of all charities spent more than they received. With fewer people giving, charities are focusing more on retaining existing donors, especially major donors, rather than costly acquisition campaigns. One of the issues we face specifically is stagnant funding from the Royal Borough of Kingston (RBK) whilst our cost base steadily increases. Impacted by cuts, too, RBK's ability to respond to our basic needs to continue a viable service to users is limited.

Despite all these sector challenges as well as specific challenges faced by Balance, I remain confident as there are plenty of opportunities, too. Balance's transformative capabilities which were proven during the takeover and integration of the Wandsworth service – substantially improving underperforming services and transforming these across Greater London – support our strategy to diversify our reach and thus reduce reliance on very few boroughs. The charity is building relationships with new boroughs, too. Engaging with for instance Ealing and Merton and exploring opportunities to partner drives the diversification agenda. Although the charity leverages technology today, as innovation drives technological advances, there is continued scope for Balance to digitise its operations to generate operational efficiencies. Lastly, we will begin to make a better use of The Stud, our nursery in Home Park. The investment in a new kitchen and equipment will not only benefit users and staff but will also enable The Stud's use as an outward facing tool. Public can be invited to walk-ins, or events – such as the one planned during the summer 2025. This will increase our outreach, public awareness and brand recognition with the potential to attract more users and volunteers.

As we transitioned into a new set of services and completed the integration of the Wandsworth service – about doubling the size of our operation, we go through a phase of stabilisation – operationally but also financially. The past year saw growth in revenue and reserves as we penetrated additional markets, a moderate surplus. Balance's overall financial situation is positive.

I would like to thank our highly dedicated team as well as volunteers. The passion for the wellbeing of our users ensures that we consistently deliver the best services we can. The trustees and I are well aware of the immensely positive impact of the CEO, Guy Stevenson, on the charity's growth. We acknowledge also the contribution of Emma Whitehead and Onyekwere Ogueri as well as the wider management team. Their commitment and hard work are an essential factor in the success. I am very grateful to the trustees for their contribution during these past 12 months. They dedicated their time, brought in their skills and domain expertise to support the board and the charity's management. Finally, I would like to thank Balance's users and families for their trust, cooperation and continuous feedback that enables us to further improve how we serve.



Signed
Dr Marcin Remarczyk
Chair of the Board of Trustees

Date 16th October 2025

Balance (Support) CIO

Trustees' Report

For the year ended 31st March 2025

The trustees present their report and the audited financial statements of the charity for the year ended 31st March 2025. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

Structure, governance and management

Constitution

The Charity is registered with the Charity Commission as a Charitable Incorporated Organisation and its governing document is its constitution. The charity was formerly operating as a CIC and the process of converting to a charity was completed on 14 August 2020, when it was registered with the Charity Commission.

Trustees of the charity

The trustees who have served during the year and since the year end were as follows:

Marcin Remarczyk
Paul Henson
Stefan Kuchar
Neil Mauger
Laura di Bonaventura (until 20th May 2025)
Ian Davidson
Anjali Subburaj
Sarath Weerasinghe

Method of appointment or election of trustees

There have been no changes to the board in 2024/25. Though in for the new financial year the charity will launch a campaign to upgrade a number of skills on the board. Principally finance, communications and HR.

Policies and procedures adopted for the induction and training of trustees

All new Trustees are sent an induction pack, which gives appropriate information about the charity and the Trustee Role. They are also expected to read the guidance for Trustees available from the Charity Commission and to speak to an appropriate member of staff if they require further information or clarification. The charity through its partnerships with Leading Governance, NCVO and ACEVO ensure regular compliance and development training for its trustees.

Organisational structure, Related parties and other charities and organisations

The Board of Trustees meets quarterly to decide on matters that are the proper business of the Board, including setting the Strategy for the charity. From time to time a small group of Trustees may be asked to form a working party to consider a particular aspect of management or governance and report back into the full board with recommendations. Day to day management of the charity is delegated to the Chief Executive and Senior Management Team who are responsible for the delivery of the strategy and who also advise and provide information for the Board. The major risks to the organisation are reviewed regularly under the jurisdiction of the Risk Oversight Committee, evaluated and updated as necessary, and overseen by the board of trustees as part of its governance obligations.

The Charity's Values

The charity as part of its broader review of strategic priorities reaffirmed its commitment to its six core values and see these as central to its business development priorities up to 2025. These values shape both its commitments to those the charity supports, employs and/or contribute their time and knowledge to its work. They are summarised as follows:

Partnership	Working effectively with other services
Professionalism	Providing a reliable and high-quality service
Staff Recognition	Valuing each other in our daily work
Independence	Helping people to live the lives they want
Sustainability	Protecting the future of our work
Empowerment	Helping people to have a voice

Aims and activities

Purpose and aims

The charity's purpose is summarised as the following:

- The relief of those in need by reason of youth, age, ill-health, disability, financial hardship or other disadvantage for the public benefit by providing support and guidance to disadvantaged persons and their families, in particular, but not limited to persons with learning disabilities/autism and those with mental health conditions, by the provision of accommodation, support services, employment support, day care and any and all such other facilities as may be required to enable and support them to experience fulfilling lives and which maximize their involvement in the community and improve their quality of life.

- To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society.

Aims, strategies and activities

Our primary strategic Aims	
Aim 1	That we build services that are financially sustainable and resilient to changes in local markets.
Aim 2	That our interventions are quality assured and deliver consistency across our operations and development practice.
Aim 3	That the skills, abilities and knowledge of those who work for us or use our services are central to how we design the work around them.
Aim 4	That our operations are scalable, targeted and appropriate to our core business

The key areas of service delivery

There has been some change in the charity's key areas of operations since 2022/23, but these continue to align with its charitable purpose and operational values.

Service Area	Service component	Description of Service
Community Support Services	Supported Living Outreach	The Outreach service supports those with learning disabilities, mental health illness or autism living within the boroughs of Kingston, Richmond and Wandsworth to live independently in their community
	Supported Living Houses	The Supported Living Houses Service supports adults with mild to moderate learning disabilities, or autism living independently with others in shared accommodation
Employment Support Services	Supported Employment	A supported employment service for people who have a learning, physical or sensory disability and who live in the boroughs of Kensington & Chelsea and Westminster
Day Opportunities Services	Wandsworth Day Opportunities Service	The day opportunities service is delivered from two sites in the borough, providing multi-disciplinary support to people with profound and multiple learning disabilities.
Horticultural Services	The Stud	The community garden offers a welcoming and supportive environment for people to learn and develop skills. The site has raised beds, polytunnels, greenhouses and a walk-in chicken coop
Volunteering	All operational departments	The charity offers a range of volunteering opportunities from leading the charity as a trustee to helping cultivate its horticultural space at the Stud Nursery.

Public benefit statement

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives, and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

The primary public benefits relate to the development of services that support the independence of vulnerable people with learning disabilities and/or enduring mental health needs. The charity is responsible for the development and delivery of a range of community-based services in Southwest and West London.

Fundraising Standards Information

Fundraising activity has been limited, with the major part of revenue generated through contractual sources and some monies from privately contracted services, grants and gift in kind investment from corporate and community partners.

Despite this, the Charity remains mindful of its obligations under the fundraising code of practice, with an undertaking to ensure the following:

- That GDPR obligations have been applied at all times, and that the Charity at no time has made unsolicited approaches unless express permission has been granted.
- That the Charity is registered with the Fundraising Regulator and has adopted the core fundraising principles set out by them in its Fundraising Code of Practice.
- It has not used the services of an external agency to support its fundraising activities, but were it to do so, would require adherence to the same national standards and/or registration with a recognized scheme.
- Monitoring fundraising activity during the year has not identified any practices that could be deemed as failing to meet those same national standards.
- There were no complaints in relation to the charity's fundraising activities during the year.

Achievements and performance

General Introduction

The overall picture for the charity has been one of progress during 2024/25. Revenues have continued to increase, new client referrals have improved, corporate KPI's have been substantially delivered ahead of deadline, and the charity has generated revenue surpluses for the fourth year in row.

The charity has actively worked on its quality standards through a programme of evaluation, training and development. Realigning its recruitment and retention approach to its charitable values, increasing its leadership and co-production methodology via a broader involvement of those using its services and reviewed its policy environment to reflect its changing operational prospectus.

The year has not been without its challenges. Growth has placed demands on capacity. Aligning the competencies and skills of staff transferred to the charity at the end of 2024 in the Wandsworth services for example, has demanded considerably more time and focus than initially planned. Staff retention, particularly for staff transferred as part of its TUPE arrangements in 2024 has proved more fluid than anticipated. And the pressure to renegotiate and update some of strategic contracts to align with cost pressures outside the charity's control continue to be an area of concern.

Broadly though, this has been a good year, with some positive achievements.

Performance Highlights

Highlights for the year include the following key achievements:

- Revenue growth for the year was 72% higher than that registered for 2023/24, generating a surplus of £193,388 at year end.
- Full integration of the Wandsworth services into the charity including all digital management and operating systems, delivering training to all staff to ensure compliance with its quality standards and streamlining management and administration to generate efficiencies in productivity and costs.
- Opening the new kitchen and training resource at the charity's horticultural services at the Stud community garden and nursery.
- Growing new strategic and contractual relationships with the London Boroughs of Ealing, Merton and SW London ICB, increasing revenues, opportunities and wider positioning of the brand and its work.

General Performance

The charity has continued to build its portfolio of services, increase its operational geography and develop new contractual relationships. It has grown its revenues as a result and has entered new markets as a registered supplier of specialist services, widening recognition of the brand, its work and its quality standards.

- The takeover of One Trust operations in Wandsworth and the consequent TUPE transfer of staff brought with it a range of issues related to skills, knowledge and operational culture. Considerable work in restructuring the business, its administrative support systems, the working approach of staff and their commitment to change took up more time and leadership capacity than had been anticipated. However, a business that was loss making at transfer is now delivering surplus revenues into the business as a whole. The charity has maximized efficiency gains by shrinking the management and administration that was inherited at transfer, substantially reduced levels of sickness and the subsequent recourse to agency, and reshaped the quality standards and governance.

- All current contracts were renegotiated in year, resulting in improved terms against 2023/24 position, and ensuring the charity's forecast position to 2030 remains reasonably secure.

- Grant investment into the horticultural operations delivered refurbished office space, washrooms, a new kitchen and workspaces and a suite of raised beds to enable better disabled access. This work could not have been achieved without the support of funders such as the National Lottery Community Fund, Wandsworth Community Grant, Royal Borough Kingston Resilience Fund and Finis Scott Foundation. Further leveraging the charity's ability to deliver AQA registered training, increased retail and community partnership options, as well as agreement with the Royal Borough of Richmond for additional grant support in 2025 to support product development in the kitchen at the stud.

- Corporate and community partnerships with Go Golfing, Kingston Adult Education Service and Go Cook have also released a range of in kind benefits and activities into the charity. The charity would also like to thank all those organisations for their continued commitment to the charity and its work.

- The financial position remains positive. With five consecutive years delivering surpluses into the business it has been able to grow its reserves from £425,333 in 2024 to £618,721 at year end 2025. Given the charity's growth this remains below the preferred target multiple of 3 months operating costs, but at circa 2 months is an improvement on the 2024 figure of 1.08 months.

- The charity, thanks to funding from the National Community Lottery has increased the number of volunteers supporting activity to 12 excluding trustees in April 2025 compared to 6 the year previously. And the hours that they dedicate to the organisation from 1,170 hours in 2023/24 to 2,364 in 2024/25.

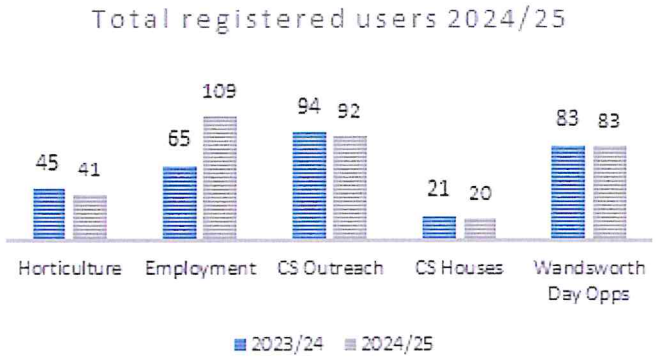
Key Performance Metrics for 2024/25

Overall Performance

Total operational highlights for the year included the following principal achievements.

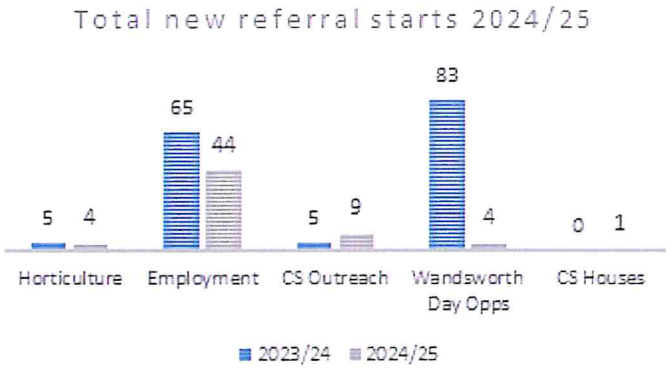
Total number of individuals supported by the charity in year

The number of registered users of services remained generally consistent with the previous year, despite some movement in and out of the charity across all its operations other than Employment. And whilst the numbers in receipt of support in most services were lower, the number of contracted hours increased on the previous year.



Total number of new referrals in year

New referral starts were more consistent with the charity's historic averages as a total for 24/25, than that for last year. Increases into the outreach service stemmed primarily from an uplift in mental health referrals. The Employment Service saw a fall in new referral starts owing to lower staffing capacity and the impact of changes amongst some of its strategic partners. All new referral starts in Wandsworth were from sources other than the LB Wandsworth.

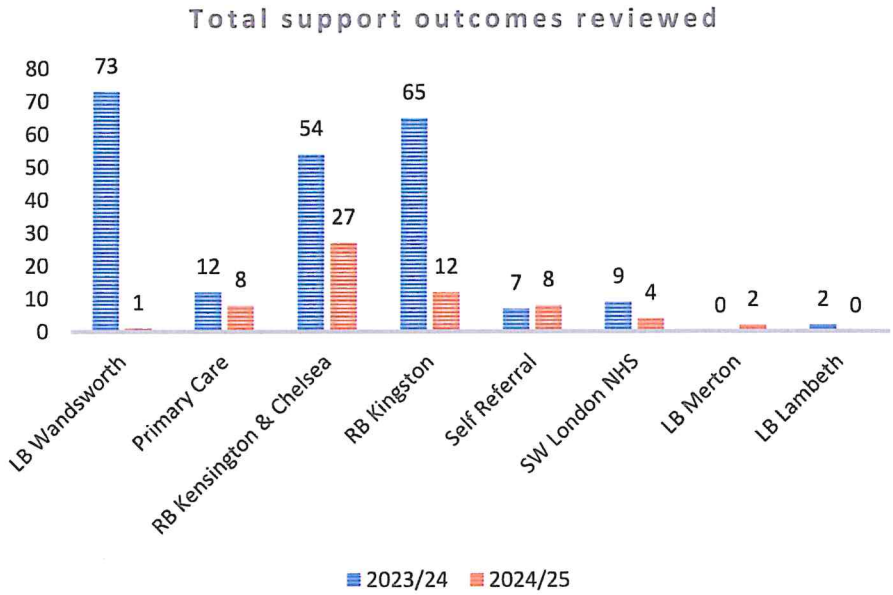


Trustees' Report

For the year ended 31st March 2025

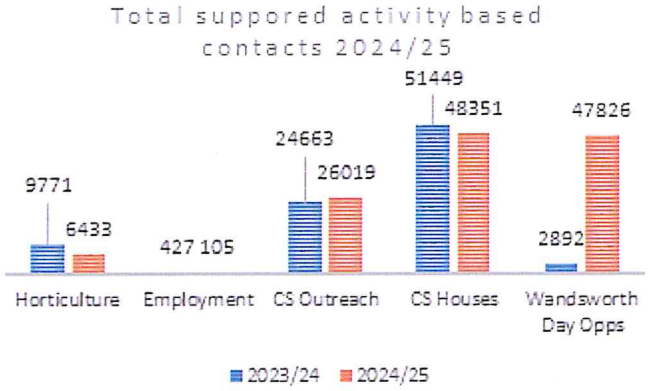
Source of referral all services

The growth in new referral starts from a wider set of contracting authorities reflects the changes to the charity's geography of operations and its wide market recognition as a provider of strengths and values-based services.



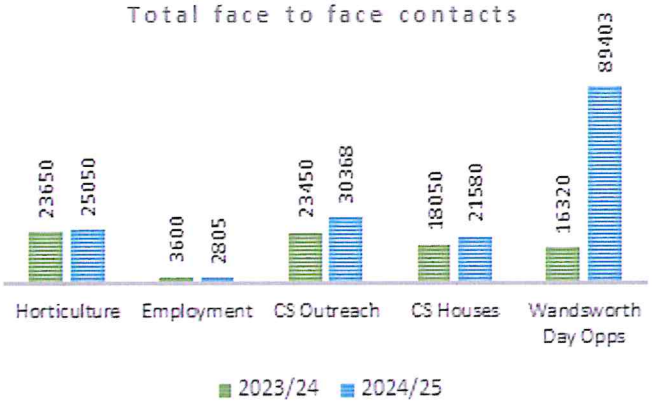
Total number of supported activities

The total number of supported activities across the charity grew against reported outputs for 2023/24 from 89,202 to 128,734, reflecting the growth in the charity's operations. Falls in Horticulture and Supported Living Houses resulted from changes in the number of active users of the service changing in year. And Wandsworth growth was down, its having a full year to fully register its client-based activity.



Total number of face to face contacts

Contact hours increased overall for all services. The total based on contracted values in 2025 against those for 2024 increased by 108% from 69,000 to 169,206, reflecting both the growth in operations and increased rates of per capita contracted hours relative to the previous year. Employment sits at some variance to other services as its face-to-face contact time is limited by staffing capacity and the type of support on offer.

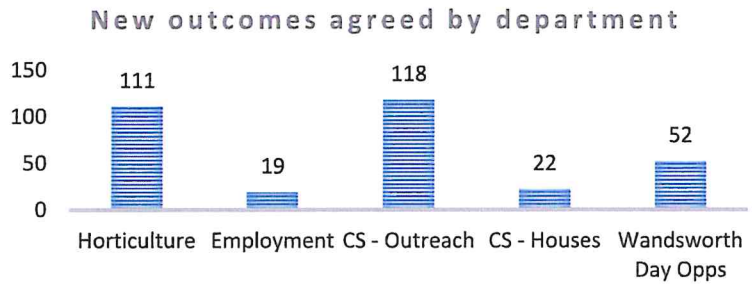


Other Performance Highlights

Strengths Based Evaluation and Support

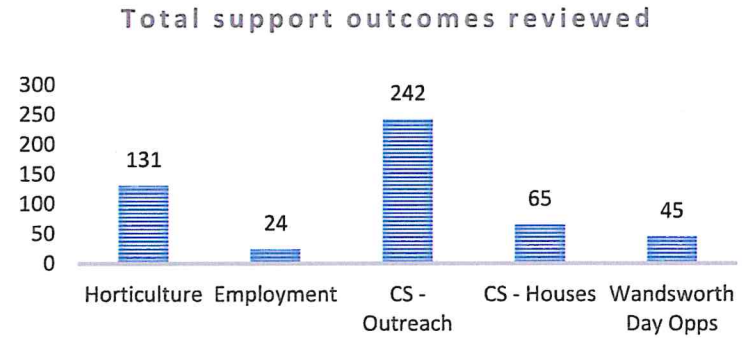
Completed Support Evaluations

The charity continued to develop its strengths-based evaluation and support tools in year. Reviewing methodology, maintaining training and learning for staff and improving compliance with wider good practice governance. There were 322 new support outcomes co-produced with users of services in 2024/25.



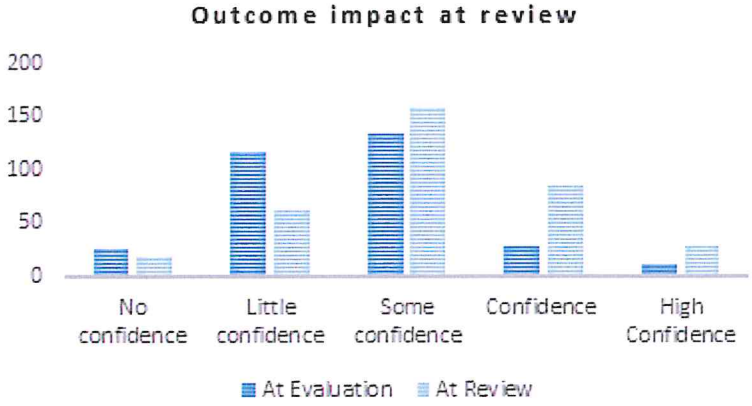
Total Outcomes Reviewed

There were 507 support outcome reviews during the course of the year, reflecting a more active use of the support programme methodology by staff and users across the business.

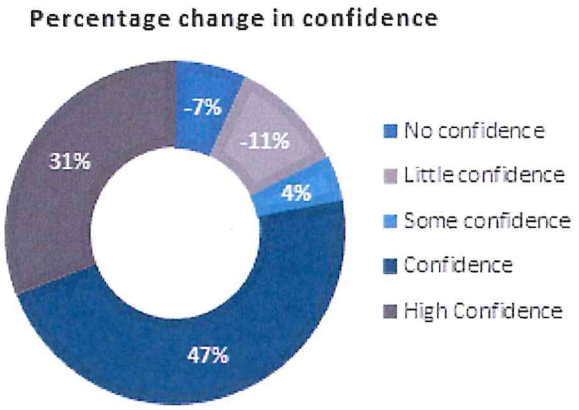


Outcome Impact

Self-assessment at review of the impact of interventions and activities agreed during the year showed general improvements in confidence against the initial baselines. This aligns with evaluation via the client survey which also underlined the growth in confidence of those using the charity's services following support from its staff.



There was a 47% improvement in the number of returns indicating people felt confident as a result of the charity's support. With a 31% improvement in those citing a high confidence. For those who stated they continued to have little or no confidence the charity saw an 18% reduction overall based on the evaluated response following review.



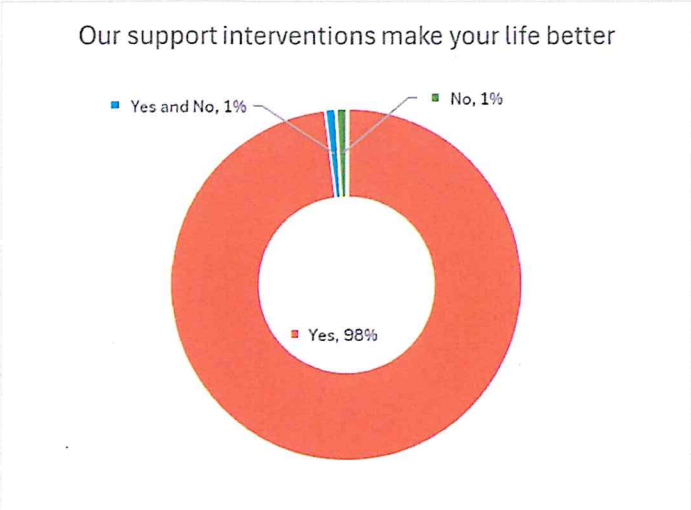
Other Qualitative Measures

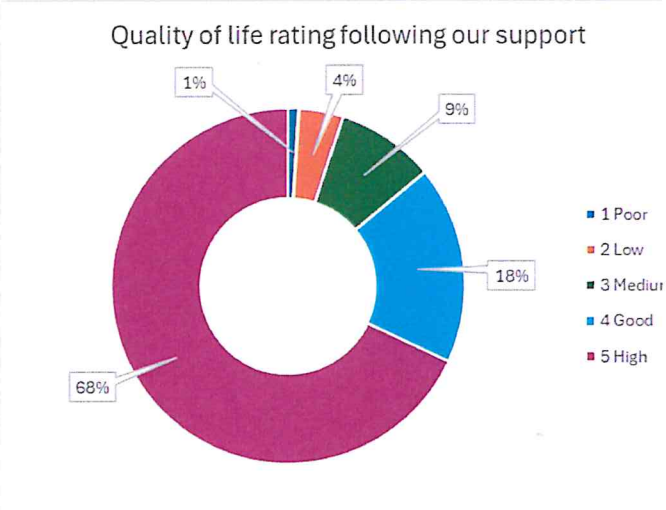
The charity conducted a number of in year surveys; for those in receipt of its work and for its staff who deliver it. Results substantiate the impact of work undertaken to restructure operations and quality assurance approach since 2022. Based on the charity's six operational values, data from each provided the following key metrics:

What people using the charity's services tell us

From a survey sample totaling 139 people using its services (40% of those registered with the charity in 2024/25), 98% indicated the charity's work makes their life better.

From the same sample 68% stated their quality of life remained high as a result of the charity's continued support.





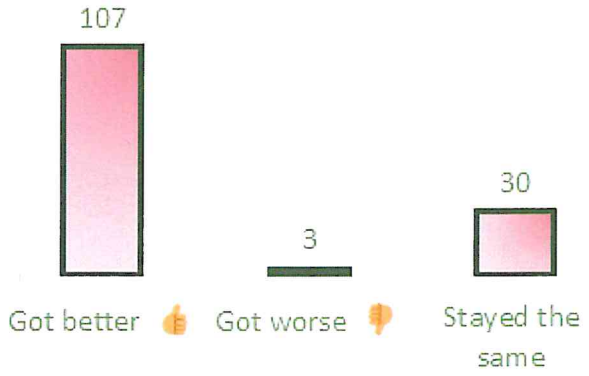
107 (77% of the survey total) of those surveyed said their confidence had improved following support provided by the charity's staff and volunteers.

82% of those surveyed told the charity they would give us five stars for its work and support.

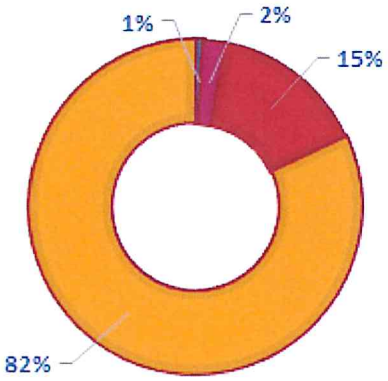
Trustees' Report

For the year ended 31st March 2025

Level of confidence following our support



How many stars would you rate our service

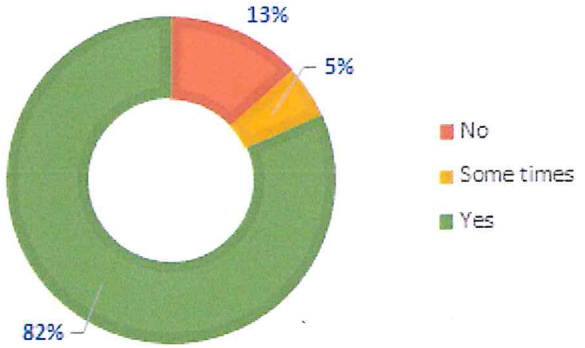


What our staff tell us

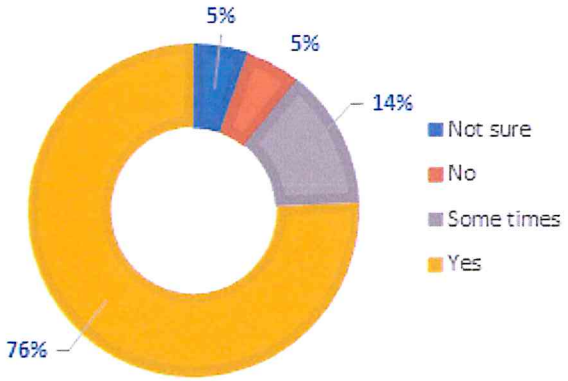
Of the 50% of the permanent staffing establishment who responded to the annual internal survey, 82% said they get enough praise for their work.

76% told stated their ideas were listened to.

Do you get enough praise for your work



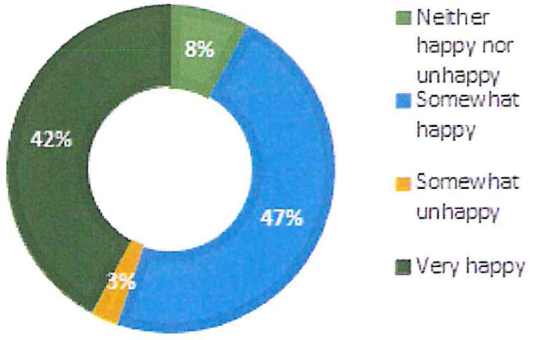
Are your ideas listened to and acted on



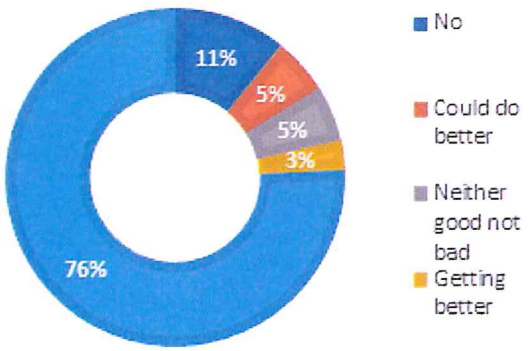
89% of those surveyed told stated that they were either very happy or somewhat happy with their work.

76% of staff told stated that communication across the organisation was good.

To what degree are you happy at work



Would you rate communication across the charity as good



Trustees' Report

For the year ended 31st March 2025

Financial Review

Resilience and development

The charity has continued to evolve its financial position despite the challenges impacting on the social care market across our regions of operations. The transfer in of new services and staff in 2024 created opportunities to identify and mobilise cash efficiencies and productivity gains in the new business. The result has been to substantiate net gains at our end of year outturn, and to mitigate the impact of weaker areas in other contractual relationships. Whilst in year renegotiation of terms, higher than expected inflationary increases and reductions in the recourse to agency and temporary staff have ensured a positive end to the year there remain external structural risks that will continue to demand the attention of our directors.

Growth in revenues for the year against 2023/24 have underlined the importance of the charity's reprofiling of its service offer. The emphasis on a strengths and values-based approach to its support activities, increasing its social entrepreneurship to generate unrestricted income, and a preparedness to invest in both personnel and capital development projects have ensured the charity retains a positive market position against our competitors.

Turnover increased to £4,081,718 from £2,362,473 representing growth of 72%. Our net surplus to March 2025 was £193,388 circa 5% on our total turnover, exceeding our strategic minimum by nearly 1%. Institution of new financial controls and a more robust approach to sickness and capacity management in our day services ensured a 13% saving on budget allocation for agency staffing.

The charity has increased its in kind investment from both a growth in its volunteers and support from its corporate and community partners. Volunteer time increased to 2364 in 2024/25 from 1170 in the previous year, providing the charity with a nominal return of £30,310 as income in kind from time given for free. The charity would also like to thank our corporate partner Go Golfing, and our operational partnerships with Kingston Adult Education Service and Go Cook for providing in kind investment into the charity.

Quality Assurance and Governance

Securing increased financial security, as well as the transfer in of new staff has generated space and opportunity to fully review the quality assurance and operational governance across the charity's business.

- Recruitment, retention and support to staff has been reframed against the charity's six values. With improvements to the programme of employee support and benefits, changes in how jobs are advertised, interviewed for and staff integrated into the organisation. Support and supervision as well as professional development have also been revised to build a more collegiate and inclusive approach to our work.
- The IT and digital security apparatus has been fully revised, investing in new equipment, upgrading our assurance and management approach, investing in new training and achieving Cyber Essentials accreditation as a result.
- The charity's policy and procedural governance has also been looked at undertaking a full review of all financial, operational, safeguarding, human resources, data protection and business continuity planning.
- Reviewed and updated our strengths-based support and planning tools based on experiential feedback and insight from staff who use them.
- Conducted surveys of those using the charity's services, its staff who supply them and the parents and carers who also benefit from the charity's support, evaluating our impact and performance against our quality standards.

Summary Statement

The charity's trustees, executive leadership and wider operational support teams have continued to maintain a commitment to develop the charity's quality standards, performance and opportunities for new business. They have done so at a time of continuing structural challenge across the social care sector, with demand continuing to rise against a background of falling revenues and increasing costs. This remains a challenge for this charity and a considerable focus of our work over the next few years will be to consolidate our gains and substantiate our financial sustainability.

Trustees' Report

For the year ended 31st March 2025

Reserves Policy

The Trustees have considered the appropriate level of reserves that should be held by the charity to provide for fluctuations in cash flow and income, working capital to develop new funding opportunities and the other needs of the charity. They have concluded that an appropriate level of reserves would be four months running costs. They are aware that reserves currently fall short of this level and are working towards creating modest surpluses overtime in order to secure the reserves at the appropriate level.

The Charity holds £611,629 (2024: £406,052) in unrestricted reserves, and £7,092 (2024: £19,281) in restricted reserves. This gives a total of £618,721 (2023: £425,333) which is almost 2 months running costs which is significant increase from March 2024 when it was 1.08 months. This was caused by the addition of the Wandsworth Service costs in the run up to the year end.

Going concern

Challenges remain for the charity in building adequate financial resilience behind its services. The charity is not isolated from systemic issues impacting the whole of the social care sector. Budgets will continue to remain tight, and investment limited by what our funders are prepared to pay, rather than fully meeting the costs of delivering contracts on their behalf. The charity will continue to build revenues from those prepared to pay for our services privately, negotiate and broker investment from other statutory and non-statutory investors, in addition to diversifying our service offer overall. The trustees consider it appropriate for a going concern basis to be adopted for these accounts.

Plans for future periods

The charity continues to build its wider presence within its communities of operation, increasing our public facing work and building customer recognition as a result. The charity will build on the relationships it has already brokered to leverage further opportunities for contractual investment and increases in referrals to services already funded.

Trustees' responsibilities

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity, and of the incoming resources and application of resources of the charity for that period.
In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Balance (Support) CIO

Trustees' Report

For the year ended 31st March 2025

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

On behalf of the board



Dr. Marcin Remarczyk
Chair of the Board of Trustees

Date: 16th October 2025

Independent Auditor's Report to the Trustees of Balance (Support) CIO

For the year ended 31st March 2025

Opinion

We have audited the financial statements of Balance (Support) CIO for the year ended 31 March 2024 which comprise the Statement of Financial Activities, Balance sheet, Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

Independent Auditor's Report to the Trustees of Balance (Support) CIO

For the year ended 31st March 2025

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- the charity has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on pages 16 and 17, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud, is detailed below:

- We have considered:
  - the nature of the charity and sector, control environment and operating performance;
  - the charity's own assessment, including assessments made by key management, of the risks that irregularities may occur either as a result of fraud or error;
  - any matters we identified having reviewed the charity's policies and procedures relating to:
    - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
    - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
    - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
  - the matters discussed amongst the audit engagement team.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the areas in which management is required to exercise significant judgement, such as the disclosure of adjusting items. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context were the Companies Act, Charities Act and tax legislation.

Independent Auditor's Report to the Trustees of Balance (Support) CIO

For the year ended 31st March 2025

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

Use of our report
This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

UHY Ross Brooke

UHY Ross Brooke
Statutory Auditor
Windrush Court
Abingdon Business Park
Abingdon
OX14 1SY

Date...16/10/2025.....

UHY Ross Brooke is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Balance (Support) CIO

Statement of Financial Activity

For the year ended 31st March 2025

	Notes	Total Unrestricted Funds 2025 £	Total Restricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Income					
Donations and Grants	2	12,140	10,038	22,178	29,802
Charitable activities	3	4,054,835	-	4,054,835	2,328,746
Investments	5	4,705	-	4,705	3,925
Total		4,071,680	10,038	4,081,718	2,362,473
Expenditure					
Charitable activities	6	(3,866,103)	(22,227)	(3,888,330)	(2,360,402)
Net income/(expenditure)	9	205,577	(12,189)	193,388	2,071
Transfers between funds		-	-	-	-
Net movement in funds	17	205,577	(12,189)	193,388	2,071
Reconciliation of funds					
Funds brought forward	17	406,052	19,281	425,333	423,262
Fund balances carried forward	17	611,629	7,092	618,721	425,333

The Statement of Financial Activities includes all gains and losses recognised in the year

All income and expenditure is derived from continuing activities.

The notes on pages 24 to 34 form part of these financial statements.

Balance (Support) CIO

Balance Sheet

As at 31st March 2025

	Notes	2025		2024	
		£		£	
FIXED ASSETS					
Tangible assets	12		86,899		53,875
CURRENT ASSETS					
Debtors	13	334,339		549,086	
Cash at bank and in hand		561,956		321,845	
		896,295		870,931	
CREDITORS:					
Amounts falling due within one year	14	(364,473)		(499,473)	
Net current assets			531,822		371,458
Total assets less current liabilities			618,721		425,333
Creditors : amounts falling due after more than one year			-		-
NET ASSETS	19		618,721		425,333
FUNDS					
Unrestricted funds					
- General funds	20		611,629		406,052
- Restricted funds	20		7,092		19,281
Total Funds	20		618,721		425,333

The financial statements were approved and authorised for issue by the Board of Trustees on 16th October 2025 and signed on their behalf by

Dr. Marcin Remarczyk
Chair of the Board of Trustees

Balance (Support) CIO

Cash Flow Statement

For the year ended 31st March 2025

	2025 £	2024 £
Cash flows from operating activities		
Net income per statement of financial activities	193,388	2,072
Adjustments for:		
Depreciation charges	23,120	11,578
Interest receivable	(4,705)	(3,925)
Loss of disposal of fixed asset	340	772
Decrease/(Increase) in debtors	214,748	(428,539)
(Decrease)/Increase in creditors	(135,001)	174,716
Net cash provided by operating activities	291,890	(243,326)
Cashflow from investing		
Interest received	4,705	3,925
Purchase of tangible fixed assets	(56,484)	(45,779)
Net cash (used in) investing activities	(51,779)	(41,854)
Change in cash and cash equivalents in the year	240,111	(285,180)
Cash and cash equivalents brought forward	321,845	607,025
Cash and cash equivalents carried forward	561,956	321,845
Analysis of cash and cash equivalents		
Cash at bank	561,956	321,845

Notes to the Financial Statements

For the year ended 31st March 2025

Charity information

Balance (Support) CIO (the 'charity') is a Charitable Incorporated Organisation ('CIO'), registered in England and Wales and constitutes a public benefit entity as defined by FRS 102. The address of the registered office is Guildhall 2, High Street, Kingston-upon-Thames, KT1 1EU.

1 Accounting Policies

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP (FRS102) (Second Edition) - 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 (effective 1 January 2019), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The financial statements have been prepared on the going concern basis and under the historical cost convention. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Going concern

The Trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements.

Whilst the closure of Woodbury continues to present challenges to the sustainability of the charity, the Trustees have taken further steps to mitigate the impact of this. Additionally, they have considered the existing contract terms and consider the charity to have sufficient resources to continue to operate for at least 12 months from the date of these accounts.

The Trustees have carefully considered the evidence as to whether or not the Charity continues to be a going concern and have concluded that it is.

1.3 Income recognition

Items of income are recognised in the financial statements when all of the following criteria are met:

- The charity has entitlement to the funds;
- any performance conditions have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

Contract income from the provision of professional services is recognised as the charity earns the right to consideration through the performance of those services, when the stage of completion, costs incurred and costs to completion can be estimated reliably.

No amount is included in the financial statements for volunteer time in line with the SORP.

1.4 Expenditure recognition

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount can be measured reliably.

Expenditure is classified under the following activity headings:

- Costs of raising funds which comprise those costs associated with seeking donations and grants

- Expenditure on charitable activities which comprises the costs of running the various activities and services for the charity's beneficiaries.

Expenditure includes those costs of a direct nature which can be allocated to a specific activity. It also includes indirect costs, including governance costs that do not relate to a specific activity but are necessary to support them. Support costs are apportioned to each activity on the basis of staff time.

1.5 Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

1.6 Fund accounting
Unrestricted general funds are those funds which are freely available for use in furtherance of the objects of the charity and which have not been designated for specific purposes.

Restricted funds are funds which can only be used in accordance with specific restrictions imposed by the donor or which have been raised for a particular purpose. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

1.7 Fixed assets and depreciation
Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is provided so as to write off the cost of each asset over its estimated useful life at the following annual rates:

Computer equipment	4 years straight line
Other Equipment, Furniture and Fittings	4 years straight line

At each reporting date the Charity assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

1.8 Cash and cash equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities

1.9 Financial instruments
The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

1.10 Leases
Operating lease rentals are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

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

The Charity also contributed to two defined benefit schemes for employees:

- the local government pension scheme for approximately 6 former employees of the Royal Borough of Kingston
- the local government pension scheme for approximately 15 former employees of Wandsworth Borough Council

It is not possible for the charity to obtain sufficient information to enable it to account for these schemes as a defined benefit scheme and it therefore accounts for the scheme as a defined contribution scheme. The local authority will set the contribution rates each year for employees. All such payments are then charged directly to the Statement of Financial Activities.

1.12 Redundancy costs
Redundancy and termination costs are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Critical accounting estimates and judgements
In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future period.

2 Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Donations	12,140	-	12,140	2,342
Grants:	-	10,038	10,038	27,460
	12,140	10,038	22,178	29,802

Notes to the Financial Statements

For the year ended 31st March 2025

3 Income from Charitable Activities

	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Contracts				
Woodbury Care Home	-	-	-	221,468
Local Government Employment	85,378	-	85,378	173,259
Local Government Supported Living	1,092,892	-	1,092,892	1,078,734
Local Government Horticulture	167,223	-	167,223	123,637
Local Government Day Opportunities	2,231,145	-	2,231,145	383,616
Local Government Transport	283,020	-	283,020	54,728
NHS Funding South West London CCG	-	-	-	129,300
Other income from charitable activities	195,174	-	195,174	164,004
	4,054,832	-	4,054,832	2,328,746

4 Investment Income

	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Bank interest	4,705	-	4.705	3,925

5 Expenditure on Charitable Activities

	Direct Costs £	Support Costs £	Total 2025 £	Total 2024 £
Staff costs	2,742,060	270,829	3,012,889	1,998,356
Premises	242,427	73,995	316,422	133,412
Administration costs	14,197	241,313	255,510	113,790
Residents care and welfare	129,620	-	129,620	29,714
Transport	69,334	-	69,334	22,835
Prof, Licenses and subscriptions	-	72,614	72,614	41,717
Governance Costs (see note 8)	-	8,820	8,820	9,000
Depreciation	-	23,121	23,121	11,578
	3,197,638	690,692	3,888,330	2,360,402

Notes to the Financial Statements

For the year ended 31st March 2025

6 Analysis of Expenditure by Activity

	Direct Costs £	Support Costs £	Total 2025 £	Total 2024 £
Woodbury	-	-	-	188,832
Supported Living	861,854	186,161	1,048,015	1,274,617
Employment Service	67,329	14,543	81,872	212,436
Horticultural Services	131,872	28,484	160,356	188,833
Day Opportunities	1,982,667	428,257	2,410,924	495,684
Other Activities	153,917	33,246	187,163	-
	3,197,639	690,691	3,888,330	2,360,402

7 Governance costs

	Total 2025 £	Total 2024 £
Audit fees	8,820	9,000
	8,820	9,000

8 Net income/(expenditure)

	Total 2025 £	Total 2024 £
Auditor's remuneration	8,820	9,000
Depreciation	23,121	11,578
Operating lease rentals	161,285	59,520

9 Trustee Remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2024: £nil).
No Trustee received any expenses during the year (2024: £nil).

Notes to the Financial Statements

For the year ended 31st March 2025

10 Staff costs

	Charitable Costs £	Support Costs £	Total 2025 £	Total 2024 £
Wages and salaries	2,059,947	222,492	2,282,439	1,603,677
Social security costs	188,546	22,973	211,519	151,858
Pension costs	114,843	8,689	123,532	80,180
Other staff related costs	41,272	19,036	60,308	38,713
Redundancy	22,103	-	22,103	2,903
Agency Staff	312,987	-	312,987	114,030
	2,739,698	273,190	3,012,888	1,991,361

One employee received total remuneration above £60,000 excluding employer's national insurance and pension costs, in the £70,000 - £80,000 band. (2024: One in the £70,000 - £80,000 band)

The average number of employees analysed by function was:

	2025 Number	2024 Number
Direct charitable activities	80	56
Management and administration	6	4
	86	60

The total amount of employee benefits received by key management personnel was £90,325 (2024: £83,753). Under FRS 102 employee benefits include gross pay, benefits in kind, employer's national insurance and employer's pension costs.

Notes to the Financial Statements

For the year ended 31st March 2025

11 Tangible Fixed Assets

	Computer Equipment £	Furniture and Equipment £	Total 2025 £	Total 2024 £
Cost				
At 31 March 2024	54,990	34,625	89,615	55,103
Additions	1,044	55,440	56,484	45,778
Disposals	-	(340)	(340)	(11,267)
At 31 March 2025	56,034	89,725	145,759	89,614
Depreciation				
At 31 March 2024	24,350	11,389	35,739	34,656
In the year	9,369	13,751	23,120	11,578
Eliminated on disposal	-	-	-	(10,495)
At 31 March 2025	33,719	25,140	58,859	35,739
Net book value				
At 31 March 2025	30,640	23,236	53,876	20,447
At 31 March 2024	22,315	64,585	86,900	53,875

12 Debtors

	2025 £	2024 £
Trade debtors	209,876	392,139
Prepayments and accrued income	124,463	154,911
Other debtors	-	2,037
	334,339	549,087

13 Creditors – amounts falling due within one year

	2025 £	2024 £
Trade Creditors	30,970	78,345
Accruals	59,521	68,731
Taxation and social security	132,892	139,738
Other Creditors	141,090	212,659
	364,473	499,473

14 Operating Lease Commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2025 £	2024 £
Due within:		
1 year	195,325	25,244
1 - 5 years	219,804	6,718
	415,129	31,962

15 Pension and similar obligations

Some of the CIO's employees belong to the Local Government Pension Scheme (LGPS), multi-employer defined benefit scheme managed by the Royal Borough of Kingston upon Thames and by Wandsworth Borough Council. The latest actuarial valuation of the Kingston LGPS related to the period ended 31 March 2023. The Wandsworth Borough Council Pension fund admission relates to TUPE transfer on 1st February 2024. No actuarial valuation has been carried out.

Local Government Pension Scheme - Kingston

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee administered funds. The total contribution made for the year ended 31 March 2025 was £47,704, of which employer's contributions totalled £33,726 and employees' contributions totalled £13,978. The agreed contribution rates for future years are between 5.5% and 12.5% for employees and employers contributions are voluntary.

The actuarial valuation shows the present value of the defined benefit obligation at the reporting date to be less than the fair value of plan assets at that date, and consequently the plan has a surplus. Per FRS102 a plan surplus should only be recognised as a defined benefit plan asset when the surplus is recoverable, either through reduced contributions in the future or through refunds from the plan. As a result no adjustments have been made to the financial statements.

Principal actuarial assumptions

	2025	2024
Rate of increase in salaries	3.20%	3.25%
Discount rate for scheme liabilities	5.85%	4.85%
Inflation assumption (CPI)	2.70%	2.75%
Commutation of pensions to lump sums	45%	45%

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

	2025	2024
Retiring today		
Males	19.6	19.6
Females	24.8	24.8
Retiring in 20 years		
Males	22.2	22.5
Females	25.6	25.9

Notes to the Financial Statements

For the year ended 31st March 2025

Sensitivity Analysis

Change in assumptions at 31 March 2025:	%	Approximate increase to Defined Benefit Obligation £
0.1% decrease in Real Discount Rate	2	85,000
1 year increase in member life expectancy	4	156,000
0.1% increase in the Salary Increase Rate	0	2,000
0.1% increase in the Pension Increase Rate (CPI)	2	85,000

Change in assumptions at 31 March 2024:	%	Approximate increase to Defined Benefit Obligation £
0.1% decrease in Real Discount Rate	2	109,000
1 year increase in member life expectancy	4	190,000
0.1% increase in the Salary Increase Rate	0	6,000
0.1% increase in the Pension Increase Rate (CPI)	2	106,000

Defined benefit pension scheme net liability

	2025 £	2024 £
Scheme assets	7,229,000	7,014,000
Scheme obligations	(3,894,000)	(4,741,000)
Net asset	**3,335,000**	**2,273,000**

The share of the assets in the scheme were:

	2025 £	2024 £
Equities	3,036,180	3,507,000
Corporate bonds	3,108,470	2,525,040
Property	939,770	631,260
Cash and other liquid assets	144,580	350,700
Total market value of assets	**7,229,000**	**7,014,000**

The actual return on scheme assets was 3.9% (2024 (13%)).

Changes in the present value of defined benefit obligations were as follows:

	2025	2024
	£	£
At 1 April	4,741,000	4,708,000
Current service cost	47,000	62,000
Interest cost	229,000	224,000
Employee contributions	13,000	14,000
Actuarial (gain)/loss	(1,056,000)	(213,000)
Benefits paid	(80,000)	(54,000)
At 31 March	3,894,000.00	4,741,000.00

Changes in the fair value of scheme assets:

	2025	2024
	£	£
At 1 April	7,014,000	6,210,000
Interest income	339,000	295,000
Actuarial gains/(loss)	(67,000)	511,000
Employer contributions	10,000	38,000
Employee contributions	13,000	14,000
Benefits paid	(80,000)	(54,000)
At 31 March	7,229,000	7,014,000

17 Provisions

A provision for £17,388 is included in other creditors. This relates to an Employment Tribunal Claim in relation to a former employee that was heard in April 2025. The outcome of this was a payment of £102 to the claimant. No appeal was lodged by them. There was previously no balance in relation to this.

18 Contingent Assets and Liabilities

In relation to the Woodbury Care Home service, the Charity was not issued with a lease for the property by the landlord (Royal Borough of Kingston-upon-Thames) beyond 1st April 2022. As a result, an agreement in relation to funding and rental of the property from the Commissioner (also the Royal Borough of Kingston-upon Thames) was unable to be completed. The service closed in November 2023. The amount of rent due relating to the year ended 31st March 2023 is estimated to be £100,208, with an equal amount of funding also due to be received by the Charity.

Notes to the Financial Statements

For the year ended 31st March 2025

19 Movement in funds

	1 Apr 2024 £	Income £	Expenditure £	Transfers £	31 Mar 2025 £
Unrestricted Funds					
General Funds	406,052	4,071,680	3,866,103	-	611,629
Restricted Funds					
Finnis Scott	-	1,500	(1,500)	-	-
National Lottery Community Fund	-	4,596	(1,446)	-	3,150
Wandsworth Community grant	-	3,942	-	-	3,942
RBK Community Resilience Fund	18,110	-	(18,110)	-	-
Sport England	1,171	-	(1,171)	-	-
Total Restricted Funds	19,281	10,038	(22,227)	-	7,092
Total Funds	425,333	4,081,718	(3,888,330)	-	618,721

At the Stud Community Garden, the Finnis Scott Foundation funding enabled us to install raised beds whilst the National Lottery Community Fund allowed us to work on developing the role of volunteers in the organisation.

The Royal Borough of Kingston upon Thames Resilience Fund contributed towards the installation of a new kitchen at Stud Community Garden to enable those we work with to learn cooking skills.

The Wandsworth Council Community grant relates to new sensory equipment at our Day Centres.

18 Analysis of net assets between funds

	General Funds 2025 £	Restricted Funds 2025 £	Total 2025 £	Total 2024 £
Fixed assets	86,899	-	86,899	53,875
Current assets	889,203	7,092	896,295	870,931
Current liabilities	(364,473)	-	(364,473)	(499,473)
Longer term Liabilities	-	-	-	-
	611,629	7,092	618,721	425,333

BALANCE (SUPPORT) CIO

England & Wales - Charity number 1190859

Accounts

Charity registration number: 1190859

Balance (Support) CIO

Annual Report and Financial Statements
For the Year Ended 31st March 2024

Balance (Support) CIO

Contents

	Page
Charity Reference and Administrative Details	3
Chair's Statement	4
Trustees' Report	5
Independent Auditor's Report	18
Statement of Financial Activities	21
Balance Sheet	22
Statement of Cash Flows	23
Notes to the Financial Statements	24

Charity Information

Charity registration number	1190859
Trustees	M Remarczyk (Chair) I Davison L Di Bonaventura P Henson S Kuchar N Mauger A Subburaj S Weerasinghe
Chief Executive Officer	G Stevenson
Registered office	Guildhall 2 High Street Kingston upon Thames KT1 1EU
Auditor	UHY Ross Brooke Chartered Accountants Windrush Court, Abingdon Business Park Suite I, Blacklands Way Abingdon OX14 1SY
Bankers	The Cooperative Bank 1 St. Peters Square, Stockport, Chesire, SK1 1NX

Balance (Support) CIO

Chair's Statement

For the year ended 31st March 2024

This is my first year as Chair of the Board of Trustees at Balance Support CIO. Having taken on the role in late 2023, the focus during the first weeks was on familiarising myself with the charity's present situation, its challenges but also its many opportunities and substantial potential, on getting to know key members of staff and on visiting some of our sites where the charity provides its excellent services to its users. What made the most lasting impression on me, were the service users I was able to meet and engage with during my visits. Seeing the services we deliver through the user lens opened my eyes to the impact Balance makes on lives throughout the community.

The past months have been a time of transition. Not only has the composition of the board changed, but crucially so has the profile of services Balance provides. Whilst we concluded the Woodbury services, we took over a sizeable day service in Wandsworth which by some measures roughly doubled our operation. Balance's ability to take on underperforming services and transform these into viable propositions that improve delivery for users has the potential to be an exciting blueprint for the future. We know that we are excellent at running services, but now we know that we can also transform them.

The charity sector is in transition, too. Rapidly increasing costs across the supply chain paired with cuts to the public purse in most London boroughs and in fact in most of the country, have forced established providers to seriously consider their once hypothetical exit strategies, look at creative ways to cross-subsidise between services or, worse still, compromise on the quality of care. Not surprisingly Balance is affected by these trends and although we are steadily diversifying the portfolio, we still largely rely on one single funding source, the Royal Borough of Kingston (RBK).

2024 has seen a slight decrease in income from 2023 and reduction of unrestricted reserves. Looking ahead, with the integration of our Wandsworth service, we will see a substantial increase in revenue. Whilst this is of course positive, profitability will remain a key concern. Working even closer with our partners at RBK and communicating the case for more funding will be a central challenge of the coming year.

I am grateful to our highly committed team as well as volunteers who are so dedicated to the wellbeing of our users. We are a people business and without you, Balance couldn't possibly serve the communities we support. The trustees and I recognise the immensely positive contribution of Guy Stevenson, our CEO, on the development of the charity. His leadership together with his experience and substantial body of knowledge of the tertiary sector are a true asset to the charity. Emma Whitehead and Onyekwere Ogueri together with the wider management team, too, deserve acknowledgement for their hard work and domain competence. I would also like to call out the contribution trustees make. As volunteers, trustees not only dedicate their time, they inject skills across a range of disciplines to advise the board and CEO. Lastly and importantly, I thank our users and families for their trust, feedback and confidence in us as their daily partners.

Signed
Marcin Remarczyk
Chair of the Board of Trustees

Date 24th October 2024

Balance (Support) CIO

Trustees' Report

For the year ended 31st March 2024

The trustees present their report and the audited financial statements of the charity for the year ended 31st March 2024. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

Structure, governance and management

Constitution

The Charity is registered with the Charity Commission as a Charitable Incorporated Organisation and its governing document is its constitution. The charity was formerly operating as a CIC and the process of converting to a charity was completed on 14 August 2020, when we were registered with the Charity Commission.

Trustees of the charity

The trustees who have served during the year and since the year end were as follows:

Jeanette Swan	Resigned 9th November 2023
Susan Field	Resigned 18th January 2024
Marcin Remarczyk	Elected 9th November 2023
Paul Henson	Re-elected
Stefan Kuchar	Elected 2nd August 2023
Neil Mauger	Re-elected
Laura di Bonaventura	
Ian Davidson	
Anjali Subburaj	Elected 9th May 2023
Sarath Weerasinghe	Elected 9th May 2023

Method of appointment or election of trustees

There have been some changes to the current Board of Trustees from the previous year with some new recruitments in addition to changes due to resignations and end term compliance. A new chair was also appointed to the board following an open recruitment process and confirmation by the trustees. They were recruited by advertising in an appropriate medium, after considering the skills that would be required. The Board will continue to consider and identify the skills needed for the Board to operate effectively and then recruit accordingly.

Policies and procedures adopted for the induction and training of trustees

All new Trustees are sent an induction pack, which gives appropriate information about the charity and the Trustee Role. They are also expected to read the guidance for Trustees available from the Charity Commission and to speak to an appropriate member of staff if they require further information or clarification. The charity through is partnerships with Leading Governance, NCVO and ACEVO ensure regular compliance and development training for its trustees.

Organisational structure, Related parties and other charities and organisations

The Board of Trustees meets quarterly to decide on matters that are the proper business of the Board, including setting the Strategy for the charity. From time to time a small group of Trustees may be asked to form a working party to consider a particular aspect of management or governance and report back into the full board with recommendations. Day to day management of the charity is delegated to the Chief Executive and Senior Management Team who are responsible for the delivery of the strategy and who also advise and provide information for the Board. The major risks

to the organisation are reviewed regularly under the jurisdiction of the Risk Oversight Committee, evaluated and updated as necessary, and overseen by the board of trustees as part of its governance obligations.

Our Values

The charity as part of its broader review of strategic priorities reaffirmed its commitment to its six core values and see these as central to its business development priorities up to 2025. Our values shape both our commitments to those we support, employ and/or contribute their time and knowledge to our work. They are summarised as follows:

Partnership	Working effectively with other services
Professionalism	Providing a reliable and high-quality service
Staff Recognition	Valuing each other in our daily work
Independence	Helping people to live the lives they want
Sustainability	Protecting the future of our work
Empowerment	Helping people to have a voice

Objectives and activities

Purpose and aims

The charity's purpose is summarised as the following:

- The relief of those in need by reason of youth, age, ill-health, disability, financial hardship or other disadvantage for the public benefit by providing support and guidance to disadvantaged persons and their families, in particular, but not limited to persons with learning disabilities/autism and those with mental health conditions, by the provision of accommodation, support services, employment support, day care and any and all such other facilities as may be required to enable and support them to experience fulfilling lives and which maximize their involvement in the community and improve their quality of life.

- To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society.

Objectives, strategies and activities

Our primary strategic objectives	
Objective 1	That we build services that are financially sustainable and resilient to changes in local markets.
Objective 2	That our interventions are quality assured and deliver consistency across our operations and development practice.
Objective 3	That the skills, abilities and knowledge of those who work for us or use our services are central to how we design the work around them.
Objective 4	That our operations are scalable, targeted and appropriate to our core business

Our key areas of service delivery

There has been some change in our key areas of charitable operations since 2022/23, but the charity's areas of activities continue to align with our charitable purpose and objects.

Service Area	Service component	Description of Service
Community Support Services	Supported Living Outreach	Our Outreach service supports those with learning disabilities, mental health illness or autism living within the boroughs of Kingston, Richmond and Wandsworth to live independently in their community
	Supported Living Houses	Our Shared Homes Service supports adults with mild to moderate learning disabilities, or autism living independently with others in shared accommodation
Employment Support Services	Supported Employment	A supported employment service for people who have a learning, physical or sensory disability and who live in the boroughs of Kensington & Chelsea and Westminster
Day Opportunities Services	Wandsworth Day Opportunities Service	Our day opportunities service is delivered from two sites in the borough, providing multi-disciplinary support to people with profound and multiple learning disabilities.
Horticultural Services	Stud Nursery	Our community garden offers a welcoming and supportive environment for people to learn and develop skills. The site has raised beds, polytunnels, greenhouses and a walk-in chicken coop
Volunteering	All operational departments	The charity offers a range of volunteering opportunities from leading the charity as a trustee to helping cultivate our horticultural space at the Stud Nursery.

Public benefit statement

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives, and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Our primary public benefits relate to the development of services that support the independence of vulnerable people with learning disabilities and/or enduring mental health needs. We are responsible for the development and delivery of a range of community-based services in Southwest and West London.

Fundraising Standards Information

Fundraising activity has been limited, with the major part of our revenue generated through contractual sources and some monies from privately contracted services.

Despite this, the Charity remains mindful of its obligations under the fundraising code of practice, with an undertaking to ensure the following:

- That GDPR obligations have been applied at all times, and that the Charity at no time has made unsolicited approaches unless express permission has been granted.
- That the Charity is registered with the Fundraising Regulator and has adopted the core fundraising principles set out by them in its Fundraising Code of Practice.
- It has not used the services of an external agency to support our fundraising activities, but were it to do so, would require adherence to the same national standards and/or registration with a recognized scheme.
- Monitoring of our fundraising activity during the year has not identified any practices that could be deemed as failing to meet those same national standards. As stated above, fundraising development has been limited in 23/24. However, as part of the strategic review in 2024, an Income Development Plan will be required to address the safe and compliant raising of revenues in the future, beyond that of our contracted activity.
- There were no complaints in relation to our fundraising activities during the year.

Achievements and performance

General Introduction

This year has represented one of some significant change for the charity, both at an operational and governance level. Whilst revenues fell slightly on the previous year, as the charity finally closed its complex needs residential service, we nevertheless exploited new growth areas and contractual relationships that will have a positive impact in the new financial year.

The social care market remains a challenge, and as for most providers in our sector we have worked hard during the year to maximise the value of both our contractual and private income. This has meant continued work to drive improvements in both our quality and performance standards both as a necessity as well as a strategic priority.

Trustees have remained alert to the impact that market constraints will continue to have on our development and financial performance. They have led a review of our corporate delivery objectives, our Key Performance Indicators for the next 18 months and their centrality in meeting our broader strategic commitments to quality, sustainability and inclusion. Changes that were instituted in 2022 to generate a baseline against which the charity could continue to flourish have ensured we are still well placed to compete in a highly dynamic market. Consolidating that position on the basis of what has been achieved this year, will remain as important as it was in the last.

Performance Highlights

There were a number of key performance highlights for the year that are likely to shape our progress into 2024/25.

- The charity won national recognition for its drive toward sound governance and operational quality standards by being awarded the National Council for Voluntary Organisations - Charity Quality Standard.

- We successfully bid for admission onto three contracting frameworks in SW London, with the charity increasing its borough-based partnerships with Kingston, Richmond and Wandsworth.

- We were identified as the preferred provider to take over Day Opportunities Services in the borough of Wandsworth and were awarded a contract to commence delivery in February 2024.

- After 10 years of dedicated leadership our Chair of Trustees Jeannette Swan stood down and the charity conducted a successful recruitment campaign to appoint Marcin Remarczyk as its new chair.

General Performance

Whilst the charity has sought to develop its core business, its strategic relationships and identify new opportunities for building our existing portfolio of services, we have also substantially consolidated our gains made over the last two years. Substantially reframing our operations, our financial controls and our contractual relationships has enabled the charity to take positive steps in some remaining areas of concern for its business overall.

- The contractual relationship to deliver Employment Support Services as part of NHS talking therapies was terminated in November 2023 and staff successfully transferred to SW London and St Georges NHS Trust.

- Woodbury Residential Care Service, 3 years after the expected date of closure, finally shut its doors in September 2023 and all remaining tenants were relocated to permanent homes. This included a new 2 bed 24-hour service based in Chessington for which we were awarded the contract.

- Uncertainties related to our contract to deliver Supported Employment Services in Kensington and Chelsea were resolved and new contracts agreed to cover a new term until a new tender is published in 2025.

- Substantial work was undertaken as part of a transfer agreement to take over the provision of day opportunities services in Wandsworth. The transfer to deliver services to a range of individuals with complex needs encompassed principally those resident in Wandsworth. However contractual relationships with Lambeth, Merton and SW London NHS have also remained integral to the charity's management of operations on site. The new service was transferred to Balance in February 2024.

Trustees' Report

For the year ended 31st March 2024

Key Performance Metrics for 2023/24

The following information sets out some of the key data relating to the charity's operational and financial performance during the year.

Overall Performance

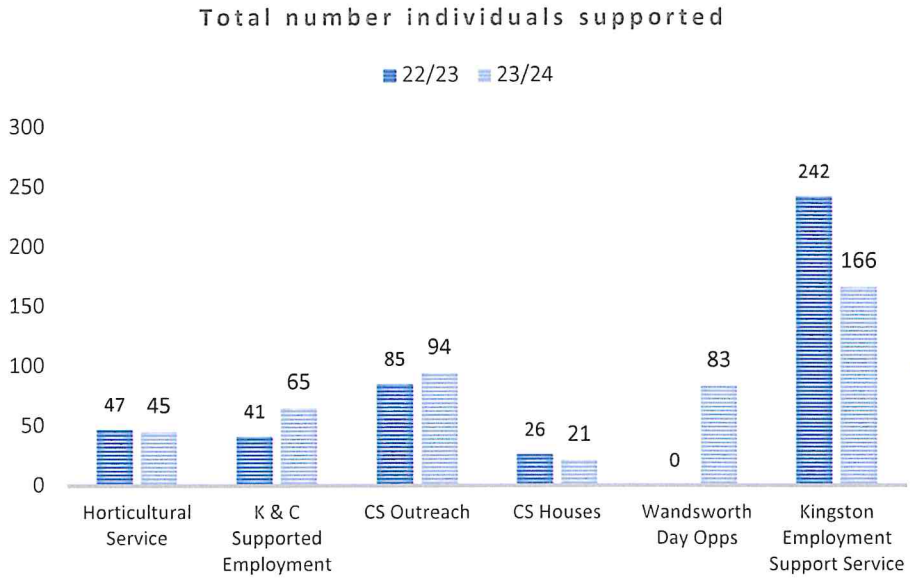
Total operational highlight for the year included the following principal achievements.

Total number of individuals supported by the charity in year

There was a general uplift in performance on the previous year for most services both in absolute and relative terms.

The inclusion of new services in Wandsworth also accounted for a change in the operational profile from the previous year.

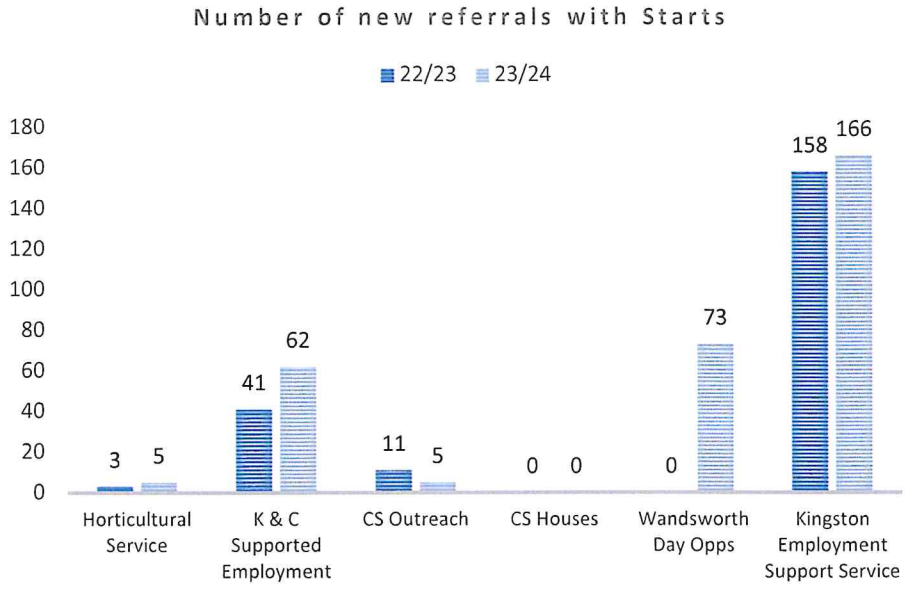
A fall off in numbers at our Horticultural service resulted primarily from drop in referrals after changes to the contracting and brokerage arrangements with the borough of Kingston.



Total number of new referrals in year

Referrals for services with a higher turnover of individuals seeking support saw an increase in numbers on the previous year, reflecting the impact of changes to our operating methodology and referring personnel.

Changes to our contractual relationships in Kingston resulted in a fall in new referrals to our Outreach service, but for our Horticultural service a growth in private payers and an improvement in the referral pathway ensured an increase in numbers against the previous year.



Trustees' Report

For the year ended 31st March 2024

Contractual Relationships

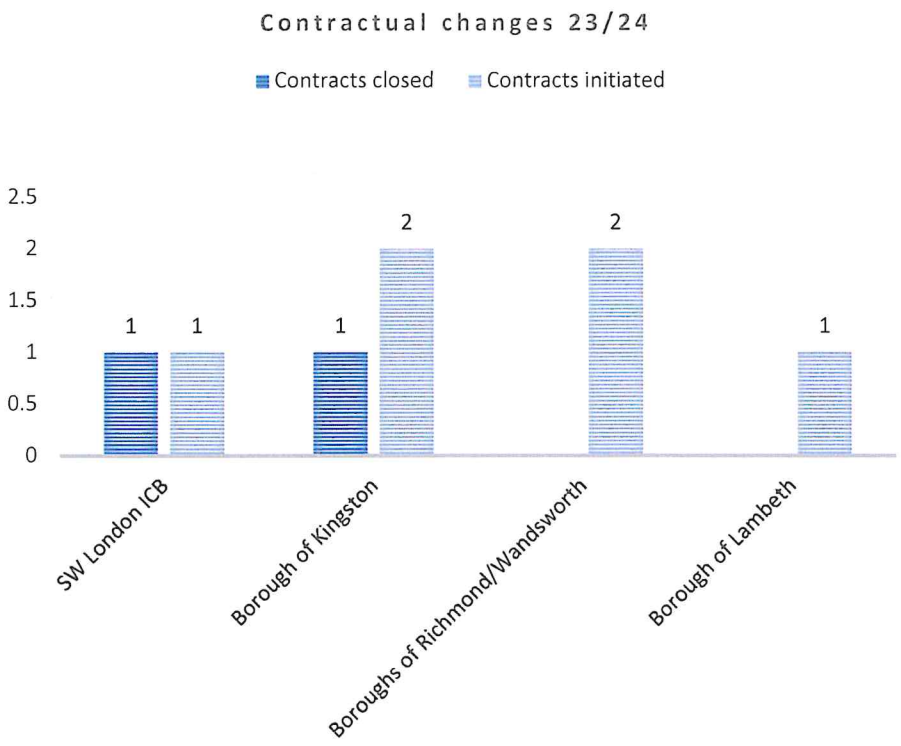
The charity's dynamic approach to its business development resulted in some change in its contractual relationships during the year.

We terminated our contract with SW London Integrated Commissioning Board (SWL ICB) to deliver Employment Support Services due to the lack of growth in the financial package necessary to support our costs.

We agreed a new contract with the ICB to supply support services at our Wandsworth Day Opportunities Services.

The closure of our Woodbury residential care service resulted in the ending of our contractual relationship with Kingston to supply residential care.

The charity agreed a contract to deliver Day Opportunities Services with the Borough of Wandsworth.



We additionally won admission onto the Learning Disabilities Frameworks for Richmond and Wandsworth for both Supported Living and Community Outreach.

We agreed a small contract with Lambeth to supply Day Opportunities services for a single individual at our Wandsworth operation.

The charity was commissioned by the London Borough of Kingston (RBK) to deliver a new two bed community suppor service for independent living.

We also admitted on Lots with the RBK commissioning framework for learning disabilities and mental health services.

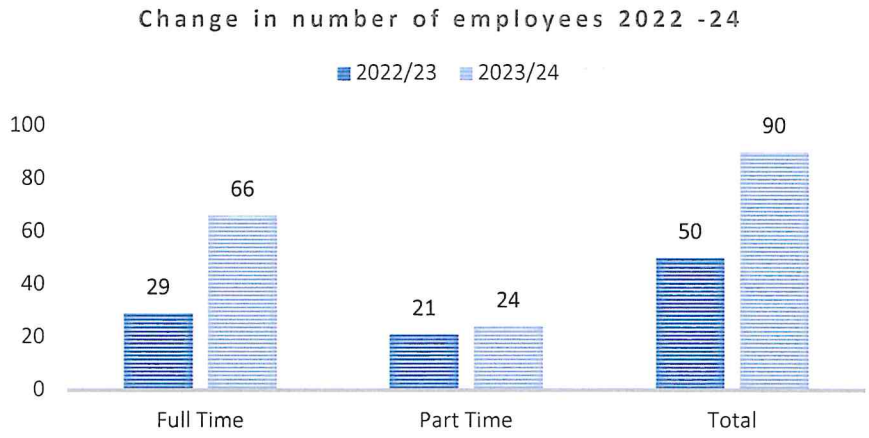
Trustees' Report

For the year ended 31st March 2024

Total change in the number of employees

The charity increased the number of permanent employees between April 2023 and March 2024 as a result of new contractual relationships and increased referrals.

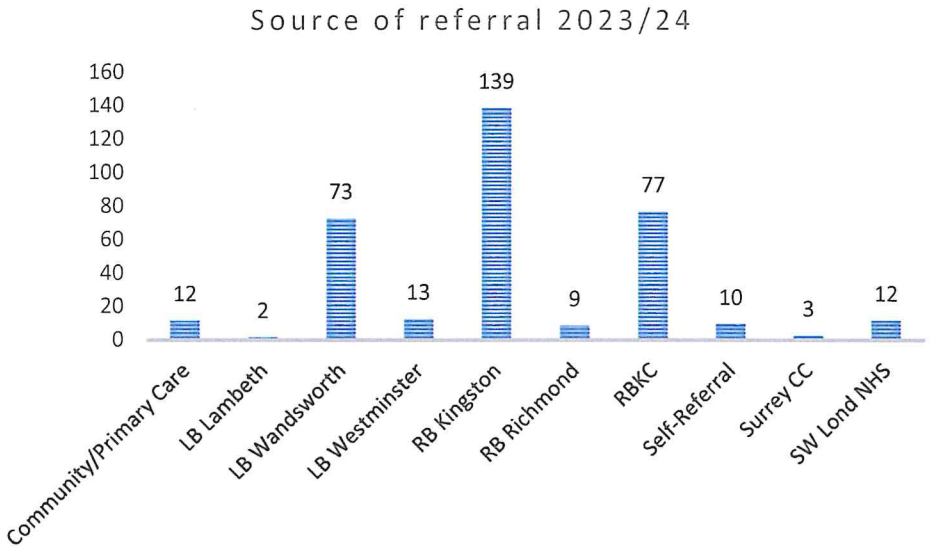
The principal reason for the speed of growth was the transfer of services in Wandsworth as part of TUPE agreement for staff previously employed by another provider.



Source of referral all services

The source of referrals to the charity also widened as a result of changes to our contractual relationships.

The largest increase was from individuals living in the borough of Wandsworth resulting from the transfer of Day Opportunities Services into its Community Support Division. This leveraged additional referral opportunities with other sources as a result.



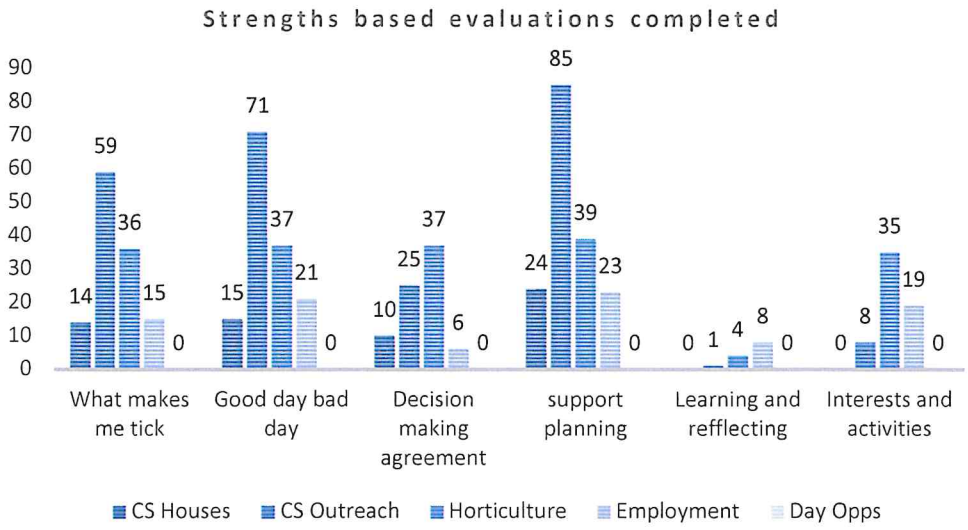
Other Performance Highlights

Strengths Based Evaluation and Support

The charity rolled out changes to its evaluation and assessment methodology, with training and additional on-going support to ensure compliance across all its operations. Whilst this has not been without challenge, learning from the first full year of its use has delivered a more robust client centred and strengths-based approach to our support. We are as a result more accountable to those using, funding and working with us to deliver our services in a targeted and outcomes focussed way.

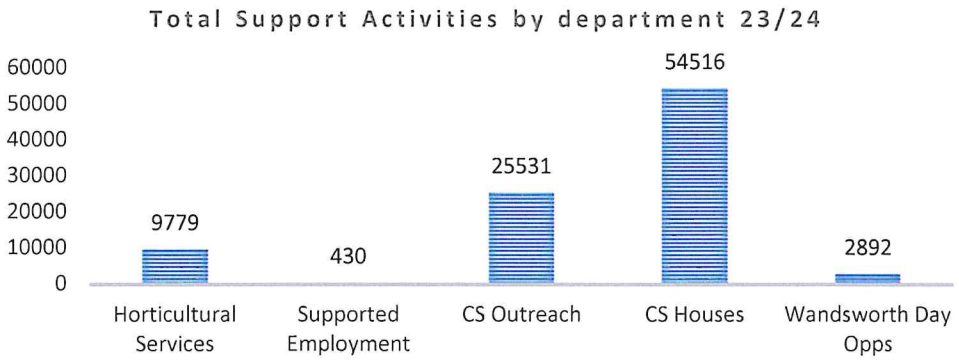
Completed Support Evaluations

The charity applies six components to its strengths-based evaluation and support tools. With the exception of our new service in Wandsworth, everyone using or newly referred into the charity was supported to work through the assessment process.



Registered Activities for the year

For the first time this year the charity was able to record the number of planned support activities it delivers across its community operations. Total support interventions for the year were 93,148.

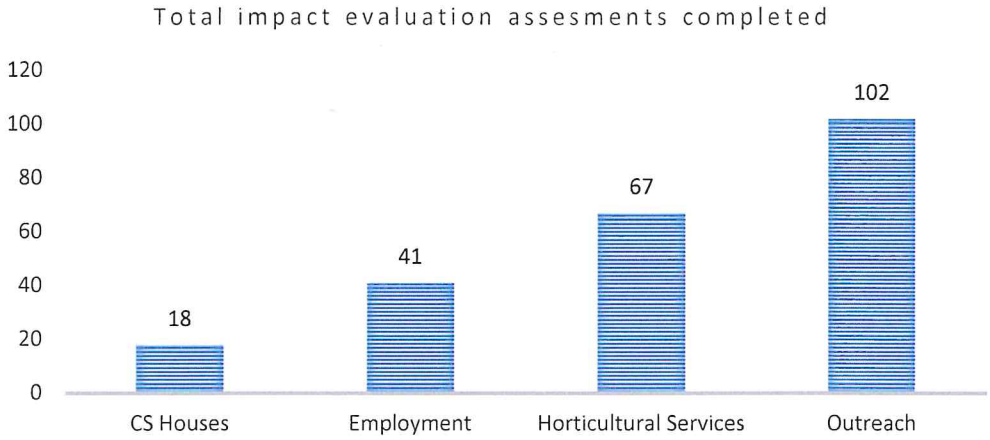


Trustees' Report

For the year ended 31st March 2024

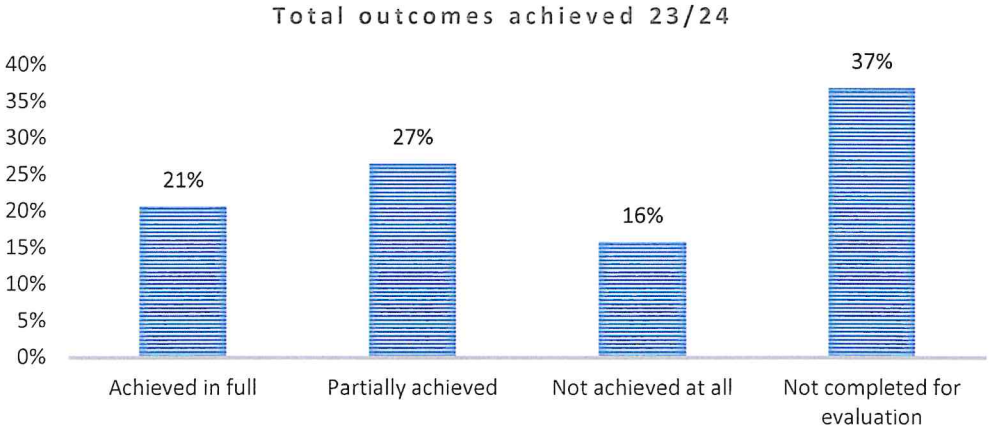
Impact Evaluations Completed

228 individual outcome evaluations were complete for 170 individuals across the charity. Representing 76% of those applicable to a full year evaluation in 2023/24.



Outcomes Achieved

Of the 228 individual outcomes agreed with those individuals supported by the charity, 137, 48% registered a positive change against the position at the beginning of the year.

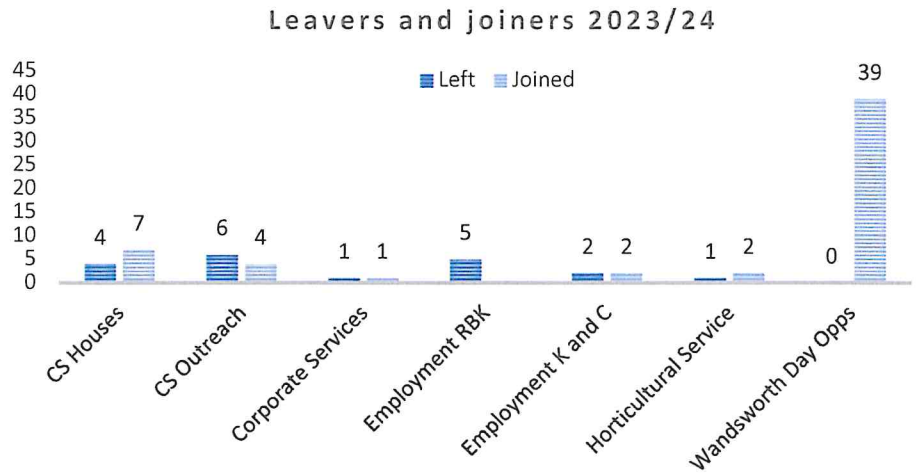


Staffing and Human Resources

Staffing

Staffing retention is generally better against regional averages with turn over for the year at 18%, compared to 23% regionally.

Our level of staffing grew overall with the addition of new services in Wandsworth and the transfer of 39 additional staff into the organisation.



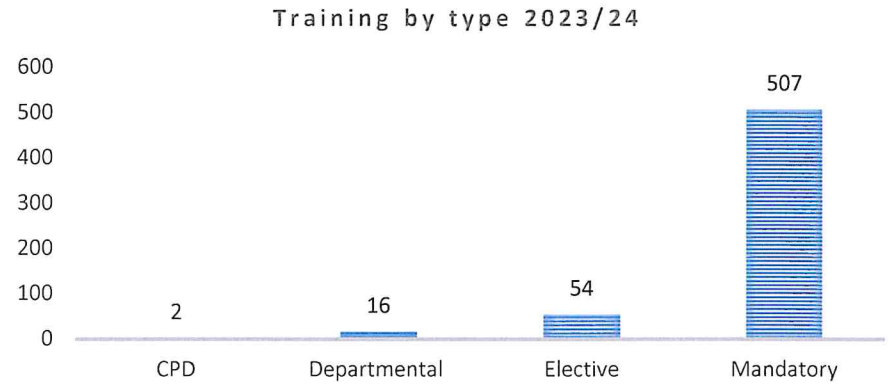
Training

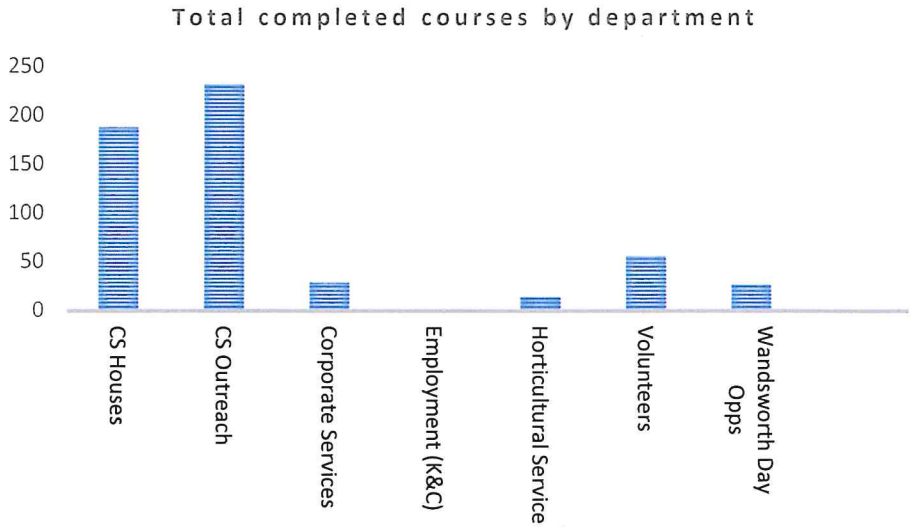
The charity continued to meet its strategic and regulatory commitments to training and development.

85 individual staff (including volunteers) up to the end of the financial year completed 507 mandatory training sessions, both face to face or on-line.

22 staff out of 56 undertook elective training as part of their professional development up to the end of January.

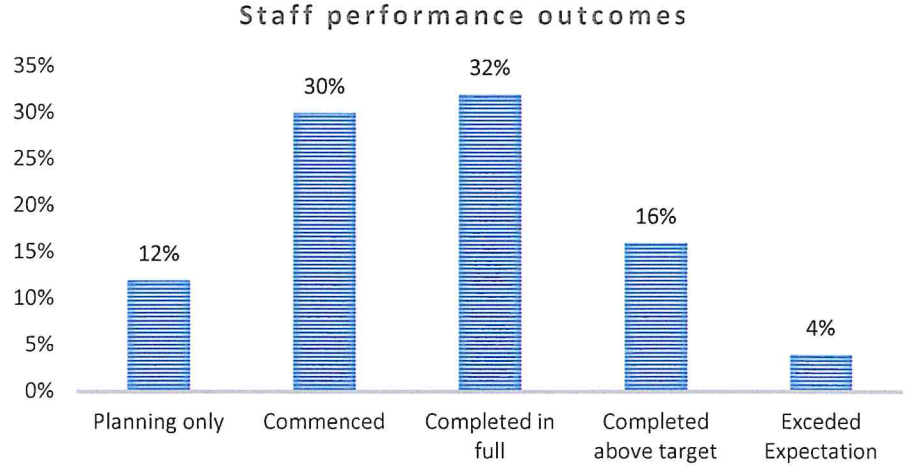
A total of 547 individual courses were delivered for the year across the organisation.





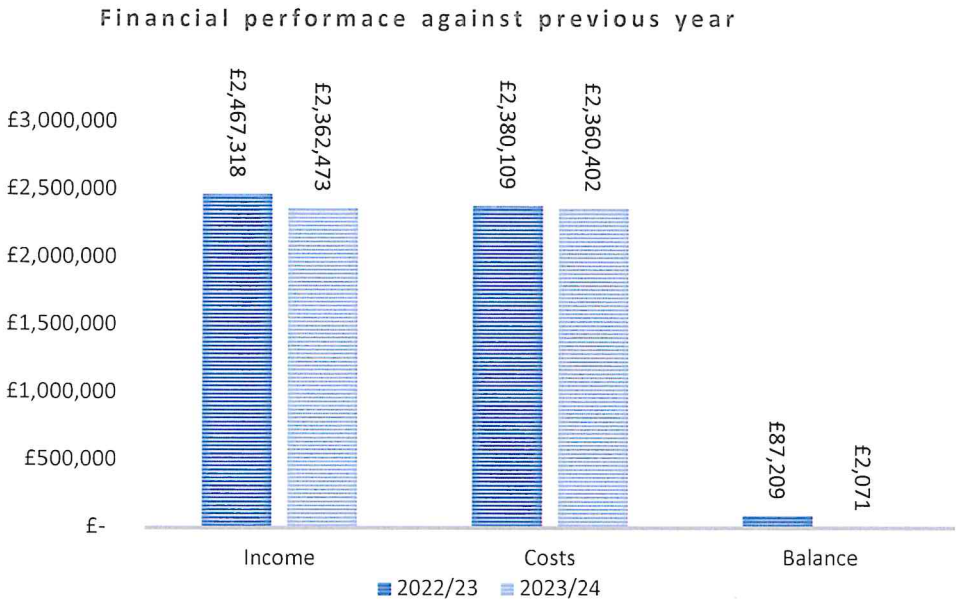
Staff Performance

There were 90 individual objectives set for staff at the beginning of the year. Just under 50% were completed in full, with a further 16% completed to a level 50% and above.



Financial Review

Income for the year at £2,363,473 was 4% below that achieved for the previous year. The fall was principally accounted for by the closure our Woodbury Residential Care Service and the handing back of our ICB contract to deliver Employment Support Services in Kingston. Further losses were mitigated by an increase in contributions on the previous year from private payers by 57% and the transfer of services in Wandsworth in quarter 4 of the financial year. The challenges experienced this year are reflected in our comparative outturn against 2022/23.



General pressures across the social care market have continued to have an impact on the charity's ability to build both its reserves and more general financial resilience. Establishment costs for those staff providing care and support service increased by a further 10% on the previous year as a result of inflationary based adjustment to the London Living Wage. Other disciplines across the organisation with salaries already above the London Living Wage level were awarded 4% to ensure that charity remained competitive against regional benchmarks and its competitors. However, below inflation increases in a number of our contracts only resulted in further widening of the gap between our costs and the level of investment we expect to receive. Trustees have taken a pragmatic position on our costs to ensure we both retain staff, maintain our commitment to our charitable values and stay competitive in an increasingly demanding market.

Reserves Policy

The Trustees have considered the appropriate level of reserves that should be held by the charity to provide for fluctuations in cash flow and income, working capital to develop new funding opportunities and the other needs of the charity. They have concluded that an appropriate level of reserves would be four months running costs. They are aware that reserves currently fall short of this level and are working towards creating modest surpluses overtime in order to secure the reserves at the appropriate level.

The Charity holds £406,052 (2023: £422,091) in unrestricted reserves, and £19,281 (2023: £1,171) in restricted reserves. This gives a total of £425,333 (2023: £423,262) which is 1.08 months running costs which is significant decrease from March 2023 when it was 2.2 months. This is largely caused by the addition of the Wandsworth Service which significantly increased monthly running costs shortly before the year end. Steps continue to be taken to improve the financial position of the charity as noted above.

Going concern

Challenges remain for the charity in building adequate financial resilience behind its services. We are not isolated from systemic issues impacting the whole of the social care sector. Budgets will continue to remain tight, and investment

Trustees' Report

For the year ended 31st March 2024

limited by what our funders are prepared to pay, rather than fully meeting the costs of delivering contracts on their behalf. We will continue to build revenues from those prepared to pay for our services privately, negotiate and broker investment from other statutory and non-statutory investors, in addition to diversifying our service offer overall. The trustees consider it appropriate for a going concern basis to be adopted for these accounts.

Plans for future periods

The charity continues to build its wider presence within its communities of operation, increasing our public facing work and building customer recognition as a result. We will build on the relationships we have already brokered to leverage further opportunities for contractual investment and increases in referrals to services already funded.

We anticipate further development of our social enterprise-based activities in Richmond and Kingston to drive up private revenues against the baselines delivered in 2023/24.

We will additionally build our public audience through our online and social media presence in addition to greater public facing activities and presentations to increase brand recognition for what we do and how we do it.

Trustees' responsibilities

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity, and of the incoming resources and application of resources of the charity for that period.
In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

On behalf of the board

Marcin Remarczyk
Chair of the Board of Trustees

Date: 24th October 2024

Independent Auditor's Report to the Trustees of Balance (Support) CIO

For the year ended 31st March 2024

Opinion

We have audited the financial statements of Balance (Support) CIO for the year ended 31 March 2024 which comprise the Statement of Financial Activities, Balance sheet, Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

Independent Auditor's Report to the Trustees of Balance (Support) CIO

For the year ended 31st March 2024

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- the charity has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 17, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud, is detailed below:

- We have considered:
  - the nature of the charity and sector, control environment and operating performance;
  - the charity's own assessment, including assessments made by key management, of the risks that irregularities may occur either as a result of fraud or error;
  - any matters we identified having reviewed the charity's policies and procedures relating to:
    - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
    - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
    - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
  - the matters discussed amongst the audit engagement team.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the areas in which management is required to exercise significant judgement, such as the disclosure of adjusting items. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context were the Companies Act, Charities Act and tax legislation.

Independent Auditor's Report to the Trustees of Balance (Support) CIO

For the year ended 31st March 2024

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

Use of our report
This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

UHY Ross Brooke
Statutory Auditor
Windrush Court
Abingdon Business Park
Abingdon
OX14 1SY

Date.....

UHY Ross Brooke is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Balance (Support) CIO

Statement of Financial Activity

For the year ended 31st March 2024

	Notes	Total Unrestricted Funds 2024 £	Total Restricted Funds 2024 £	Total Funds 2024 £	Total Funds 2023 £
Income					
Donations and Grants	2	2,342	27,460	29,802	7,664
Charitable activities	3	2,328,746	-	2,328,746	2,459,287
Investments	4	3,925	-	3,925	367
Total		2,335,013	27,460	2,362,473	2,467,318
Expenditure					
Charitable activities	6	2,351,052	9,350	2,360,402	2,380,109
Net income/(expenditure)	8	(16,039)	18,110	2,071	87,209
Transfers between funds		-	-	-	-
Net movement in funds	18	(16,039)	18,110	2,071	87,209
Reconciliation of funds					
Funds brought forward	18	422,091	1,171	423,262	336,053
Fund balances carried forward	18	406,052	19,281	425,333	423,262

The Statement of Financial Activities includes all gains and losses recognised in the year

All income and expenditure is derived from continuing activities.

The notes on pages 24 to 33 form part of these financial statements.

Balance (Support) CIO

Balance Sheet

As at 31st March 2024

	Notes		2024		2023
			£		£
FIXED ASSETS					
Tangible assets	11		53,875		20,447
CURRENT ASSETS					
Debtors	12	549,086		120,547	
Cash at bank and in hand		321,845		607,025	
		870,931		727,572	
CREDITORS:					
Amounts falling due within one year	13	(499,473)		(324,757)	
Net current assets			371,458		402,815
Total assets less current liabilities			425,333		423,262
Creditors : amounts falling due after more than one year			-		-
NET ASSETS	18		425,333		423,262
FUNDS					
Unrestricted funds					
- General funds	17		406,052		422,091
- Restricted funds	17		19,281		1,171
Total Funds	17		425,333		423,262

The financial statements were approved and authorised for issue by the Board of Trustees on 24th October 2024 and signed on their behalf by

Marcin Remarczyk
Chair of the Board of Trustees

Balance (Support) CIO

Cash Flow Statement

For the year ended 31st March 2024

	2024 £	2023 £
Cash flows from operating activities		
Net income per statement of financial activities	2,072	87,209
Adjustments for:		
Depreciation charges	11,578	6,973
Interest receivable	(3,925)	(367)
Loss of disposal of fixed asset	772	531
Decrease/(Increase) in debtors	(428,539)	(83,718)
(Decrease)/Increase in creditors	174,716	(39,040)
Net cash provided by operating activities	(243,326)	(28,412)
Cashflow from investing		
Interest received	3,925	367
Purchase of tangible fixed assets	(45,779)	(14,309)
Net cash (used in) investing activities	(41,854)	(13,942)
Change in cash and cash equivalents in the year	(285,180)	(42,354)
Cash and cash equivalents brought forward	607,025	649,379
Cash and cash equivalents carried forward	321,845	607,025
Analysis of cash and cash equivalents		
Cash at bank	321,845	607,025

Notes to the Financial Statements

For the year ended 31st March 2024

Charity information

Balance (Support) CIO (the 'charity') is a Charitable Incorporated Organisation ('CIO'), registered in England and Wales and constitutes a public benefit entity as defined by FRS 102. The address of the registered office is Guildhall 2, High Street, Kingston-upon-Thames, KT1 1EU.

1 Accounting Policies

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP (FRS102) (Second Edition) - 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 (effective 1 January 2019), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The financial statements have been prepared on the going concern basis and under the historical cost convention. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Going concern

The Trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements.

Whilst the closure of Woodbury continues to present challenges to the sustainability of the charity, the Trustees have taken further steps to mitigate the impact of this. Additionally, they have considered the existing contract terms and consider the charity to have sufficient resources to continue to operate for at least 12 months from the date of these accounts.

The Trustees have carefully considered the evidence as to whether or not the Charity continues to be a going concern and have concluded that it is.

1.3 Income recognition

Items of income are recognised in the financial statements when all of the following criteria are met:

- The charity has entitlement to the funds;
- any performance conditions have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

Contract income from the provision of professional services is recognised as the charity earns the right to consideration through the performance of those services, when the stage of completion, costs incurred and costs to completion can be estimated reliably.

No amount is included in the financial statements for volunteer time in line with the SORP.

1.4 Expenditure recognition

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount can be measured reliably.

Expenditure is classified under the following activity headings:

- Costs of raising funds which comprise those costs associated with seeking donations and grants

- Expenditure on charitable activities which comprises the costs of running the various activities and services for the charity's beneficiaries.

Expenditure includes those costs of a direct nature which can be allocated to a specific activity. It also includes indirect costs, including governance costs that do not relate to a specific activity but are necessary to support them. Support costs are apportioned to each activity on the basis of staff time.

1.5 Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

1.6 Fund accounting
Unrestricted general funds are those funds which are freely available for use in furtherance of the objects of the charity and which have not been designated for specific purposes.

Restricted funds are funds which can only be used in accordance with specific restrictions imposed by the donor or which have been raised for a particular purpose. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

1.7 Fixed assets and depreciation
Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is provided so as to write off the cost of each asset over its estimated useful life at the following annual rates:

Computer equipment	4 years straight line
Other Equipment, Furniture and Fittings	4 years straight line

At each reporting date the Charity assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

1.8 Cash and cash equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities

1.9 Financial instruments
The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

1.10 Leases
Operating lease rentals are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Notes to the Financial Statements

For the year ended 31st March 2024

1.11 Pensions

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

The Charity also contributes to two defined benefit schemes for employees:

- the local government pension scheme for approximately 13 former employees of the Royal Borough of Kingston
- the local government pension scheme for approximately 15 former employees of Wandsworth Borough Council

It is not possible for the charity to obtain sufficient information to enable it to account for these schemes as a defined benefit scheme and it therefore accounts for the scheme as a defined contribution scheme. The local authority will set the contribution rates each year for employees. All such payments are then charged directly to the Statement of Financial Activities.

1.12 Redundancy costs

Redundancy and termination costs are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future period.

2 Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
Donations	2,342	-	2,342	1,200
Grants	-	27,460	27,460	6,464
	2,342	27,460	29,802	7,664

3 Income from Charitable Activities

	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
Contracts				
Woodbury Care Home	221,468	-	221,468	649,677
Local Government Employment	173,259	-	173,259	163,796
Local Government Supported Living	1,078,734	-	1,078,734	1,104,626
Local Government Horticulture	123,637	-	123,637	173,793
Local Government Day Opportunities	383,616	-	383,616	-
Local Government Transport	54,728	-	54,728	-
NHS Funding South West London CCG	129,300	-	129,300	162,645
Other income from charitable activities	164,004	-	164,004	204,750
	2,328,746	-	2,328,746	2,459,287

Notes to the Financial Statements

For the year ended 31st March 2024

4 Investment Income

	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
Bank interest	3,925	-	3,925	367

5 Expenditure on Charitable Activities

	Direct Costs £	Support Costs £	Total 2024 £	Total 2023 £
Staff costs	1,815,463	182,893	1,998,356	2,099,488
Premises	108,724	24,688	133,412	100,719
Administration costs	9,251	104,539	113,790	94,998
Residents care and welfare	29,683	31	29,714	27,655
Transport	22,835	-	22,835	11,171
Prof, Licenses and subscriptions	7,826	33,891	41,717	30,225
Governance Costs (see note 7)	-	9,000	9,000	8,880
Depreciation	-	11,578	11,578	6,973
Other costs	-	-	-	-
	1,993,782	366,620	2,360,402	2,380,109

6 Analysis of Expenditure by Activity

	Direct Costs £	Support Costs £	Total 2024 £	Total 2023 £
Woodbury	159,503	29,329	188,832	618,828
Supported Living	1,076,642	197,975	1,274,617	1,237,657
Employment Service	179,440	32,996	212,436	285,613
Horticultural Services	159,503	29,330	188,833	190,409
Day Opportunities	418,694	76,990	495,684	-
Other Activities	-	-	-	47,602
	1,993,782	366,620	2,360,402	2,380,109

Notes to the Financial Statements

For the year ended 31st March 2024

7 Governance costs

	Total 2024 £	Total 2023 £
Audit fees	9,000	8,880
	9,000	8,880

8 Net income/(expenditure)

Net income/(expenditure) for the year is stated after charging:

	Total 2024 £	Total 2023 £
Auditor's remuneration	9,000	8,880
Depreciation	11,578	6,973
Operating lease rentals	59,520	43,675

9 Trustee Remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2023: £nil).
No Trustee received any expenses during the year (2023: £nil).

10 Staff costs

	Charitable Costs £	Support Costs £	Total 2024 £	Total 2023 £
Wages and salaries	1,445,244	158,433	1,603,677	1,632,506
Social security costs	135,145	16,713	151,858	159,093
Pension costs	75,464	4,716	80,180	81,426
Other staff related costs	35,682	3,031	38,713	40,196
Redundancy	2,903	-	2,903	46,017
Agency Staff	114,030	-	114,030	140,250
	1,808,468	182,893	1,991,361	2,099,488

One employee received total remuneration above £60,000 excluding employer's national insurance and pension costs, in the £70,000 - £80,000 band. (2023: One in the £70,000 - £80,000 band)

Notes to the Financial Statements

For the year ended 31st March 2024

The average number of employees analysed by function was:

	2024 Number	2023 Number
Direct charitable activities	56	58
Management and administration	4	4
	60	62

The total amount of employee benefits received by key management personnel was £83,753 (2021: £83,688). Under FRS 102 employee benefits include gross pay, benefits in kind, employer's national insurance and employer's pension costs.

11 Tangible Fixed Assets

	Computer Equipment £	Furniture and Equipment £	Total 2024 £	Total 2023 £
Cost				
At 1 April 2023	29,726	25,377	55,103	73,660
Additions	27,527	18,251	45,778	14,309
Disposals	(2,264)	(9,003)	(11,267)	(32,866)
At 31 March 2024	54,989	34,625	89,614	55,103
Depreciation				
At 1 April 2023	20,892	13,764	34,656	60,019
In the year	5,723	5,855	11,578	6,973
Eliminated on disposal	(2,264)	(8,231)	(10,495)	(32,336)
At 31 March 2024	24,351	11,388	35,739	34,656
Net book value				
At 31 March 2023	8,834	11,613	20,447	13,641
At 31 March 2024	30,638	23,237	53,875	20,447

12 Debtors

	2024 £	2023 £
Trade debtors	392,138	81,969
Prepayments and accrued income	154,911	14,860
Other debtors	2,037	23,718
	549,086	120,547

Notes to the Financial Statements

For the year ended 31st March 2024

13 Creditors – amounts falling due within one year

	2024	2023
	£	£
Trade Creditors	78,345	81,522
Accruals	68,731	51,400
Taxation and social security	139,738	125,535
Other Creditors	212,659	66,300
	499,473	324,757

14 Operating Lease Commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2024	2023
	£	£
Due within:		
1 year	25,244	36,434
1 - 5 years	6,718	45,300
	31,962	81,734

15 Pension and similar obligations

Some of the CIO's employees belong to the Local Government Pension Scheme (LGPS), multi-employer defined benefit scheme managed by the Royal Borough of Kingston upon Thames and by Wandsworth Borough Council.

The latest actuarial valuation of the Kingston LGPS related to the period ended 31 March 2023. The Wandsworth Borough Council Pension fund admission relates to TUPE transfer on 1st February 2024. No actuarial valuation has been carried out.

Local Government Pension Scheme - Kingston

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee administered funds. The total contribution made for the year ended 31 March 2024 was £47,704, of which employer's contributions totalled £33,726 and employees' contributions totalled £13,978. The agreed contribution rates for future years are between 5.5% and 12.5% for employees and employers contributions are voluntary.

The actuarial valuation shows the present value of the defined benefit obligation at the reporting date to be less than the fair value of plan assets at that date, and consequently the plan has a surplus. Per FRS102 a plan surplus should only be recognised as a defined benefit plan asset when the surplus is recoverable, either through reduced contributions in the future or through refunds from the plan. As a result no adjustments have been made to the financial statements.

Principal actuarial assumptions

	2024	2023
Rate of increase in salaries	3.25%	3.45%
Rate of increase for pensions in payment/inflation		
Discount rate for scheme liabilities	4.85%	4.75%
Inflation assumption (CPI)	2.75%	2.95%
Commutation of pensions to lump sums	45%	45%

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

Notes to the Financial Statements

For the year ended 31st March 2024

	2024	2023
Retiring today		
Males	19.6	19.8
Females	24.8	25
Retiring in 20 years		
Males	22.3	22.5
Females	25.7	25.9

Sensitivity Analysis

	Approximate increase to Defined Benefit Obligation	
Change in assumptions at 31 March 2024:	**%**	**£**
0.1% decrease in Real Discount Rate	2	109,000
1 year increase in member life expectancy	4	190,000
0.1% increase in the Salary Increase Rate	0	6,000
0.1% increase in the Pension Increase Rate (CPI)	2	106,000

	Approximate increase to Defined Benefit Obligation	
Change in assumptions at 31 March 2023:	**%**	**£**
0.1% decrease in Real Discount Rate	2	108,000
1 year increase in member life expectancy	4	188,000
0.1% increase in the Salary Increase Rate	0	6,000
0.1% increase in the Pension Increase Rate (CPI)	2	104,000

Defined benefit pension scheme net liability

	2024 £	2023 £
Scheme assets	7,014,000	6,210,000
Scheme obligations	(4,741,000)	(4,708,000)
Net asset	**2,273,000**	**1,502,000**

The share of the assets in the scheme were:

	2024 £	2023 £
Equities	3,507,000	3,601,800
Corporate bonds	2,525,040	1,863,000
Property	631,260	558,900
Cash and other liquid assets	350,700	186,300
Total market value of assets	**7,014,000**	**6,210,000**

The actual return on scheme assets was 13% (2023 (2.3%)).

Changes in the present value of defined benefit obligations were as follows:

	2024	2023
	£	£
At 1 April	4,708,000	7,359,000
Current service cost	62,000	121,000
Interest cost	224,000	203,000
Employee contributions	14,000	16,000
Actuarial (gain)/loss	(213,000)	(2,950,000)
Benefits paid	(54,000)	(41,000)
At 31 March	4,741,000	4,708,000

Changes in the fair value of scheme assets:

	2024	2023
	£	£
At 1 April	6,210,000	6,341,000
Interest income	295,000	174,000
Actuarial gains/(loss)	511,000	(321,000)
Employer contributions	38,000	41,000
Employee contributions	14,000	16,000
Benefits paid	(54,000)	(41,000)
At 31 March	7,014,000	6,210,000

16 Contingent Assets and Liabilities

In relation to the Woodbury Care Home service, the Charity was not issued with a lease for the property by the landlord (Royal Borough of Kingston-upon-Thames) beyond 1st April 2022. As a result, an agreement in relation to funding and rental of the property from the Commissioner (also the Royal Borough of Kingston-upon Thames) was unable to be completed. The service closed in November 2023. The amount of rent due relating to the year ended 31st March 2023 is estimated to be £100,208, with an equal amount of funding also due to be received by the Charity.

Notes to the Financial Statements

For the year ended 31st March 2024

17 Movement in funds

	1 Apr 2023 £	Income £	Expenditure £	Transfers £	31 Mar 2024 £
Unrestricted Funds					
General Funds	422,091	2,335,013	(2,351,052)	-	406,052
Restricted Funds					
National Garden Scheme	-	4,242	(4,242)	-	-
Kingston Voluntary Action	-	3,600	(3,600)	-	-
Richmond Microgrant	-	250	(250)	-	-
Royal Borough of Kingston upon Thames Resilience Fund	-	19,368	(1,258)	-	18,110
Sport England	1,171	-	-	-	1,171
Total Restricted Funds	1,171	27,460	(9,350)	-	19,281
Total Funds	423,262	2,362,473	(2,360,402)	-	425.333

At the Stud Community Garden, the National Garden Scheme funding allowed us to repair the polytunnel, the Kingston Voluntary Action Grant enabled us to run 'Grow Cook and Eat' and the Richmond Microgrant started an apple orchard.

The Royal Borough of Kingston upon Thames Resilience Fund contributed toward the fuel cost increases experienced at Woodbury, whilst additional funding was secured to install a new kitchen at Stud Community Garden to enable those we work with to learn cooking skills.

18 Analysis of net assets between funds

	General Funds 2024 £	Restricted Funds 2024 £	Total 2024 £	Total 2023 £
Fixed assets	44,063	9,812	53,875	20,447
Current assets	861,462	9,469	870,931	727,572
Current liabilities	(499,473)	-	(499,473)	(324,757)
Longer term Liabilities	-	-	-	-
	406,052	19,281	425,333	423,262

BALANCE (SUPPORT) CIO

England & Wales - Charity number 1190859

Accounts

Charity registration number: 1190859

Balance (Support) CIO

Annual Report and Financial Statements
For the Year Ended 31st March 2023

Balance (Support) CIO

Contents

	Page
Charity Reference and Administrative Details	3
Chair's Statement	4
Trustees' Report	5
Independent Auditor's Report	16
Statement of Financial Activities	19
Balance Sheet	20
Statement of Cash Flows	21
Notes to the Financial Statements	22

Balance (Support) CIO

Charity Information

Charity registration number	1190859
Trustees	J Swan (Chair) I Davison L Di Bonaventura S Field (Treasurer) P Henson N Mauger Anjali Subburaj Sarath Weerasinghe
Chief Executive Officer	Guy Stevenson
Registered office	Sessions House 17 Ewell Road Surbiton KT6 6AG
Auditor	UHY Ross Brooke Chartered Accountants Windrush Court, Abingdon Business Park Suite I, Blacklands Way Abingdon OX14 1SY
Bankers	The Cooperative Bank 1 St. Peters Square, Stockport, Chesire, SK1 1NX

Balance (Support) CIO

Chair's Statement

For the year ended 31st March 2023

This is my last year as Chair of Balance and one which again presented many challenges, requiring significant change and transformation within the Charity, to ensure ongoing sustainable and cost- effective service delivery to our many clients and users, while ensuring we remained fiscally resilient as an organisation. As a result, the Charity has been curtailed in its ability to grow and diversify its services, as per the Strategic Plan and against some of the stretch goals set for this operating year.

Nevertheless, this has been a positive year for Balance, where the focus was on ensuring key capability & staffing gaps were filled, significant progress was made towards establishing full cost recovery status by service, systems and processes were improved and digitised wherever possible to strengthen productivity & operating efficiency and more robust governance measures were also established. While some of these performance areas remain work in progress, the CEO, management & staff teams should feel encouraged and proud of the achievements to date and the Board thanks them for their individual & collective efforts.

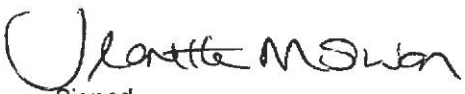
A management restructure was also required to reduce overhead and operating costs and to orientate and shape the organisation to develop new business opportunities and prepare for future diversification & growth as per the stated Strategic Plan. This was managed efficiently by the CEO and Finance Director and successfully achieved its targets.
In addition, significant improvements were achieved in contract pricing terms with local authority and commissioning teams, and new contracts were acquired for Day Operations Services. With the consolidated impact of these changes and the Woodbury residential care service finally terminating in September this year, the focus of operations will be more streamlined and resource management more predictable, all of which will enable leveraging the scope for further growth potential and diversification of income streams as per our strategic goals.

Overall, Balance finished this fiscal year with a positive result over last year and significantly up on budget, returning a surplus vs the predicted deficit. Although it is anticipated that the sector will continue to exert pressure on ongoing operations, the recent successful applications for new grant funding, new contract opportunities currently being investigated, improved contract terms and an increase in private payors, will all contribute to a positive and encouraging outlook for the coming year.

On behalf of all the Trustees, I would like to credit Guy Stevenson our CEO and his leadership team for their continuing strong performance management, robust control of financial resources, critical stakeholder management and ongoing problem solving throughout the year, while implementing
appropriate corrective actions where required.

Thank you also to all our dedicated staff teams and volunteers who have continued to deliver professional client focussed services across all our departments. Thank you for your hard work and commitment to Balance.
Finally, my thanks to my fellow Trustees for their support, advice and much valued contributions during the year, as well as for all their support and commitment during my tenure as Chair. I have enjoyed working with them and wish them well for the future.

When I stand down from the role of Chair in November 2023, I will be proud to look back on Balance's past achievements but also recognise the scope and potential it still has to grow and develop.
I wish Balance and all those working with the organisation every success for the future.



Signed
Jeanette M Swan
Chair of Trustees

Date 9th November 2023

Balance (Support) CIO

Trustees' Report

For the year ended 31st March 2023

The Trustees present their report and the audited financial statements of the charity for the year ended 31st March 2023. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

Structure, governance and management

Constitution

The Charity is registered with the Charity Commission as a Charitable Incorporated Organisation and its governing document is its constitution. The charity was formerly operating as a CIC and the process of converting to a charity was completed on 14 August 2020, when we were registered with the Charity Commission.

Trustees of the charity

The trustees who have served during the year and since the year end were as follows:

Jeanette Swan	
Susan Field	From 27th April 2022
Paul Henson	
Neil Mauger	
Laura de Bonaventura	
Ian Davidson	
Anjali Subburaj	From 9th May 2023
Sarath Weerasinghe	From 9th May 2023

Method of appointment or election of trustees
The current Board of Trustees are the first trustees of the CIO and the majority of them were Directors of the CIC, prior to conversion. They were recruited by advertising in an appropriate medium, after considering the skills that would be required once the conversion was affected. The Board will continue to consider and identify the skills needed in order for the Board to operate effectively and then recruit accordingly.

Policies and procedures adopted for the induction and training of trustees
All new Trustees are sent an induction pack, which gives appropriate information about the charity and the Trustee Role. They are also expected to read the guidance for Trustees available from the Charity Commission and to speak to an appropriate member of staff if they require further information or clarification. Ongoing training is also provided.

Organisational structure, Related parties and other charities and organisations
The Board of Trustees meets quarterly to decide on matters that are the proper business of the Board, including setting the Strategy for the charity. From time to time small a group of Trustees may be asked to form a working party to consider a particular aspect of management or governance and report back into the full board with recommendations. Day to day management of the charity is delegated to the Chief Executive and Senior Management Team who are responsible for the delivery of the strategy and who also advise and provide information for the Board.

The major risks to the organisation have been reviewed and systems are in place to manage those risks.

Balance (Support) CIO

Trustees' Report

For the year ended 31st March 2023

Objectives and activities

Objects and aims

The charity's objects are summarised as the following:

- The relief of those in need by reason of youth, age, ill-health, disability, financial hardship or other disadvantage for the public benefit by providing support and guidance to disadvantaged persons and their families, in particular, but not limited to persons with learning disabilities/autism and those with mental health conditions, by the provision of accommodation, support services, employment support, day care and any and all such other facilities as may be required to enable and support them to experience fulfilling lives and which maximise their involvement in the community and improve their quality of life.

- To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society.

Objectives, strategies and activities

Our primary strategic objectives	
Objective 1	That we build services that are financially sustainable and resilient to changes in local markets
Objective 2	That our interventions are quality assured and measurable by impact
Objective 3	That we build interventions that mobilise skills, knowledge and abilities to direct our work and shape its impact
Objective 4	That our operations are scalable, targeted, and appropriate to our core business
Objective 5	That we deliver measurably increased social skills, confidence and independence in those supported by our work

Our strategy

Our Strategic Priorities	Actions central to meeting these priorities
The skills and assets inherent to those using and delivering our service are central to its development	That the charity will have built a systemic approach to strengths-based practice and collaboration that values the contribution of all those associated with its growth and development
We are financially stable with a diversified approach to revenue generation and income growth	That the charity optimises its financial and income development approach to properly underpin its costs, drive new business and generate cost effective returns on its investment
We build an organisation that values difference and actively challenges barriers of inclusion in and outside the charity's boundaries	That we confront not only the institutional barriers of discrimination that impact on the lives of those with learning disability or enduring mental illness that use our services. But also, for those that work for us, support us and influence the way we do business.
We are a recognised community player in Kingston and beyond	That we reposition the organisation as a key charitable body in SW London both in terms of its contribution, its brand and its broader influence across the community.

Balance (Support) CIO

Trustees' Report

For the year ended 31st March 2023

Our Charitable Activities

The charity currently delivers a range of activities to support the needs of vulnerable people with learning disabilities and enduring mental health needs in the boroughs of Kingston, Richmond, Kensington and Chelsea, and Westminster. Our current suite of services include:

Service Area	Service component	Description of Service
Supported Living Services	Community Based Outreach	Our Outreach service supports those with learning disabilities, mental health illness or autism living within the Kingston borough to live independently in their community
	Shared Homes	Our Shared Homes Service supports adults with mild to moderate learning disability, or Autism living independently with others in shared accommodation
Employment Support Services	Supported Employment	A supported employment service for people who have a learning, physical or sensory disability and who live in the boroughs of Kensington & Chelsea and Westminster
	Employment and Mental Health Support	The Mental Health Employment Support team provides employment support to people living in the Royal Borough of Kingston who are experiencing mental health difficulties, working in partnership with Kingston iCope
Community Activities Service	Stud Nursery	Our community garden offers a welcoming and supportive environment for people to learn and develop skills. The site has raised beds, polytunnels, greenhouses and a walk-in chicken coop
	Community Cafe	Balance Community Café runs in partnership with St Matthews Church in Surbiton offer supported employment, volunteering, food and other refreshments to people living locally in Surbiton.
Volunteering		The charity offers a range of volunteering opportunities from leading the charity as a trustee to helping cultivate our horticultural space at the Stud Nursery.

Public benefit statement

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Our primary public benefits relate to the development of services that support the independence of vulnerable people with learning disabilities and/or enduring mental health needs. We are responsible for the development and delivery of a range of community-based services in Southwest and West London.

Fundraising Standards Information

Fundraising activity has been limited with the major part of our revenue generated through contractual sources and some monies from privately contracted services.

Despite this, the Charity remains mindful of its obligations under the fundraising code of practice, with an undertaking to ensure the following:

- That GDPR obligations have been applied at all times, and that the Charity at no time has made unsolicited approaches unless express permission has been granted.
- That the Charity is registered with the Fundraising Regulator and has adopted the core fundraising principals set out by them in its Fundraising Code of Practice.
- It has not used the services of an external agency to support our fundraising activities but were it to do so would require adherence to the same national standards and/or registration with a recognised scheme.
- Monitoring of our fundraising activity during the year has not identified any practices that could be deemed as failing to meet those same national standards. As stated above fundraising development has been limited in 21/22. However, as part of the strategic review in 2022 and Income Development Plan will be required to address the safe and compliant raising of revenues in the future beyond that of our contracted activity.
- There were no complaints in relation to our fundraising activities during the year.

Achievements and performance

General Introduction

In line with last years report, the financial year ending March 2023 has been one of continued change and transformation across the organisation. Trends across the social care market at local and national level have substantially influenced our decision making, both in terms of future proofing the charity's financial resilience as well as its operational reach and development priorities. The following information sets out not only the work undertaken but the impact on the charity's performance and those who benefit from its services.

Strategic alignment and developmental trends

This year represented the first full year of the charity's new forward strategy, with trustees adopting a new medium-term plan in the autumn of 2022. The shape of our work during the year, and the priorities associated with it were therefore developmental in their direction rather than the more emergency and remedial activity undertaken in 21/22.

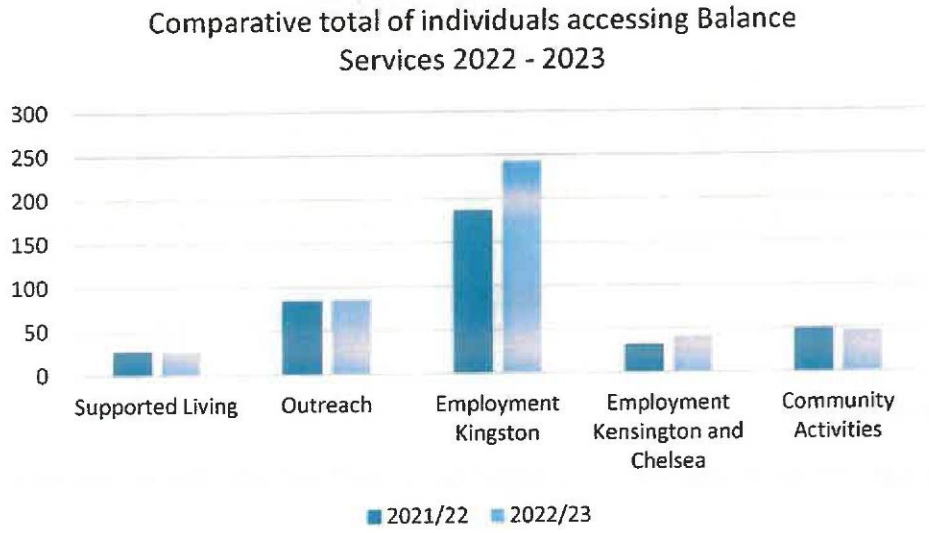
- The charity undertook to reposition it's support activity around a firmer asset-based methodology, substantially addressing gaps in staffing skills and capacity through training and professional development.
- The programme to digitise our operating and administration systems was completed to target, with a suite of systems now in place that provide a considerably more reliable basis for the analysis of our work and its impact. There is still some distance to travel in integrating the differing tools at our disposal as well as maximising their potential analytical advantage for the charity's development.

- A further management restructure was completed to address both the need to reduce costs but to additionally create space for new skills in driving revenues, improving output and future business diversification.
- Agreement was reached with our principle contractors to address shortfalls in the value of investment against our costs. This is considered more fully below as part of the financial review.
- The charity was successful in its bid for a new tender to deliver Day Opportunities and Meaningful Occupation activities on behalf of the Royal Borough of Kingston (RBK).

Generally, this has been a successful year for the charity, with an improvement in our overall financial position, a stronger more resilient financial structure, a more robust governance environment, better more secure systems to support our work and a workforce that remains committed to the charity's broader support objectives.

General Performance

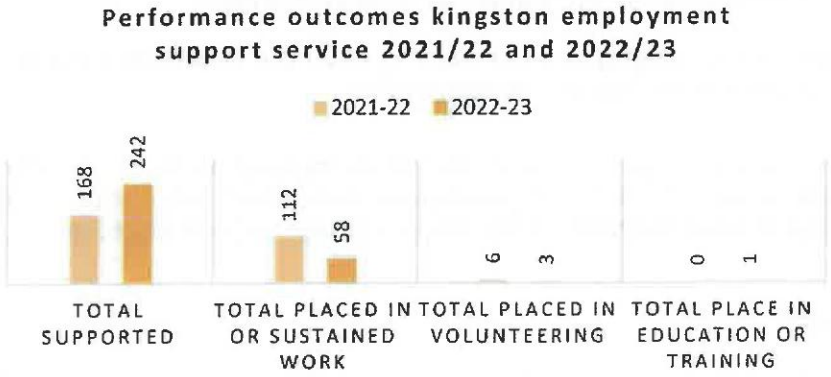
Delivery output on the previous year generally showed a positive comparable performance. Though there was some in year variation in our supported living service, primarily due to the failure to close our residential service at Woodbury as planned at the beginning of the financial year. Other area's of the charity's operations remained largely consistent or saw moderate growth against the previous year's benchmarks. The charity closed one service, its Independent Travel Training Service following a decision not to renew the contract with its principle funder.

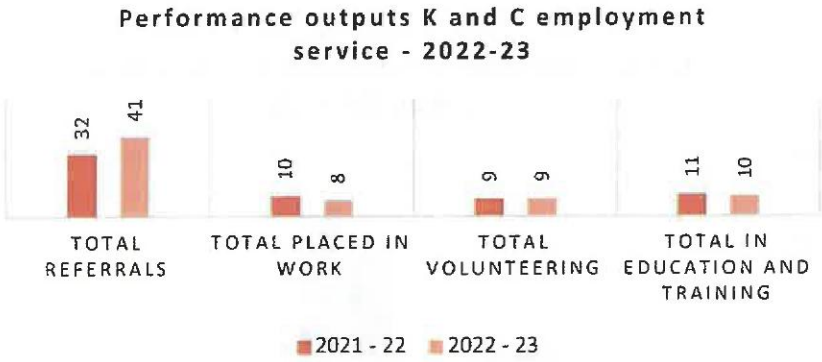


Employment Support

The Increase in individuals accessing support from our two employment services reflects an improvement in the referral relationships with their respective partner agencies. Though with recruitment challenges in the Kensington and Chelsea service, there were reductions in successful placements against the previous year. Data returns for the year show the following principle operational outputs for each service with the following worth noting:

- Whilst the level of individuals supported by our Kingston team was up on the previous year, there were 58% fewer positive outcomes, which may reflect not just the increase in volume but the complexity of the support.
- The Kensington service despite being 50% understaffed for the year still delivered an improvement in the number of new referrals and only a marginal fall in employment, volunteering and training placements against the previous year.





Community Support Services

Operationally there was little substantial change in output for our Outreach and Shared Homes services.

- As previously stated, Woodbury remained open throughout the year with the majority of its tenants leaving by August 2022. Five further individuals remained on site until February 2023 and as of March 2023 there remain three people still supported by the charity. Final closure of the service is anticipated for September 2022.

- There was one additional service closure, Dukes Avenue, with the 3 tenants moving to temporary accommodation with an alternative provider whilst a new property is secured on the open market. The charity continues to provide one to one outreach support though over all support hours have been reduced considerably from a previous value of 104 hours per week to 31.

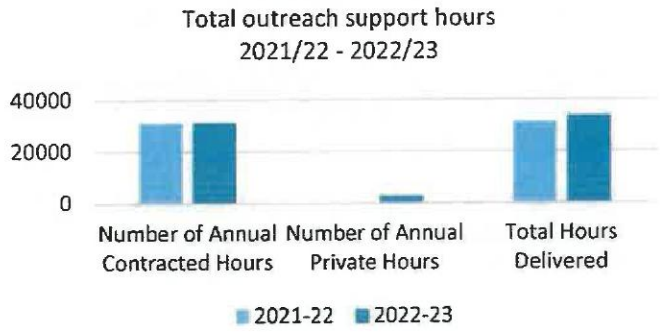
- Revaluation of our contracted hours in shared homes was also undertaken to address a historic failure to meet the full costs required to deliver the evaluated needs of the individuals supported by the service. An increase in contracted hours was agreed in August 2022 from the previous baseline of 176 hours per week to 229.

- An additional re-negotiation improved the unit cost values paid under the terms of our framework agreement with the Royal Borough of Kingston for both our shared homes and outreach services. This improves the cost balance against framework revenues, but has failed to fully close the gap in the overall budget shortfall.

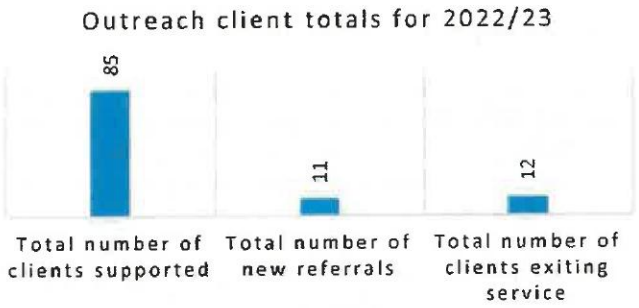
Community Support Service Performance Outputs

Outreach

Our Kingston Outreach Service recorded an increase in delivery hours against figures for the previous year. Though there was a slight increase in hours funded through the framework, the principle rise was as a result privately contracted work. Private contracted support hours increased from 300 in 2022 to 2500 for 2023.

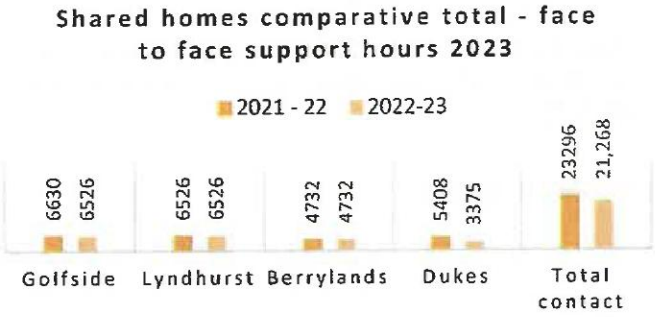


The total number of those in receipt of support remained consistent with the previous year. There was a growth in those accessing our support privately from 1 individual in 2022 to 7 in 2023. The number of new referrals aligned with the output for 2022.



Shared Homes

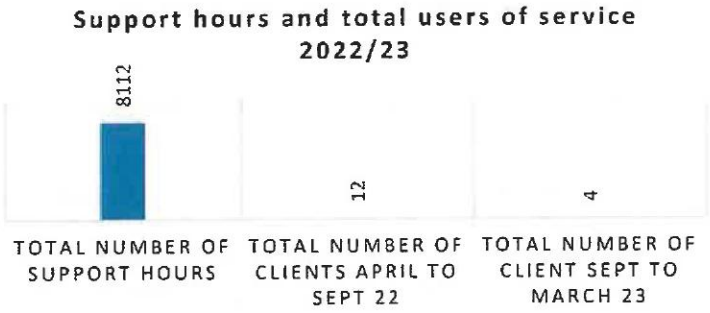
Whilst agreement to fully fund the contractual hours for our shared homes service was reached mid – year hours overall fell by the end of the second quarter due to the temporary closure of one of the services. Contracted hours therefore shrank comparatively against the previous year. There were no new referrals, with numbers supported remaining at 12 for the year.



Woodbury

The charity's residential care service continued to deliver a substantially reduced operation as it wound down toward its final closure in 2023.

Client numbers commenced the financial year at 12 but by March 2023 had reduced to 3 remaining individuals.



Community Activities Services

Balance (Support) CIO

Trustees' Report

For the year ended 31st March 2023

Our horticultural service at the Stud and off its shoot community café at St Mathews Church Surbiton saw some positive growth in numbers and revenue during the year. The financials are set out separately below. Highlights for the year included:

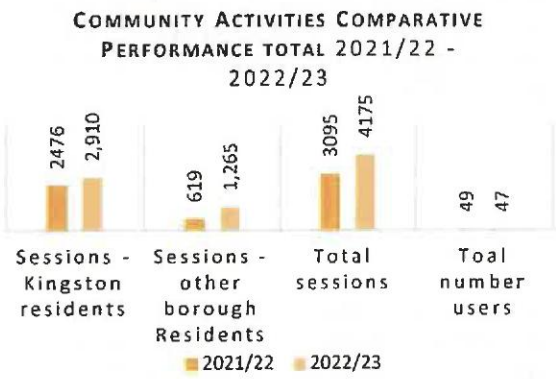
- The successful delivery of the first year of our Grow Cook at Eat project. Supporting clients using the service to understand and exploit the growing of food on site and how to make the most of it in the kitchen. The project delivered 24 sessions to 35 individuals during the year.
- The service increased the number of individuals accessing it as private payers, as well as widening the catchment area from which those using it come from. This includes the boroughs of Kingston, Richmond, Croydon and the county of Surrey.
- The charity successfully won a contractual bid to continue to fund the Stud for a further 5 years following a tendering round in January 2023. And renegotiated its lease terms to increase footfall onto the site as well as extend its opening hours into the weekends on a monthly basis.

Performance Outputs

Sessional activity for the stud against the previous year increased by 26%. Though the total number of individual users accessing the service fell by two, increases in the sessions taken up by new and existing users boosted the overall level of activity on site.

The total of non-Royal Borough of Kingston users of the service was 28% (13 in total) with 4 from Surrey and 9 from the borough of Richmond.

With agreement to increase daily footfall to 32 clients from the current level of 25 we would expect to see numbers develop further.



Systems Development

The charity completed its shift to a fully digital suite of support systems to support its work and administration.

- Payroll was brought in house, with Bright Pay used as the primary tool to manage it
- Our financial reporting systems were moved from Sage to Xero, upgrading our accountabilities as well as reporting capabilities.
- We fully integrated Breath HR into our support and operational administration to enable real-time reporting and evaluation of our operations and HR administrative issues.
- We contracted with a 3rd party HR provider to support our HR and Health and Safety needs.
- We reviewed our existing Client Records Management system and decided to replace it with an alternative both to reduce cost and improve its operating interface for staff.
- In turn ensuring the ability to digitize all existing and historic client records across the organisation, providing a single point of access and improved security as a result.

Staffing and Human Resources

This financial year continued to be fairly dynamic in terms of changes to our staffing establishment our operating structure and our commitment to development and transformation.

There was some movement in and out of the organisation during 2022/23, as well as some staff previously employed on zero hours contracts moving to permanent employment.

There are a total of 58 staff currently employed by the charity on a permanent and contractual basis.

The departments with the highest number of staff represent those areas of the business with the highest contractual investment.

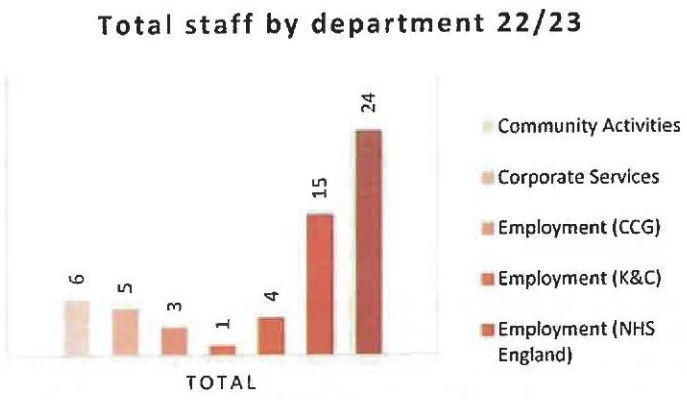
23 staff left the organisation during this financial year though 50% of those were zero hours contract staff only, or those subject to redundancy.

The charity reduced its dependency of casual employees this year, moving from 29 zero hours contract employees in January 2021 to 7 by the end of 22/23. This was both as a result of the wind down of Woodbury and more general shift toward better terms and conditions for staff.

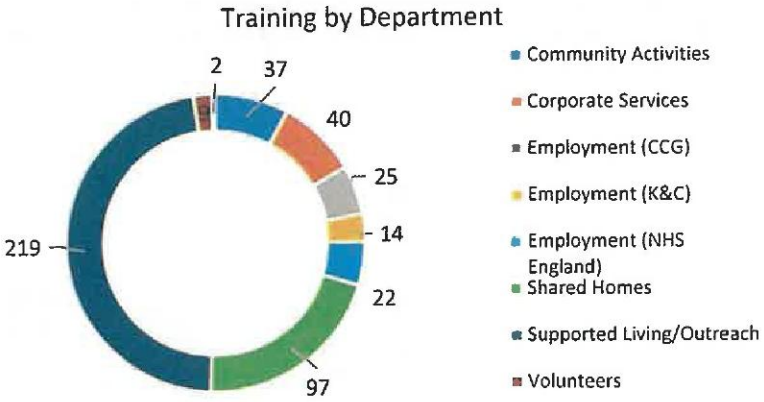
Staff participated in a total of 465 training and development sessions during the course of the year.

89% of these were mandatory, either complying with our statutory obligations or those related to our strategic development

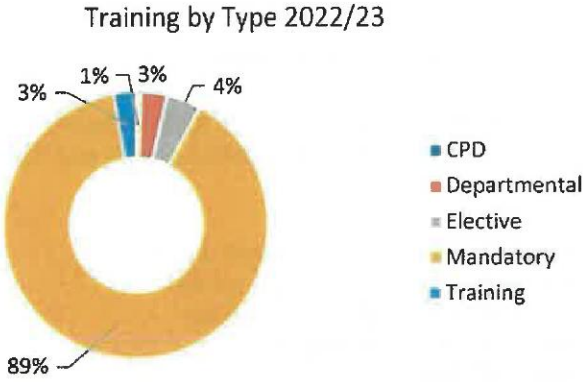
77% of training was related to the professional development of staff to comply with the charity's quality standards in delivering its services





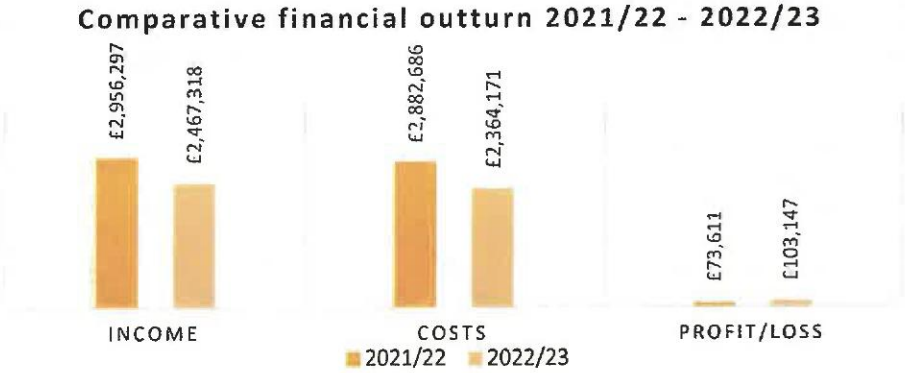


Others including First Aid, Health and Safety, Management and Development and Risk Management addressed wider issues related to capacity and knowledge development across specific roles to address governance and oversight of the charity's business.

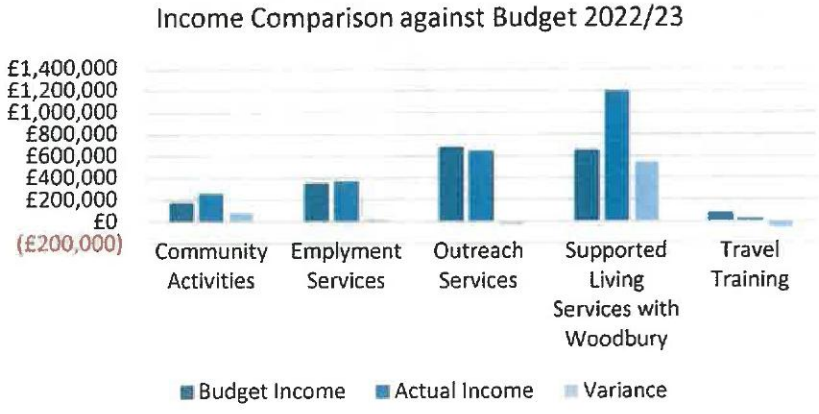


Financial Review

Whilst the charity's turnover for the year was 17% below the figure for 2021/22, this was principally as a result of the expected close down of our Woodbury residential care service. Despite this the final figure for the year end of £2,369,016 represents an 16% improvement on the anticipated budget position of £2,038,000. And the surplus of £103,146 is a considerable improvement on the anticipated deficit of - £37,000 that trustees authorised.



Contract re-negotiations, increases in private payers and donations all resulted in a general improvement against our initial budget position and performance targets for most departments.



Balance (Support) CIO

Trustees' Report

For the year ended 31st March 2023

Reserves Policy

The Trustees have considered the appropriate level of reserves that should be held by the charity to provide for fluctuations in cash flow and income, working capital to develop new funding opportunities and the other needs of the charity. They have concluded that an appropriate level of reserves would be four months running costs. They are aware that reserves currently fall short of this level and are working towards creating modest surpluses overtime in order to secure the reserves at the appropriate level.

The Charity holds £422,091 (2022: £334,003) in unrestricted reserves, and £1,171 (2022: £2,050) in restricted reserves. This gives a total of £423,262 (2022: £336,053). Monthly running costs of the charity are approximately £195,000 per month. The current reserves are equivalent to 2.2 months running costs which is an improvement on that from March 2022 when it was 1.7 months. The steps continue to be taken to improve the financial position of the charity are noted above.

Going concern

Challenges remain for the charity in building adequate financial resilience behind its services. We are not isolated from systemic issues impacting the whole of the social care sector. Budgets will continue to remain tight, and investment limited by what our funders are prepared to pay, rather than fully meeting the costs of delivering contracts on their behalf. We will continue to build revenues from those prepared to pay for our services privately, negotiate and broker investment from other statutory and not statutory investors, in addition to diversifying our service offer overall. The trustees consider it appropriate for a going concern basis to be adopted for these accounts.

Plans for future periods

As Balance looks forward to celebrating its 10th Anniversary we anticipate identifying further opportunities to build our business, renew are support offer and initiate new areas of activity.

Trustees' responsibilities

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period.
In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

On behalf of the board

Jeanette M Swan, Chair of Trustees

Date: 9th November 2023

Balance (Support) CIO

Independent Auditor's Report to the Trustees of Balance (Support) CIO

For the year ended 31st March 2023

Opinion

We have audited the financial statements of Balance (Support) CIO for the year ended 31 March 2023 which comprise the Statement of Financial Activities, Balance sheet, Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- the charity has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or

- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the trustees' responsibilities statement set out on page 15, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- We have considered:
  - the nature of the charity and sector, control environment and operating performance;
  - the charity's own assessment, including assessments made by key management, of the risks that irregularities may occur either as a result of fraud or error;
  - any matters we identified having reviewed the charity's policies and procedures relating to:
    - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
    - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
    - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
  - the matters discussed amongst the audit engagement team.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the areas in which management is required to exercise significant judgement, such as the disclosure of adjusting items. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context were the Companies Act, Charities Act and tax legislation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial

statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

UHY Ross Brooke
Statutory Auditor
Windrush Court
Abingdon Business Park
Abingdon
OX14 1SY

Date 9/11/23

UHY Ross Brooke is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Balance (Support) CIO

Statement of Financial Activity

For the year ended 31st March 2023

	Notes	Total Unrestricted Funds 2023	Total Restricted Funds 2023	Total Funds 2023	Total Funds 2022
		£	£	£	£
Income					
Donations and Grants	2	1,200	6,464	7,664	120,911
Charitable activities	3	2,455,537	3,750	2,459,287	2,803,876
Other income	4	-		-	1,736
Investments	5	367		367	74
Total		2,457,104	10,214	2,467,318	2,926,597
Expenditure					
Charitable activities	6	(2,369,016)	(11,093)	(2,380,109)	2,882,686
Net income/(expenditure)	9	88,088	(879)	87,209	43,911
Transfers between funds		-	-	-	-
Net movement in funds	17	88,088	(879)	87,209	43,911
Reconciliation of funds					
Funds brought forward	17	334,003	2,050	336,053	292,142
Fund balances carried forward	17	422,091	1,171	423,262	336,053

The Statement of Financial Activities includes all gains and losses recognised in the year

All income and expenditure is derived from continuing activities.

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

Balance (Support) CIO

Balance Sheet

As at 31st March 2023

	Notes		2023		2022
			£		£
FIXED ASSETS					
Tangible assets	12		20,447		13,641
CURRENT ASSETS					
Debtors	13	120,547		36,830	
Cash at bank and in hand		607,025		649,379	
		727,572		686,209	
CREDITORS:					
Amounts falling due within one year	14	(324,757)		(363,797)	
Net current assets			402,815		322,412
Total assets less current liabilities			423,262		336,053
Creditors : amounts falling due after more than one year			-		-
NET ASSETS	18		423,262		336,053
FUNDS					
Unrestricted funds					
- General funds	17		422,091		334,003
- Restricted funds	17		1,171		2,050
Total Funds	17		423,262		336,053

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

Jeanette M Swan

Jeanette Swan
Chair of Trustees

Balance (Support) CIO

Cash Flow Statement

For the year ended 31st March 2023

	2023 £	2022 £
Cash flows from operating activities		
Net income per statement of financial activities	87,209	43,911
Adjustments for:		
Depreciation charges	6,973	8,492
Interest receivable	(367)	(74)
Loss of disposal of fixed asset	531	7,329
Decrease/(Increase) in debtors	(83,718)	331,364
(Decrease)/Increase in creditors	(39,040)	(426,839)
Net cash provide by operating activities	(28,412)	(35,817)
Cashflow from investing		
Interest received	367	74
Purchase of tangible fixed assets	(14,309)	(2,821)
Net cash (used in) investing activities	(13,942)	(2,747)
Change in cash and cash equivalents in the year	(42,354)	(38,564)
Cash and cash equivalents brought forward	649,379	687,943
Cash and cash equivalents carried forward	607,025	649,379
Analysis of cash and cash equivalents		
Cash at bank	607,025	649,379

Balance (Support) CIO

Notes to the Financial Statements

For the year ended 31st March 2023

Charity information
Balance (Support) CIO (the 'charity') is a Charitable Incorporated Organisation ('CIO'), registered in England and Wales and constitutes a public benefit entity as defined by FRS 102. The address of the registered office is 17 Ewell Road, Surbiton, KT6 6AG.

1 Accounting Policies

1.1 Basis of preparation
The financial statements have been prepared in accordance with the Charities SORP (FRS102) (Second Edition) - 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 (effective 1 January 2019), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The financial statements have been prepared on the going concern basis and under the historical cost convention. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Going concern
The Trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements.

Whilst the closure of Woodbury continues to present challenges to the sustainability of the charity, the Trustees have taken further steps to mitigate the impact of this. Additionally, they have considered the existing contract terms and consider the charity to have sufficient resources to continue to operate for at least 12 months from the date of these accounts.

The Trustees have carefully considered whether the Charity remains to be a going concern and have concluded that there is sufficient evidence for them to remain a going concern.

1.3 Income recognition
Items of income are recognised in the financial statements when all of the following criteria are met:

- The charity has entitlement to the funds;
- any performance conditions have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

Contract income from the provision of professional services is recognised as the charity earns the right to consideration through the performance of those services, when the stage of completion, costs incurred and costs to completion can be estimated reliably.

No amount is included in the financial statements for volunteer time in line with the SORP.

1.4 Expenditure recognition
Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount can be measured reliably.

Expenditure is classified under the following activity headings:

- Costs of raising funds which comprise those costs associated with seeking donations and grants
- Expenditure on charitable activities which comprises the costs of running the various activities and services for the charity's beneficiaries.

Expenditure includes those costs of a direct nature which can be allocated to a specific activity. It also includes indirect costs, including governance costs that do not relate to a specific activity but are necessary to support them. Support costs are apportioned to each activity on the basis of staff time.

1.5 Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

1.6 Fund accounting
Unrestricted general funds are those funds which are freely available for use in furtherance of the objects of the charity and which have not been designated for specific purposes.

Designated funds are unrestricted funds set aside by the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are funds which can only be used in accordance with specific restrictions imposed by the donor or which have been raised for a particular purpose. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

1.7 Fixed assets and depreciation
Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is provided so as to write off the cost of each asset over its estimated useful life at the following annual rates:

Computer equipment	4 years straight line
Other Equipment, Furniture and Fittings	4 years straight line

At each reporting date the Charity assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

1.8 Cash and cash equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities

1.9 Financial instruments
The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

1.10 Leases
Operating lease rentals are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

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

The Charity also contributes to two defined benefit schemes for employees:

- the local government pension scheme for approximately 13 former employees of Royal Borough of Kingston

It is not possible for the charity to obtain sufficient information to enable it to account for the Royal Borough of Kingston scheme as a defined benefit scheme and it therefore accounts for the scheme as a defined contribution scheme. The local authority will set the contribution rates each year for employees. All such payments are then charged directly to the Statement of Financial Activities.

1.12 Redundancy costs

Redundancy and termination costs are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future period.

2 Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Donations	1,200	-	1,200	794
Grants:				
COVID-19 infection control	-	-	-	60,327
COVID-19 Rapid Testing	-	-	-	12,457
Other grants	-	6,464	6,464	47,333
	1,200	6,464	7,664	120,911

3 Income from Charitable Activities

	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Contracts				
Woodbury Care Home	649,677	-	649,677	1,107,922
Local Government Employment Mental Health	163,796	-	163,796	253,725
Local Government Supported Living	1,104,626	-	1,104,626	920,732
Local Government Community Activities	173,793	-	173,793	158,748
NHS Funding South West London CCG	162,645	-	162,645	103,000
Other income from charitable activities	201,000	3,750	204,750	259,749
	2,455,537	3,750	2,459,287	2,803,876

4 Other Income

	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Rent retained	-	-	-	1,736
	-	-	-	1,736

5 Investment Income

	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Bank interest	367	-	367	74

6 Expenditure on Charitable Activities

EXPENDITURE ON CHARITABLE ACTIVITIES

	Direct Costs £	Support Costs £	Total 2023 £	Total 2022 £
Staff costs	1,901,578	197,910	2,099,488	2,349,989
Premises	64,843	35,876	100,719	311,479
Administration costs	13,372	81,626	94,998	116,966
Residents care and welfare	27,655	-	27,655	43,355
Transport	11,171	-	11,171	25,242
Prof, Licenses and subscriptions	408	29,817	30,225	22,998
Governance Costs (see note 8)	-	8,880	8,880	6,720
Depreciation	-	6,973	6,973	5,937
Other costs	-	-	-	-
	2,019,027	361,082	2,380,109	2,882,686

7 Analysis of Expenditure by Activity

ANALYSIS OF EXPENDITURE BY ACTIVITY

	Direct Costs £	Support Costs £	Total 2023 £	Total 2022 £
Woodbury	534,187	95,533	629,720	1,139,064
Supported Living	908,262	162,433	1,070,695	946,611
Employment Service	268,411	48,003	316,414	366,752
Other Activities including Community Activities and Travel Training	308,167	55,113	363,280	430,259
	2,019,027	361,082	2,380,109	2,882,686

8 Governance costs

	Total 2023 £	Total 2022 £
Audit fees	8,880	6,720
	8,880	6,720

9 Net income/(expenditure)

Net income/(expenditure) for the year is stated after charging:

	Total 2023 £	Total 2022 £
Auditor's remuneration	8,880	6,720
Depreciation	6,973	5,937
Operating lease rentals	43,675	239,108

10 Trustee Remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2022: £nil).
No Trustee received any expenses during the year (2022: £nil).

11 Staff costs

	Charitable Costs £	Support Costs £	Total 2023 £	Total 2022 £
Wages and salaries	1,474,079	158,137	1,632,506	1,919,179
Social security costs	141,755	17,338	159,093	175,932
Pension costs	76,665	4,761	81,426	97,271
Other staff related costs	22,812	17,384	40,196	47,619
Redundancy	46,017	-	46,017	30,452
Agency Staff	140,250	-	140,250	79,536
	1,901,578	197,910	2,099,488	2,349,989

One employee received total remuneration above £60,000 excluding employer's national insurance and pension costs, in the £70,000 - £80,000 band. (2022: None in the £70,000 - £80,000 band)

The average number of employees analysed by function was:

	2023 Number	2022 Number
Direct charitable activities	58	79
Management and administration	4	4
	62	83

The total amount of employee benefits received by key management personnel was £83,688 (2021: £116,036). Under FRS 102 employee benefits include gross pay, benefits in kind, employer's national insurance and employer's pension costs.

12 Tangible Fixed Assets

	Computer Equipment £	Furniture and Equipment £	Total 2023 £	Total 2022 £
Cost				
At 31 March 2022	54,372	19,288	73,660	80,723
Additions	6,315	7,994	14,309	2,821
Disposals	(30,961)	(1,905)	(32,866)	(9,884)
At 31 March 2023	29,726	25,377	55,103	73,660
Depreciation				
At 31 March 2022	48,297	11,722	60,019	54,082
In the year	3,030	3,943	6,973	8,492
Eliminated on disposal	(30,435)	(1,901)	(32,336)	(2,555)
At 31 March 2023	20,892	13,764	34,656	60,019
Net book value				
At 31 March 2022	6,075	7,566	13,641	26,641
At 31 March 2023	8,834	11,613	20,447	13,641

13 Debtors

	2023 £	2022 £
Trade debtors	81,969	9,662
Prepayments and accrued income	14,860	15,037
Other debtors	23,718	12,131
	120,547	36,830

14 Creditors – amounts falling due within one year

	2023 £	2022 £
Trade Creditors	81,522	62,180
Accruals	51,400	79,219
Taxation and social security	125,535	133,861
Other Creditors	66,300	88,537
	324,757	363,797

15 Operating Lease Commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2023 £	2022 £
Due within:		
1 year	36,434	15,078
1 - 5 years	45,300	23,000
	81,734	38,078

16 Pension and similar obligations

Some of Balance Support CIO's employees belong to the Local Government Pension Scheme (LGPS), multi-employer defined benefit scheme managed by the Royal Borough of Kingston upon Thames.

The latest actuarial valuation of the LGPS related to the period ended 31 March 2022.

Contributions amounting to £5,236 were payable to the scheme at 31 March 2023 and are included within creditors.

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee administered funds. The total contribution made for the year ended 31 March 2023 was £57,000, of which employer's contributions totalled £41,000 and employees' contributions totalled £16,000. The agreed contribution rates for future years are between 5.5% and 12.5% for employers and 17.6% for employees.

The actuarial valuation shows the present value of the defined benefit obligation at the reporting date to be less than the fair value of plan assets at that date, and consequently the plan has a surplus. Per FRS102 a plan surplus should only be recognised as a defined benefit plan asset when the surplus is recoverable, either through reduced contributions in the future or through refunds from the plan. As a result no adjustments have been made to the financial statements.

Principal actuarial assumptions

	2023
Rate of increase in salaries	3.45%
Rate of increase for pensions in payment/inflation	
Discount rate for scheme liabilities	4.75%
Inflation assumption (CPI)	2.95%
Commutation of pensions to lump sums	45.00%

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

	2023
Retiring today	
Males	19.8
Females	25
Retiring in 20 years	
Males	22.5
Females	25.9

Sensitivity Analysis

	Approximate increase to Defined Benefit Obligation	
Change in assumptions at 31 March 2023:	**%**	**£**
0.1% decrease in Real Discount Rate	2	108,000
1 year increase in member life expectancy	4	188,000
0.1% increase in the Salary Increase Rate	0	6,000
0.1% increase in the Pension Increase Rate (CPI)	2	104,000

Defined benefit pension scheme net liability

	2023
	£
Scheme assets	6,210,000
Scheme obligations	(4,708,000)
Net asset	1,502,000

The share of the assets in the scheme were:

	2023
	£
Equities	3,601,800
Corporate bonds	1,863,000
Property	558,900

Cash and other liquid assets	186,300
Total market value of assets	**6,210,000**

The actual return on scheme assets was (2.3%).

Changes in the present value of defined benefit obligations were as follows:

	2023 £
At 1 September	7,359,000
Current service cost	121,000
Interest cost	203,000
Employee contributions	16,000
Actuarial (gain)/loss	(2,950,000)
Benefits paid	(41,000)
At 31 August	**4,708,000**

Changes in the fair value of scheme assets:

	2023 £
At 1 September	6,341,000
Interest income	174,000
Actuarial gains/(loss)	(321,000)
Employer contributions	41,000
Employee contributions	16,000
Benefits paid	(41,000)
At 31 August	**6,210,000**

17 Contingent Assets and Liabilities

In relation to the Woodbury Care Home service, the Charity was not issued with a lease for the property by the landlord (Royal Borough of Kingston-upon-Thames) beyond 1st April 2022. As a result, an agreement in relation to funding and rental of the property from the Commissioner (also the Royal Borough of Kingston-upon Thames) was unable to be completed. The service closed in November 2023. The amount of rent due relating to the year ended 31st March 2023 is estimated to be £100,208, with an equal amount of funding also due to be received by the Charity.

18 Movement in funds

	31 Mar 2022 £	Income £	Expenditure £	Transfers £	31 Mar 2023 £
Unrestricted Funds					
General Funds	334,003	2,457,104	(2,369,016)	-	422,091

Restricted Funds					
Omicron Support Fund	-	2,864	(2,864)	-	-
Kensington Voluntary Action	-	3,750	(3,750)	-	-
Kingston Voluntary Action	-	3,600	(3,600)	-	-
Sport England	2,050		(879)	-	1,171
Total Restricted Funds	2,050	10,214	(11,093)	-	1,171
Total Funds	336,053	2,467,318	(2,380,109)	-	423,262

The Omicron Support Fund paid for staffing cover related to increased staff absences caused by COVID-19, to ensure staffing levels and capacity were maintained.

Kensington Voluntary Action funding provides support to those with learning disabilities in to volunteering roles.

The Sport England grant enabled us to provide secure storage for our companion bike.

The Kingston Voluntary Action Grant enabled us to run 'Grow Cook and Eat' at Stud Nursery.

18 Analysis of net assets between funds

	General Funds 2023 £	Restricted Funds 2023 £	Total 2023 £	Total 2022 £
Fixed assets	20,447	-	20,447	13,641
Current assets	726,401	1,171	727,572	686,210
Current liabilities	(324,757)	-	(324,757)	(363,797)
Longer term Liabilities	-	-	-	-
	422,091	1,171	423,262	336,054

19 Related Party transactions

During the year ended 31 March 2022 the director's loan account with respect to the former Chief Executive, Ms A Biggs was written off. The amount totalled £3,526. The balance was inherited from the CIC was £6,310.

BALANCE (SUPPORT) CIO

England & Wales - Charity number 1190859

Accounts

Charity registration number: 1190859

Balance (Support) CIO

Annual Report and Financial Statements
For the Year Ended 31st March 2022

Balance (Support) CIO

Contents

	Page
Charity Reference and Administrative Details	3
Chair's Statement	4
Trustees' Report	5
Independent Auditor's Report	16
Statement of Financial Activities	19
Balance Sheet	20
Statement of Cash Flows	21
Notes to the Financial Statements	22

Balance (Support) CIO

Charity Information

Charity registration number	1190859
Trustees	J Swan (Chair) S Ahmedi I Davison L Di Bonaventura S Field (Treasurer from 27th April 2022) P Henson N Mauger A Wilmott (to 9th February 2022)
Chief executive officer	Guy Stevenson (from 16th December 2021) Sam Sprigge (Acting 31st July – 16th December) Andrea Biggs (to 31st July 2021)
Registered office	Sessions House 17 Ewell Road Surbiton KT6 6AG
Auditor	UHY Ross Brooke Chartered Accountants Windrush Court, Abingdon Business Park Suite I, Blacklands Way Abingdon OX14 1SY
Bankers	The Cooperative Bank 1 St. Peters Square, Stockport, Chesire, SK1 1NX

Balance (Support) CIO

Chair's Statement

For the year ended 31st March 2022

This last year has once again been a period of significant change for Balance. It was our first full year of operating as a Charity, a year which saw us slowly recover from the effects and restrictive practices of the Covid pandemic and one which brought key changes in leadership, not least the selection and appointment of a new CEO to lead the charity into its next phase of development. This followed the resignation of the previous incumbent who had established and led the organisation since it's set up in 2013.

We also experienced some key financial, operational and performance challenges on account of alterations in contractual terms with commissioning parties, enforced changes to our portfolio of services and a slowing of client referrals, all of which brought considerable pressure to bear on our financial resilience, our operating models & organisational structure. Following a detailed diagnostic by the new CEO & leadership team, the required financial and organisational restructuring plans were developed to ensure our ongoing sustainability as a Charity and while there is still work to do in the coming year, the changes already made lay a strong foundation for our future growth and development.

On behalf of all the Trustees, I would like to credit our new CEO and leadership team for their detailed analyses, thought leadership, stakeholder management and problem solving which has brought us to where we are now.

I also applaud the adaptability, tenacity and commitment of our dedicated staff teams who have maintained quality standards across all our service areas during this period of change and uncertainty and have provided the continuity of care and support to clients and their families every day-we are proud of the efforts of all our teams and their hard work.

At the close of this financial year, we have posted a small surplus which is a positive result considering the scope and scale of change which we have embraced.

Next year will be about building on the progress and achievements from these change plans and continuing to strengthen our performance and sustainability, particularly through further diversification of income generation, growth from core and new services and increased internal productivity and efficiencies from our systems and processes. Work has already started in the latter area with positive results. Recognizing how we can further leverage our collective skills, knowhow and capabilities to enhance our performance and reputation as a Charity in our field will also be key for our ongoing success.

Next year Balance will celebrate its 10th anniversary since it was established, and it will also be my last year as a Trustee and Chair. I am extremely proud of what Balance has become and the clients that it has served so caringly in our community. I want to thank my fellow Trustees for their support over the years, and the CEO, Leadership team and all our staff teams & volunteers for their hard work and valued contributions which have made Balance what it is today, as well as laying the foundations for its next chapter.

Signed

Jeanette M Swan

Jeanette M Swan
Chair of Trustees
Date: 15th December 2022

Balance (Support) CIO

Trustees' Report

For the year ended 31st March 2022

The Trustees present their report and the audited financial statements of the charity for the year ended 31st March 2022. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

Structure, governance and management

Constitution

The Charity is registered with the Charity Commission as a Charitable Incorporated Organisation and its governing document is its constitution. The charity was formerly operating as a CIC and the process of converting to a charity was completed on 14 August 2020, when we were registered with the Charity Commission.

Trustees of the charity

The trustees who have served during the year and since the year end were as follows:

Jeanette Swan	
Shamaila Ahmedi	Until 23rd September 2021
Susan Field	From 27th April 2022
Paul Henson	
Neil Mauger	
Laura de Bonaventura	
Ian Davidson	
Alan Wilmott	Until 9th February 2022

Method of appointment or election of trustees

The current Board of Trustees are the first trustees of the CIO and the majority of them were Directors of the CIC, prior to conversion. They were recruited by advertising in an appropriate medium, after considering the skills that would be required once the conversion was affected. The Board will continue to consider and identify the skills needed in order for the Board to operate effectively and then recruit accordingly.

Policies and procedures adopted for the induction and training of trustees

All new Trustees are sent an induction pack, which gives appropriate information about the charity and the Trustee Role. They are also expected to read the guidance for Trustees available from the Charity Commission and to speak to an appropriate member of staff if they require further information or clarification.

Organisational structure, Related parties and other charities and organisations

The Board of Trustees meets quarterly to decide on matters that are the proper business of the Board, including setting the Strategy for the charity. From time to time small a group of Trustees may be asked to form a working party to consider a particular aspect of management or governance and report back into the full board with recommendations. Day to day management of the charity is delegated to the Chief Executive and Senior Management Team who are responsible for the delivery of the strategy and who also advise and provide information for the Board.

The major risks to the organisation have been reviewed and systems are in place to manage those risks.

Balance (Support) CIO

Trustees' Report

For the year ended 31st March 2022

Objectives and activities

Objects and aims

The charity's objects are summarised as the following:

- The relief of those in need by reason of youth, age, ill-health, disability, financial hardship or other disadvantage for the public benefit by providing support and guidance to disadvantaged persons and their families, in particular, but not limited to persons with learning disabilities/autism and those with mental health conditions, by the provision of accommodation, support services, employment support, day care and any and all such other facilities as may be required to enable and support them to experience fulfilling lives and which maximise their involvement in the community and improve their quality of life.

- To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society.

Objectives, strategies and activities

Our primary strategic objectives	
Objective 1	That we build services that are financially sustainable and resilient to changes in local markets
Objective 2	That our interventions are quality assured and measurable by impact
Objective 3	That we build interventions that mobilise skills, knowledge and abilities to direct our work and shape its impact
Objective 4	That our operations are scalable, targeted, and appropriate to our core business
Objective 5	That we deliver measurably increased social skills, confidence and independence in those supported by our work

Our strategy

Our Strategic Priorities	Actions central to meeting these priorities
The skills and assets inherent to those using and delivering our service are central to its development	That the charity will have built a systemic approach to strengths-based practice and collaboration that values the contribution of all those associated with its growth and development
We are financially stable with a diversified approach to revenue generation and income growth	That the charity optimises its financial and income development approach to properly underpin its costs, drive new business and generate cost effective returns on its investment
We build an organisation that values difference and actively challenges barriers of inclusion in and outside the charity's boundaries	That we confront not only the institutional barriers of discrimination that impact on the lives of those with learning disability or enduring mental illness that use our services. But also, for those that work for us, support us and influence the way we do business.
We are a recognised community player in Kingston and beyond	That we reposition the organisation as a key charitable body in SW London both in terms of its contribution, its brand and its broader influence across the community.

Balance (Support) CIO

Trustees' Report

For the year ended 31st March 2022

Our Charitable Activities

The charity currently delivers a range of activities to support the needs of vulnerable people with learning disabilities and enduring mental health needs in the boroughs of Kingston, Richmond, Kensington and Chelsea, and Westminster. Our current suite of services include:

Service Area	Service component	Description of Service
Supported Living Services	Community Based Outreach	Our Outreach service supports those with learning disabilities, mental health illness or autism living within the Kingston borough to live independently in their community
	Shared Homes	Our Shared Homes Service supports adults with mild to moderate learning disability, or Autism living independently with others in shared accommodation
Employment Support Services	Supported Employment	A supported employment service for people who have a learning, physical or sensory disability and who live in the boroughs of Kensington & Chelsea and Westminster
	Employment and Mental Health Support	The Mental Health Employment Support team provides employment support to people living in the Royal Borough of Kingston who are experiencing mental health difficulties, working in partnership with Kingston iCope
Community Activities Service	Stud Nursery	Our community garden offers a welcoming and supportive environment for people to learn and develop skills. The site has raised beds, polytunnels, greenhouses and a walk-in chicken coop
	Community Cafe	Balance Community Café runs in partnership with St Matthews Church in Surbiton offer supported employment, volunteering, food and other refreshments to people living locally in Surbiton.
Independent Travel Training		Travel training and mentoring to young people in developing the skills, knowledge and confidence to travel alone using all forms of public transport or individual active travel.
Volunteering		The charity offers a range of volunteering opportunities from leading the charity as a trustee to helping cultivate our horticultural space at the Stud Nursery.

Balance (Support) CIO

Trustees' Report

For the year ended 31st March 2022

Public benefit statement

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Our primary public benefits relate to the development of services that support the independence of vulnerable people with learning disabilities and/or enduring mental health needs. We are responsible for the development and delivery of a range of community-based services in Southwest and West London.

Fundraising Standards Information

Fundraising activity has been limited with the major part of our revenue generated through contractual sources and some monies from privately contracted services.

Despite this, the Charity remains mindful of its obligations under the fundraising code of practice, with an undertaking to ensure the following:

- That GDPR obligations have been applied at all times, and that the Charity at no time has made unsolicited approaches unless express permission has been granted.
- That whilst the Charity has not registered for any voluntary fundraising regulatory scheme it has adopted the core fundraising principals set out by the Fundraising Regulator in its Fundraising Code of Practice.
- It has not used the services of an external agency to support our fundraising activities but were it to do so would require adherence to the same national standards and/or registration with a recognised scheme.
- Monitoring of our fundraising activity during the year has not identified any practices that could be deemed as failing to meet those same national standards. As stated above fundraising development has been limited in 21/22. However as part of the strategic review in 2022 and Income Development Plan will be required to address the safe and compliant raising of revenues in the future beyond that of our contracted activity.
- There were no complaints in relation to our fundraising activities during the year

Achievements and performance

General Introduction

The last financial year has been one of considerable change for the charity. This was our first full year as a registered charity. There were new appointments to key personnel, changes to our contractual relationships, our resource management and our operational approach. The impact of Covid continued to be a critical challenge to how the charity managed its services. And the later part of the year witnessed major financial restructuring of the charity's costs to mitigate risks and financial exposure due to the planned closure of its residential care service.

General achievement and remedial activity

2021/22 represents a period where compliance with and transition away from Covid-19 and its management was a key focus of the charity's activity. Each of our services maintained a disciplined approach to infection control, client and staff safety and maintaining operations with national and local management frameworks. This was of particular significance as the service began to deliver more face to face activity and increased footfall into the venues and community spaces in which it delivered its interventions.

Despite the obvious challenges restrictions posed, the charity continued to innovate and develop. It initiated new activities and support services, increased its support to a new cohort of clients, built new relationships with local and regional stakeholders and recruited a new leadership team to drive the charity's future development.

Our Community Activities Service opened a new community café in partnership with St Mathews church Surbiton, providing supported employment to 2 adults with learning disabilities. St Mathews is a key community hub not only in terms of its religious activities but its wider pastoral ones as well. This ensures a regular footfall into the café from users of the churches resources. The charity sees this as a useful springboard to extend our reach and influence, as well as offering supported employment to adults who would usually be excluded from the market. The service was also able to expand the number of clients using the Stud Nursey with a loosening of covid controls, initiating Grow Cook and Eat as an addition to its core offer of horticultural skills development.

Despite these achievements the year has not been without its challenges. The notice of closure for the Woodbury Residential care service not only reduced future income by £1.2 million annually, the effective subsidy this provided to other underfunded contract revenue would also be removed undermining the charity's medium-term sustainability. A failure in our contract revenues to keep pace with inflation was also having a cumulative impact on costs. With no inflationary increases in the previous three years against cumulative increases in inflation of 12% for the same period all contracts had lost relative value in comparison.

Assessment and evaluation by the new leadership team in January 2022 found considerable threats posed to the future sustainability of the organisation meaning restructuring of our costs and organisational structure was a key feature of Quarter 4 of the financial year. Management overheads and central costs moving forward will be reduced by £238,891 per year as result of redundancies and revised or renegotiated cost efficiencies. Additional in year savings were found through delays in recruitment to vacant posts and renegotiation of contractual terms commenced early in 2022 to mitigate the likely impact of any further losses in 2022/23. Trustees acknowledge there will be continuing work to do to mitigate ongoing risks to charity's future not only in managing its current service portfolio but in new areas of business development.

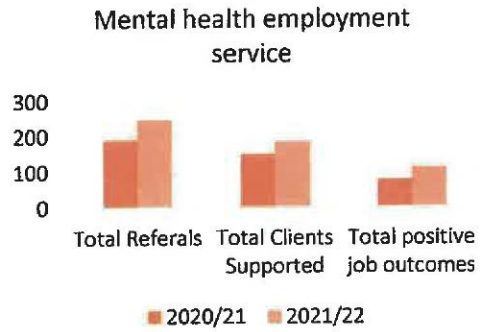
Our operational performance

Performance data is limited for the year, as a move to a new client management system was delayed. This has meant routine collection of information to support a detailed analysis of our activities is not as robust as would normally be expected.

Covid continued to have an impact on a number of service activities, with our employment, travel training and community activities all seeing reductions in active participants and new referrals during the year. Our supported living and residential services generally maintained outputs against previous years with a stable set of clients continuing to access our support.

Employment Services

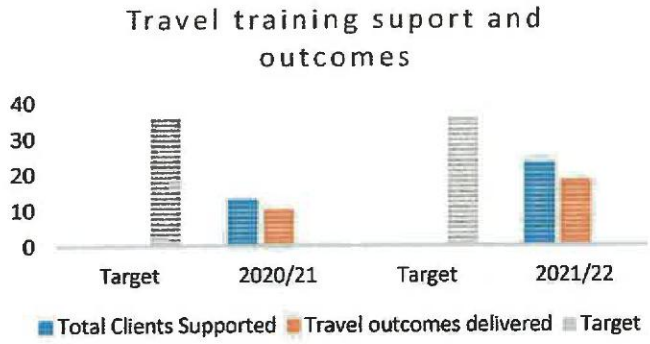
2021/22 was a difficult year for both employment services, with covid continuing to influence how many new referrals were made to each service, mechanisms of client engagement and generating new placements for those wanting to take up volunteer or work-based opportunities. Performance improved on the previous year for the Mental Health Team in Kingston, whilst the Supported Employment Team in Kensington and Chelsea exceeded its contractual benchmarks despite a reduction in staff and failure to recruit replacements.





Independent Travel Training

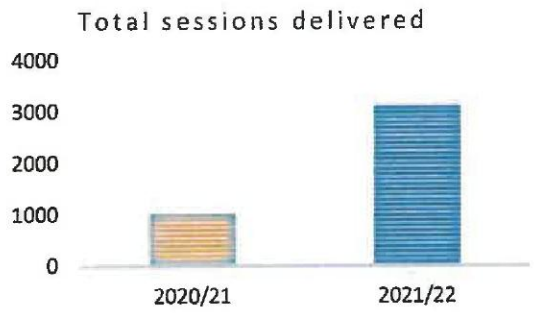
This year was a difficult one for the Independent Travel Training. With a high rate of vacancies and difficulties in recruiting staff there was considerable fall off in activity against our contractual benchmarks. The service worked with 23 young people in 2021/22 against a contractual target of 36. This was an improvement on the previous Covid impact year where only 13 individuals were worked with. The service is under review by our commissioners there is expectation that the contract will not be renewed in September 2022.



Community Activities

Community Activities operates two services, its horticultural nursery at the Stud and its recently reopened community café in partnership with St Mathews church in Surbiton. The detail below sets out the comparative performance in 2021/22 against that in 2020/21. This service was heavily affected by Covid in both years in performance terms.





Supported Living Services

Outreach

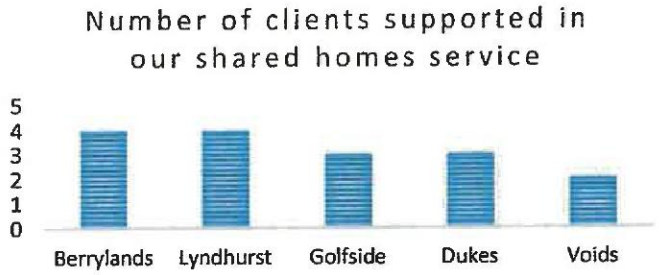
The community outreach service maintained its local market position as a principal provider of specialist learning disabilities support in the borough. Working with 85 individuals in 2021/22, the service delivered a total 31,148 support hours.





Shared Homes

Our shared homes service continued to deliver daily support to individuals living in shared accommodation at a number of sites across the borough. In 2021/22 the charity worked with a total of 14 individuals across 4 properties, delivering a total of 19,708 hours support for the year. There were no new referrals into the service during the year.



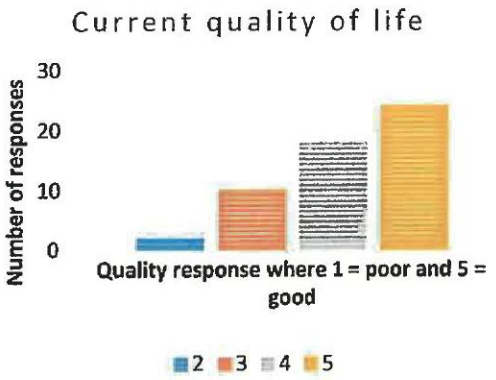
Woodbury Residential Care Service

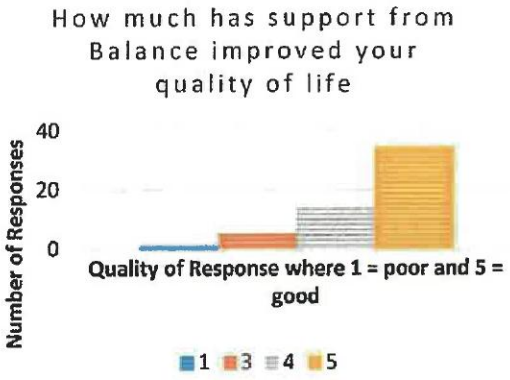
The charity learnt that this service would be scheduled for closure in early 2022, but services continued to run as normal except for the withdrawal of its respite provision early in 2021. The service provided support to 12 individuals with mixed levels of need and a total of 27,667 staffed support hours. There were no new referrals accepted during the year with agreement reached on its closure timetable and redundancy process and consultation completed by the end of March 2022.

Our Qualitative Impact

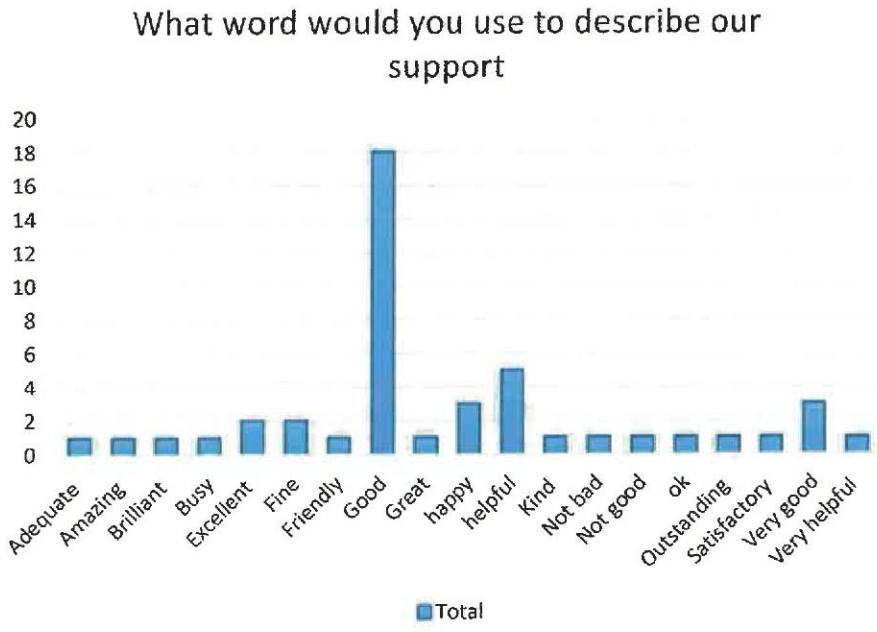
The charity conducted a limited evaluation snapshot of its services through its annual questionnaire circulated to users in its supported living services. 96 questionnaires were circulated to those using our services, with a total of 55 individuals completing returns. A sample of 57% of those surveyed. Data returns provided the following information on the quality of our support.

When asked on the quality of their lives before and after support from the charity, 61% of those asked indicated the quality of their lives had improved following support from the charity. This compared well to the 43% who indicated a good quality life prior to any intervention from our support staff.

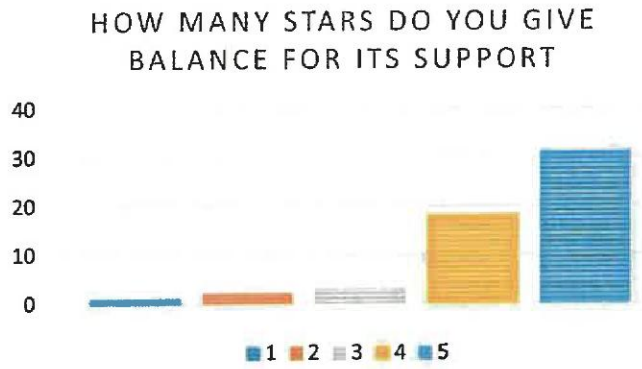




The description summarising the quality of our services most widely used was "good" with over 18 of those question stating this was the case. Feedback was generally positive with only one individual surveyed specifically suggesting services from Balance was "not good".



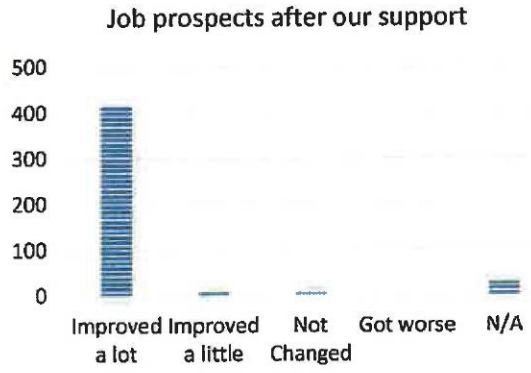
We additionally asked clients to score our work between one and five stars to assess the overall quality of our work. Of those responding, 89% scored our work with four of five stars.



The charity expects to conduct a ful evaluation against its operational delivery and strategic outcomes framework at the end of 2022/23. But will continue to work hard to ensure it maintains a high quality in its mechanism of delivery, broaden the influence of those using its services in shaping them and driving change on the basis of what those using our services tell about the quality and impact of our work.

Qualitative evaluation from our employment service indicated the following principle outcomes:





Financial review

The financial year to March 2022 represented our first full year as a charity. The year was also one where some fundamental changes took place to ensure the organisation entered the new financial year on a secure and sustainable footing.

The charity's year end position was a positive one, posting a surplus in March 2022 of £43,911 The charity additionally moved to comply with Living Wage Foundation recommendations on minimum income rates for London employees. All permanent staff as well as those on our bank not previously being paid London Living Wage were awarded this in January 2022.

Despite the positive financial outcome for the 2021/22 financial year, assessment and evaluation of the charity's medium term financial outcomes in January 2022 (part of planning to support transition away from the Woodbury residential service) indicated some problematic issues likely to affect the organisation's medium-term development.

The £1.2 Million revenue invested to support the Woodbury service annually was acting as a critical subsidy for other areas of the charity's operations. With full cost recovery shortfalls across all other service areas presenting a

considerable financial challenge to the charity's balance sheet in 2022/23. Risks were particularly high in the Supported Living Service with a number of factors requiring immediate action to safeguard business continuity.

- Contractual evaluation established that the charity was being underfunded by circa £800 a week for hours of support it was providing but not being paid for in its shared homes service.
- The agreed unit cost valuation per hour of services delivered on behalf of the Royal Borough of Kingston was also undervalued. Leaving the charity with 20% gap in what it cost to run shared homes against what it had agreed under the borough's investment framework.
- The outreach service contract was also similarly underfunded, with hourly rates agreed under the framework 18% less than the actual cost of delivery to the charity.

Similar issues in other services whilst mitigated in the short-term through a recruitment freeze, would continue to represent likely cost pressures where not fully addressed. Core costs and management overheads were a further financial pressure needing resolution before the charity commenced the new financial year.

Trustees acted quickly to address projected shortfalls in the new financial year making a number of recommendations for action by the leadership team.

- All contracts (particularly those supporting delivery in Kingston) would require renegotiation to close the gap between investment and cost
- Staffing reductions would be required to reduce both our central costs as well as some within our operations
- Evaluation of performance levels to improve productivity against investment would also need to be part of the broader review.
- Any cash savings identifiable in the charity's management overheads would also require actioning to ensure the sustainability of its corporate costs.

The following remedial outcomes were delivered as a result of the work undertaken up to April 2022

- Cash savings through redundancies and role deletions in our central services netted savings of £101,000.
- Decisions to not replace vacant posts in HR, employment and community activities services ensured costs efficiencies of £115,891
- Contracts with a number of service providers were renegotiated or cancelled, and additional savings found against the financial outturn for the previous year delivering circa £22,000 in savings on the new budget.

The trustees were satisfied that this would ensure a reduced budget deficit of £37,000 forecast for the new financial year. Generating financial breathing space to reshape our operations, complete negotiations with our contractors and drive revenues from a range of alternative sources to manage our costs over the next couple of years.

Reserves policy
The Trustees have considered the appropriate level of reserves that should be held by the charity to provide for fluctuations in cash flow and income, working capital to develop new funding opportunities and the other needs of the charity. They have concluded that an appropriate level of reserves would be four months running costs. They are aware that reserves currently fall short of this level and are working towards creating modest surpluses overtime in order to secure the reserves at the appropriate level.

The Charity holds £334,003 (2021: £263,870) in unrestricted reserves, and £2,050 (2021: £28,272) in restricted reserves. This gives a total of £336,053 (2021: £292,142). Since the restructure the monthly running costs of the charity have fallen to approximately £195,000 per month. The current reserves are equivalent to 1.7 months running costs. The steps being taken to improve the financial position of the charity are noted above.

Going concern
The principle uncertainty facing the Charity going forward is the financial impact of the closure of Woodbury. However, the trustees have taken steps as above to mitigate the impact of this. The trustees consider it appropriate for a going concern basis to be adopted for these accounts.

Plans for future periods
As Balance looks forward to celebrating its 10th Anniversary it continues to find ways to diversify its income through operating in new locations, developing new partnerships and increasing private paying clients inline with our new strategy.

Trustees' responsibilities
The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period.
In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

On behalf of the board

Jeanette M Swan, Chair of Trustees

Date: 15th December 2022

Balance (Support) CIO

Independent Auditor's Report to the Trustees of Balance (Support) CIO

For the year ended 31st March 2022

Opinion

We have audited the financial statements of Balance (Support) CIO for the year ended 31 March 2022 which comprise the Statement of Financial Activities, Balance sheet, Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- the charity has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or

- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 15, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- We have considered:
  - the nature of the charity and sector, control environment and operating performance;
  - the charity's own assessment, including assessments made by key management, of the risks that irregularities may occur either as a result of fraud or error;
  - any matters we identified having reviewed the charity's policies and procedures relating to:
    - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
    - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
    - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
  - the matters discussed amongst the audit engagement team.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the areas in which management is required to exercise significant judgement, such as the disclosure of adjusting items. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context were the Companies Act, Charities Act and tax legislation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial

statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

UHY Ross Brooke
Statutory Auditor
Windrush Court
Abingdon Business Park
Abingdon
OX14 1SY

Date....19/12/22.....

UHY Ross Brooke is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Balance (Support) CIO

Statement of Financial Activity

For the year ended 31st March 2022

	Notes	Total Unrestricted Funds 2022 £	Total Restricted Funds 2022 £	Total Funds 2022 £	Total Funds 2021 £
Income					
Donations and Grants	2	794	120,117	120,911	231,391
Charitable activities	3	2,803,876	-	2,803,876	2,717,559
Other income	4	1,736	-	1,736	7,994
Investments	5	74	-	74	921
Total		2,806,480	120,117	2,926,597	2,957,865
Expenditure					
Charitable activities	6	2,736,347	146,339	2,882,686	2,737,685
Net income/(expenditure)	9	70,133	(26,222)	43,911	220,180
Transfers between funds		-	-	-	-
Net movement in funds	17	70,133	(26,222)	43,911	220,180
Reconciliation of funds					
Funds acquired on conversion of CIC		-	-	-	71,962
Funds brought forward	17	263,870	28,272	292,142	-
Fund balances carried forward	17	334,003	2,050	336,053	292,142

The Statement of Financial Activities includes all gains and losses recognised in the year

All income and expenditure is derived from continuing activities.

The notes on pages 22 to 31 form part of these financial statements.

Balance (Support) CIO

Balance Sheet

As at 31st March 2022

	Notes		2022		2021
			£		£
FIXED ASSETS					
Tangible assets	12		13,641		26,641
CURRENT ASSETS					
Debtors	13	36,830		368,194	
Cash at bank and in hand		649,379		687,943	
		686,209		1,056,137	
CREDITORS:					
Amounts falling due within one year	14	(363,797)		(747,303)	
Net current assets			322,412		308,834
Total assets less current liabilities			336,053		335,475
Creditors : amounts falling due after more than one year			-		(43,333)
NET ASSETS	18		336,053		292,142
FUNDS					
Unrestricted funds					
- General funds	17		334,003		263,870
- Restricted funds	17		2,050		28,272
Total Funds	17		336,053		292,142

The financial statements were approved and authorised for issue by the Board of Trustees on 15th December 2022 and signed on their behalf by

Jeanette Swan
Chair of Trustees

Balance (Support) CIO

Cash Flow Statement

For the year ended 31st March 2022

	2022 £	2021 £
Cash flows from operating activities		
Net income per statement of financial activities	43,911	220,180
Adjustments for:		
Depreciation charges	8,492	15,208
Interest receivable	(74)	(921)
Loss of disposal of fixed asset	7,329	-
Decrease/(Increase) in debtors	331,364	(131,406)
(Decrease)/Increase in creditors	(426,839)	105,509
Net cash provided by operating activities	(35,817)	208,570
Cashflow from investing		
Interest received	74	921
Purchase of tangible fixed assets	(2,821)	(30,491)
Net cash (used in) investing activities	(2,747)	(29,570)
Change in cash and cash equivalents in the year	(38,564)	179,000
Cash and cash equivalents acquired on conversion of CIC	-	508,943
Cash and cash equivalents brought forward	687,943	-
Cash and cash equivalents carried forward	649,379	687,943
Analysis of cash and cash equivalents		
Cash at bank	649,379	687,943

Balance (Support) CIO

Notes to the Financial Statements

For the year ended 31st March 2022

Charity information
Balance (Support) CIO (the 'charity') is a Charitable Incorporated Organisation ('CIO'), registered in England and Wales and constitutes a public benefit entity as defined by FRS 102. The address of the registered office is 17 Ewell Road, Surbiton, KT6 6AG.

1 Accounting Policies

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP (FRS102) (Second Edition) - 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 (effective 1 January 2019), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The financial statements have been prepared on the going concern basis and under the historical cost convention. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Going concern

The Trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements.

Whilst the closure of Woodbury has presented challenges to the sustainability of the charity, the Trustees have taken steps to mitigate the impact of this. Additionally they have considered the existing contract terms and consider the charity to have sufficient resources to continue to operate for at least 12 months from the date of these accounts.

The Trustees have carefully considered whether the Charity remains to be a going concern and have concluded that there is sufficient evidence for them to remain a going concern.

1.3 Income recognition
Items of income are recognised in the financial statements when all of the following criteria are met:

- The charity has entitlement to the funds;
- any performance conditions have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

Contract income from the provision of professional services is recognised as the charity earns the right to consideration through the performance of those services, when the stage of completion, costs incurred and costs to completion can be estimated reliably.

The Charity received government support through the Coronavirus Job Retention Scheme, which has been accounted for on the accruals basis.

No amount is included in the financial statements for volunteer time in line with the SORP.

1.4 Expenditure recognition
Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount can be measured reliably.

Expenditure is classified under the following activity headings:

- Costs of raising funds which comprise those costs associated with seeking donations and grants
- Expenditure on charitable activities which comprises the costs of running the various activities and services for the charity's beneficiaries.

Expenditure includes those costs of a direct nature which can be allocated to a specific activity. It also includes indirect costs, including governance costs that do not relate to a specific activity but are necessary to support them. Support costs are apportioned to each activity on the basis of staff time.

1.5 Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

1.6 Fund accounting
Unrestricted general funds are those funds which are freely available for use in furtherance of the objects of the charity and which have not been designated for specific purposes.

Designated funds are unrestricted funds set aside by the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are funds which can only be used in accordance with specific restrictions imposed by the donor or which have been raised for a particular purpose. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

1.7 Fixed assets and depreciation
Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is provided so as to write off the cost of each asset over its estimated useful life at the following annual rates:

Computer equipment	4 years straight line
Other Equipment, Furniture and Fittings	4 years straight line

At each reporting date the Charity assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

1.8 Cash and cash equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities

1.9 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

1.10 Leases
Operating lease rentals are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

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

The Charity also contributes to two defined benefit schemes for employees:

- the local government pension scheme for approximately 13 former employees of Royal Borough of Kingston
- the NHS pension scheme for one former NHS employee

It is not possible for the charity to obtain sufficient information to enable it to account for the Royal Borough of Kingston scheme as a defined benefit scheme and it therefore accounts for the scheme as a defined contribution scheme. The local authority will set the contribution rates each year for employees. All such payments are then charged directly to the Statement of Financial Activities.

The NHS Pension Scheme is a multi-employer defined benefit scheme. Contributions have been accounted for in the period to which they relate, as if it were a defined contribution scheme, which is to charge all contributions directly to the Statement of Financial Activities.

1.12 Redundancy costs
Redundancy and termination costs are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

2 Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Donations	794	-	794	356
Grants:				
COVID-19 infection control	-	60,327	60,327	160,755
COVID-19 Rapid Testing	-	12,457	12,457	-
CJRS	-	-	-	60,490
Other grants	-	47,333	47,333	9,790
	794	120,117	120,911	231,391

3 Income from Charitable Activities

	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Contracts				
Woodbury Care Home	1,107,922	-	1,107,922	1,176,111
Local Government Employment Mental Health	253,725	-	253,725	269,509
Local Government Supported Living	920,732	-	920,732	888,319
Local Government Community Activities	158,748	-	158,748	128,584
NHS Funding South West London CCG	103,000	-	103,000	100,000
Other contracts	-		-	28,719
Other income from charitable activities	259,749	-	259,749	126,317
	2,803,876	-	2,803,876	2,717,559

4 Other Income

	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Rent retained	1,736	-	1,736	7,798
Sundry income	-	-	-	196
	1,736	-	1,736	7,994

5 Investment Income

	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Bank interest	74	-	74	921

6 Expenditure on Charitable Activities

	Direct Costs £	Support Costs £	Total 2022 £	Total 2021 £
Staff costs	2,065,070	284,919	2,349,989	2,245,846
Premises	286,064	25,415	311,479	302,390
Administration costs	15,280	101,686	116,966	69,525
Residents care and welfare	43,355	-	43,355	25,819
Transport	23,284	1,958	25,242	46,115
Prof, Licenses and subscriptions	1,634	21,364	22,998	24,326
Governance Costs (see note 8)	-	6,720	6,720	7,928
Depreciation	-	5,937	5,937	15,208
Other costs	-	-	-	528
	2,434,687	447,999	2,882,686	2,737,685

7 Analysis of Expenditure by Activity

	Direct Costs £	Support Costs £	Total 2022 £	Total 2021 £
Woodbury	962,042	177,022	1,139,064	981,795
Supported Living	799,498	147,113	946,611	927,957
Employment Service	309,755	56,997	366,752	349,737
Other Activities including Community Activities and Travel Training	363,392	66,867	430,259	478,196
	2,434,687	447,999	2,882,686	2,737,685

8 Governance costs

	Total 2022 £	Total 2021 £
Audit fees	6,720	7,720
Meeting costs	-	208
	6,720	7,928

9 Net income/(expenditure)

Net income/(expenditure) for the year is stated after charging:

	Total 2022 £	Total 2021 £
Auditor's remuneration	6,720	7,720
Depreciation	5,937	15,208
Operating lease rentals	239,108	233,184

10 Trustee Remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2021: £nil).
No Trustee received any expenses during the year (2021: £nil).

11 Staff costs

	Charitable Costs £	Support Costs £	Total 2022 £	Total 2021 £
Wages and salaries	1,712,981	206,198	1,919,179	1,913,183
Social security costs	150,479	25,453	175,932	166,813
Pension costs	88,905	8,366	97,271	109,264
Other staff related costs	33,169	14,450	47,619	12,332
Redundancy	-	30,452	30,452	2,026
Agency Staff	79,536	-	79,536	42,228
	2,065,070	284,919	2,349,989	2,245,846

No one employee received total remuneration above £60,000 excluding employer's national insurance and pension costs, in the £60,000 - £70,000 band. (2021:1 employee in the £60,000 - £70,000 band)

The average number of employees analysed by function was:

	2022 Number	2021 Number
Direct charitable activities	79	81
Management and administration	4	5
	83	86

The total amount of employee benefits received by key management personnel was £116,036 (2021: £84,936). Under FRS 102 employee benefits include gross pay, benefits in kind, employer's national insurance and employer's pension costs.

12 Tangible Fixed Assets

	Computer Equipment £	Furniture and Equipment £	Total 2022 £
Cost			
At 1 April 2021	62,332	18,391	80,723
Additions	1,924	897	2,821
Disposals	(9,884)	-	(9,884)
At 31 March 2022	54,372	19,288	73,660
Depreciation			
At 1 April 2021	46,538	7,544	54,082
In the year	4,314	4,178	8,492
Eliminated on disposal	(2,555)	-	(2,555)
	48,297	11,722	60,019
Net book value			
At 31 March 2021	15,794	10,847	26,641
At 31 March 2022	6,075	7,566	13,641

13 Debtors

	2022 £	2021 £
Trade debtors	9,662	295,716
Prepayments and accrued income	15,037	58,456
Other debtors	12,131	14,022
	36,830	368,194

14 Creditors – amounts falling due within one year

	2022 £	2021 £
Bank Loan	-	6,667
Trade Creditors	62,180	94,884
Accruals	79,219	25,508
Deferred Income (see below)	-	276,948
Taxation and social security	133,861	92,186
Other Creditors	88,537	251,110
	363,797	747,303

Deferred Income

	Income received In advance	Income released	Balance as at 31 March 2022
Contract Income	-	276,948	-

Deferred income relates to income received during the financial year which relates to and will be released into the next financial year.

15 Creditors – amounts falling due after more than one year

	2022 £	2021 £
Bouncebank loan amounts repayable by instalments due within:		
1 - 2 years	-	10,000
2 - 5 years	-	33,333
	-	43,333

16 Operating Lease Commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2022	2021
	£	£
Due within:		
1 year	15,078	4,000
1 - 5 years	23,000	3,182
	38,078	7,182

17 Movement in funds

	31 Mar 2021	Income	Expenditure	Transfers	31 Mar 2022
	£	£	£	£	£
Unrestricted Funds					
General Funds	263,870	2,806,480	(2,736,347)	-	334,003
Restricted Funds					
Covid 19 Infection Control					
- Woodbury	-	24,894	(24,894)	-	-
- Supported Living	23,918	35,434	(59,352)	-	-
Covid 19 Rapid Testing					-
- Woodbury	-	3,321	(3,321)	-	-
- Supported Living	-	9,135	(9,135)	-	-
Retain and Recruit	-	44,133	(44,133)	-	-
Sport England	-	3,200	(1,150)	-	2,050
Versus Arthritis	3,604	-	(3,604)	-	-
NHS	750	-	(750)	-	-
Total Restricted Funds	28,272	120,117	(146,339)	-	2,050
Total Funds	292,142	2,926,597	(2,882,686)	-	336,053

Covid 19 infection control funding was received to pay for additional expenses related to preventing the spread of the Covid 19 virus, including personal protection equipment, increased travel costs and additional technology to reduce contact between staff members working in the community.

Covid 19 Rapid Testing enabled us to effectively test staff in Woodbury and our Supported Living services for Covid-19 so that we could continue to deliver the support our service users needed.

The Workforce Recruitment and Retention Fund enabled us to offer training to staff to prepare them for roles following the planned future closure of Woodbury, as well as incentives for staff retained.

The Sport England grant enabled us to purchase adapted gardening equipment for Stud Nursery.

The Versus Arthritis grant was received to purchase a companion bike and associated costs.

The NHS grant was received for the purchase of two laptop computers.

18 Analysis of net assets between funds

	General Funds 2022 £	Restricted Funds 2022 £	Total 2022 £	Total 2021 £
Fixed assets	13,641	-	13,641	26,641
Current assets	684,159	2,050	686,209	1,056,137
Current liabilities	(363,797)	-	(363,797)	(747,303)
Longer term Liabilities	-	-	-	(43,333)
	334,003	2,050	336,053	292,142

19 Related Party transactions

During the year the director's loan account with respect to the former Chief Executive, Ms A Biggs was written off. The amount totalled £3,526 (2021: £4,222). The balance was inherited from the CIC was £6,310.

BALANCE (SUPPORT) CIO

England & Wales - Charity number 1190859

Accounts

BALANCE (SUPPORT) CIO
(A Charitable Incorporated Organisation)
(Registered Charity No: 1190859)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

BALANCE (SUPPORT) CIO
(A Charitable Incorporated Organisation)
(Registered Charity No: 1190859)
Report of the Charity Trustees for the year ended 31 March 2021

Contents

	Page
Report of the Charity Trustees	1 - 5
Report of the Auditors	6 - 8
Statement of Financial Activities	9
Balance Sheet	10
Cashflow Statement	11
Notes forming part of the financial statements	12 - 19

BALANCE (SUPPORT) CIO
(A Charitable Incorporated Organisation)
(Registered Charity No: 1190859)
Report of the Charity Trustees for the year ended 31 March 2021

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

Until 31 March 2020 the charity operated as a community interest company. From 1 April it has been operating as a Charitable Incorporated Organisation (CIO) and was officially recognised as converted on 14 August 2020.

Reference and administrative information

Charity Name:	Balance (Support) CIO
Registered as a Charity:	14 August 2020
Charity No:	1190859
Registered as a Charitable Incorporated Organisation	
Registered office and operational address:	Sessions House 17 Ewell Road Surbiton KT6 6AG

Trustees

Jeanette Swan	(Chair)	(Throughout the year)
Alan Willmott		(Throughout the year)
Ian Davidson		(Throughout the year)
Paul Henson		(Throughout the year)
Shamaila Ahmedi		(To 23 September 2021)
Laura Di Bonaventura		(From 14 August 2020)
Neil Mauger		(From 14 August 2020)

Senior Management Team

Andrea Biggs	Chief Executive	(To 31 July 2021)
Sam Sprigge	Head of Operations	
Susan Field	Director of Finance	

Auditors

Myrus Smith
Chartered Accountants
Norman House
8 Burnell Road
Sutton, Surrey
SM1 4BW

Bankers

Co-operative Bank Plc

BALANCE (SUPPORT) CIO
(A Charitable Incorporated Organisation)
(Registered Charity No: 1190859)
Report of the Charity Trustees for the year ended 31 March 2021

Welcome

The Trustees present their Report and the audited accounts of the Charity for the year ended 31 March 2021.

Objects and aims of the charity

The Charity's objects are the relief of those in need by reason of youth, age, ill-health, disability financial hardship or other disadvantages by providing support and guidance to disadvantaged persons and their families, in particular but not limited to, persons with learning disabilities/autism and those with mental health conditions.

We are committed to the development of progressive and sustainable services, which make a meaningful difference to peoples' lives, enabling them to:

Have the support they need to achieve a high level of independence in their lives

Have rich and full lives

Aim high and achieve their goals

Have a voice in all decisions relating to them

Our strategic objectives

Beyond the support we give individuals, we are committed to

Promoting the visibility of vulnerable people within society as a whole

Having positive influence on public policy relating to vulnerable people, including developing models of good practice, and improving public understanding of and attitudes towards vulnerable people.

We achieve our objectives by operating a range of activities, including

The operation of a care home (Woodbury)

Supporting vulnerable people in the community, both in small group homes and those who are able to live more independently (Supported Living)

Providing premises and training to enable our clients to socialise with their peers whilst at the same time learning new skills and taking part in meaningful activities. These include gardening and horticulture skills at Stud Nursery and cooking and food preparation at or Community Café (Community Activities)

Providing Employment advice and assistance to those with learning difficulties and persons with or recovering from Mental Illness

Providing travel training to young adults, enabling them to eventually undertake journeys on public transport unaccompanied, thus enhancing their independence, self-esteem and wellbeing

Achievements and Performance 2020/2021

As with many similar charities, the Covid 19 virus had a significant impact on our operations. We put in place stringent infection control measures and were able to continue our outreach Programme of support as well as operating the care home and the shared homes.

We were forced to suspend our Community Activities programme on a face-to-face basis but were able to operate regular online Art/Craft sessions which proved very popular with our client group.

Our independent Travel Training also had to be suspended but is now up and running again, as is our programme of Community Activities.

Future Plans

In line with current policy, Royal Borough of Kingston (RBK) have decided to close the Woodbury care home we have operated for the past eight years. We are currently in negotiation with RBK to continue caring for a number of the current residents in small Shared Home units.

FINANCIAL REVIEW

The Charity carries forward reserves of £292K at 31 March 2021. Covid 19 had a significant effect on our activities and led to a material increase in certain operational costs. Fortunately we qualified for infection control funding from central government which helped to defray those additional costs and the Trustees are satisfied with the out-turn for the year.

The principle uncertainty facing the Charity going forward is the financial impact of the closure of Woodbury. However, our income from our Supported Living programme is increasing steadily as we take on the care of more and more vulnerable adults in the community. We have also looked in depth at our cost structure and can see opportunities for increased efficiencies and cost reductions which will enable us to at least break even on an ongoing basis.

Reserves Policy

The Trustees have considered the appropriate level of reserves that should be held by the charity to provide for fluctuations in cash flow and income, working capital to develop new funding opportunities and the other needs of the charity and have concluded that an appropriate level of reserves would be four months running costs. They are aware that reserves currently fall short of this level and are working towards creating modest surpluses over time in order to secure the reserves at the appropriate level.

Restricted Funds

The level of restricted funds is currently £28,272, as set out in note 17 of the Financial Statements.

Designated Funds

The Charity currently has no designated funds.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is registered with the Charity Commission as a Charitable Incorporated Organisation and its governing document is its constitution. The charity was formerly operating as a CIC and the process of converting to a charity was completed on 14 August 2020, when we were registered with the Charity Commission.

Recruitment and Appointment of Trustees

The current Board of Trustees are the first trustees of the CIO and the majority of them were Directors of the CIC, prior to conversion. They were recruited by advertising in an appropriate medium, after considering the skills that would be required once the conversion was effected. The Board will continue to consider and identify the skills needed in order for the Board to operate effectively and then recruit accordingly.

Trustees Induction and Training

All new Trustees are sent an induction pack, which gives appropriate information about the charity and the Trustee Role. They are also expected to read the guidance for Trustees available from the Charity Commission and to speak to an appropriate member of staff if they require further information or clarification.

Organisational Structure

The Board of Trustees meets quarterly to decide on matters that are the proper business of the Board, including setting the Strategy for the charity. From time to time small a group of Trustees may be asked to form a working party to consider a particular aspect of management or governance and report back into the full board with recommendations.

Day to day management of the charity is delegated to the Chief Executive and Senior Management Team who are responsible for the delivery of the strategy and who also advise and provide information for the Board.

Remuneration of Key Management Personnel

The salary and other benefits, if appropriate, of the Senior Management Team are set by the Board of Trustees and the agreement of the Board would be sought before a staff wide salary increase was offered to staff. The salary of individual staff members would be set by the relevant project manager, the HR manager and the CEO, after benchmarking the role against similar roles in other organisations.

Balance Support CIO is not part of a wider network.

Related parties

Balance does not operate in conjunction with any other charity or organisation, except insofar as it performs contractual services for Royal Borough of Kingston and other London Boroughs.

Risk Management

The Trustees carried out a comprehensive risk review in 2020 and formulated this into a risk register. They also considered the likely impact of each risk identified and put in place appropriate actions and policies to mitigate those risks. The risk register is reviewed by the Trustees at least annually.

BALANCE (SUPPORT) CIO
(A Charitable Incorporated Organisation)
(Registered Charity No: 1190859)
Report of the Charity Trustees for the year ended 31 March 2021

Public Benefit

The Trustees have had regard to the Charity Commission guidance on public benefit and consider that the guidance is met by the nature of the Charity's activities, as described elsewhere in this report.

Responsibilities of the Board of Trustees

The trustees who are also members of the CIO are responsible for preparing the Report of the Charity Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the trustees to prepare financial statements which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the charity trustees are required to:

- select suitable accounting policies and then apply them consistently,
- observe the methods and principles in the Charities SORP 2019,
- make judgments and estimates that are reasonable and prudent,
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on an ongoing concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Charity Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the provisions of the governing document. The Charity Trustees are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Charity Trustees

Charity Trustees, who are also Members of the CIO, who served during the year and up to the date of this report, are set out on Page 1.

Auditors

Myrus Smith was appointed as the charity's auditors during the year and have expressed their willingness to continue in that capacity.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (issued in 2019).

Approved by the Trustees on 27 January 2022

Jeanette Swan
Chair

BALANCE (SUPPORT) CIO

(A Charitable Incorporated Organisation)
(Registered Charity No: 1190859)

INDEPENDENT AUDITOR'S REPORT TO TRUSTEES OF

BALANCE (SUPPORT) CIO

Opinion

We have audited the financial statements of Balance (Support) CIO (the 'charity') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cashflow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2021, and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Report of the Charity Trustees, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under Section 145 of the Charities Act 2011 and report in accordance with regulations made under Section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance about actual and potential litigation or claims and the identification of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Auditing the risk of management override of controls, including testing journal entries and other adjustments for appropriateness; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- Professional scepticism in course of the audit and with audit sampling in material audit areas.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Kevin Fisher FCA (Senior Statutory Auditor)
For and on behalf of Myrus Smith
Chartered Accountants and Statutory Auditors
Norman House,
8 Burnell Road,
Sutton, Surrey.
SM1 4BW

2022

BALANCE (SUPPORT) CIO

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Total Unrestricted funds £	Total Restricted funds £	Total Funds 2021 £
Income				
Donations and Grants	2	356	231,035	231,391
Charitable activities	3	2,717,559	-	2,717,559
Other income	4	7,994	-	7,994
Investments	5	921	-	921
Total		2,726,830	231,035	2,957,865
Expenditure				
Charitable activities	6	2,534,922	202,763	2,737,685
Net income/(expenditure)	9	191,908	28,272	220,180
Transfers between funds		-	-	-
Net movement in funds	17	191,908	28,272	220,180
Reconciliation of funds				
Funds acquired on conversion of CIC	17	71,962	-	71,962
Fund balances carried forward	17	£263,870	£28,272	£292,142

All income and expenditure is derived from continuing activities.

The notes on pages 12 to 19 form part of these financial statements.

BALANCE (SUPPORT) CIO

BALANCE SHEET AS AT 31 MARCH 2021

	Notes	2021	
		£	£
FIXED ASSETS			
Tangible assets	12		26,641
CURRENT ASSETS			
Debtors	13	368,194	
Cash at bank and in hand		687,943	
		1,056,137	
CREDITORS:			
Amounts falling due within one year	14	747,303	
Net current assets		308,834	
Total assets less current liabilities			335,475
Creditors : amounts falling due after more than one year	15	43,333	
NET ASSETS	18		292,142
FUNDS			
Unrestricted funds			
- General funds	17	263,870	
- Restricted funds	17	28,272	
Total Funds	17		£292,142

The financial statements were approved and authorised for issue by the Board of Trustees on 27 January 2022 and signed on their behalf by

Jeanette Swan
Chair

The notes on pages 12 to 19 form part of these financial statements.

BALANCE (SUPPORT) CIO

CASHFLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021

	2021 £
Cash flows from operating activities	
Net income per statement of financial activities	220,180
Adjustments for:	
Depreciation charges	15,208
Interest receivable	(921)
(Decrease) in debtors (from balance on conversion of CIC)	(131,406)
Increase in creditors (from balance on conversion of CIC)	105,509
Net cash (used in) / provided by operating activities	208,570
Cash flows from investing activities	
Interest received	921
Purchase of tangible fixed assets	(30,491)
Net cash (used in) investing activities	(29,570)
Change in cash and cash equivalents in the year	179,000
Cash and cash equivalents acquired on conversion of CIC	508,943
Cash and cash equivalents carried forward	£687,943

Analysis of cash and cash equivalents	**2021**
Cash at bank	£687,943

The notes on pages 12 to 19 form part of these financial statements

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

1. ACCOUNTING POLICIES

Basis of preparation
Balance (Support) CIO (the 'charity') is a Charitable Incorporated Organisation ('CIO'), registered in England and Wales and constitutes a public benefit entity as defined by FRS 102. It officially converted from a CIC on 14 August 2020, although it had been operating as a charity since 1 April 2020. The address of the registered office is given in the charity information on page 1 of these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Accounting Practice. The financial statements have been prepared on the going concern basis and under the historical cost convention. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Income recognition
Items of income are recognised in the financial statements when all of the following criteria are met:

- The charity has entitlement to the funds;
- any performance conditions have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

Contract income from the provision of professional services is recognised as the charity earns the right to consideration through the performance of those services, when the stage of completion, costs incurred and costs to completion can be estimated reliably.

The Charity received government support through the Coronavirus Job Retention Scheme, which has been accounted for on the accruals basis.

No amount is included in the financial statements for volunteer time in line with the SORP.

Expenditure recognition
Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount can be measured reliably.

Expenditure is classified under the following activity headings:

- Costs of raising funds which comprise those costs associated with seeking donations and grants
- Expenditure on charitable activities which comprises the costs of running the various activities and services for the charity's beneficiaries.

Expenditure includes those costs of a direct nature which can be allocated to a specific activity. It also includes indirect costs, including governance costs that do not relate to a specific activity but are necessary to support them. Support costs are apportioned to each activity on the basis of staff time.

ACCOUNTING POLICIES/cont'd

Fund accounting
Unrestricted general funds are those funds which are freely available for use in furtherance of the objects of the charity and which have not been designated for specific purposes.

Designated funds are unrestricted funds set aside by the trustees for specific purposes.

Restricted funds are funds which can only be used in accordance with specific restrictions imposed by the donor or which have been raised for a particular purpose.

Fixed assets and depreciation
Depreciation is provided so as to write off the cost of each asset over its estimated useful life at the following annual rates:

Computer equipment	4 years straight line
Other Equipment, Furniture and Fittings	4 years straight line

Leases
Operating lease rentals are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

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

The Charity also contributes to two defined benefit schemes for employees:
- the local government pension scheme for approximately 13 former employees of Royal Borough of Kingston
- the NHS pension scheme for one former NHS employee

It is not possible for the charity to obtain sufficient information to enable it to account for the Royal Borough of Kingston scheme as a defined benefit scheme and it therefore accounts for the scheme as a defined contribution scheme. The local authority will set the contribution rates each year for employees. All such payments are then charged directly to the Statement of Financial Activities.

The NHS Pension Scheme is a multi-employer defined benefit scheme. Contributions have been accounted for in the period to which they relate, as if it were a defined contribution scheme, which is to charge all contributions directly to the Statement of Financial Activities.

Debtors and creditors receivable/payable within one year
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

VAT
The Charity deregistered for VAT with effect from 30th September 2020. Whilst registered, it was partially exempt and the irrecoverable VAT was written off in the financial statements. Since 1 October 2020, expenditure has been recorded in the relevant nominal ledger account at the VAT inclusive cost.

2. DONATIONS AND LEGACIES

	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Donations	356	-	356
Grants:			
COVID-19 infection control	-	160,755	160,755
CJRS	-	60,490	60,490
Other grants	-	9,790	9,790
	£356	£231,035	£231,391

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Contracts			
Woodbury Care Home	1,176,111	-	1,176,111
Local Government Employment Mental Health	269,509	-	269,509
Local Government Supported Living	888,319	-	888,319
Local Government Community Activities	128,584	-	128,584
NHS Funding South West London CCG	100,000	-	100,000
Other contracts	28,719	-	28,719
Other income from charitable activities	126,317	-	126,317
	£2,717,559	£Nil	£2,717,559

4. OTHER INCOME

	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Rent retained	7,798	-	7,798
Sundry income	196	-	196
	£7,994	£Nil	£7,994

5. INVESTMENT INCOME

	Unrestricted Funds	Restricted Funds	Total 2021
Bank interest	£921	£Nil	£921

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

6. EXPENDITURE ON CHARITABLE ACTIVITIES

	Direct Costs £	Support Costs £	Total 2021 £
Staff costs	2,136,397	109,449	2,245,846
Premises	291,161	11,229	302,390
Administration costs	41,388	28,137	69,525
Residents care and welfare	25,819	-	25,819
Transport	45,714	401	46,115
Prof, Licenses and subscriptions	12,169	12,157	24,326
Governance Costs (see note 8)	-	7,928	7,928
Depreciation	-	15,208	15,208
Other costs	-	528	528
	£2,552,648	£185,037	£2,737,685

7. ANALYSIS OF EXPENDITURE BY ACTIVITY

	Direct Costs £	Support Costs £	Total 2021 £
Woodbury	915,437	66,358	981,795
Supported Living	865,237	62,720	927,957
Employment Service	326,099	23,638	349,737
Other Activities including Community Activities and Travel Training	445,875	32,321	478,196
	£2,552,648	£185,037	£2,737,685

8. GOVERNANCE COSTS

	Total 2021 £
Audit fees	7,720
Meeting costs	208
	£7,928

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) for the year is stated after charging:

	Total 2021
Auditor's remuneration	£7,720
Depreciation	£15,208
Operating lease rentals	£233,184

10. TRUSTEES REMUNERATION AND EXPENSES

The trustees neither received nor waived any remuneration during the year.
No Trustee received any expenses during the year.

11. STAFF COSTS

	Charitable Costs £	Support Costs £	Total 2021 £
Wages and salaries	1,816,698	96,485	1,913,183
Social security costs	156,509	10,304	166,813
Pension costs	106,604	2,660	109,264
Other staff related costs	12,332	-	12,332
Redundancy	2,026	-	2,026
Agency Staff	42,228	-	42,228
	£2,136,397	£109,449	£2,245,846

One employee received total remuneration above £60,000 excluding employer's national insurance and pension costs, in the £60,000 - £70,000 band.

The average number of employees analysed by function was:	2021 Number
Direct charitable activities	81
Management and administration	5
	86

The total amount of employee benefits received by key management personnel was £84,936. Under FRS 102 employee benefits include gross pay, benefits in kind, employer's national insurance and employer's pension costs.

12. TANGIBLE FIXED ASSETS

	Computer Equipment £	Furniture and Equipment £	Office Equipment £	Total £
Cost				
At 1 April 2020 (from CIC)	47,976	5,845	154	53,975
Additions	17,945	12,546	-	30,491
Disposals	(3,589)	-	(154)	(3,743)
At 31 March 2021	62,332	18,391	-	80,723
Depreciation				
At 1 April 2020 (from CIC)	39,212	3,251	154	42,617
In the year	10,915	4,293	-	15,208
Eliminated on disposal	(3,589)	-	(154)	(3,743)
	46,538	7,544	-	54,082
Net book value				
At 31 March 2021	£15,794	£10,847	£Nil	£26,641
At 31 March 2020 (from CIC)	£8,764	£2,594	£Nil	£11,358

13. DEBTORS

	2021
	£
Trade debtors	295,716
Prepayments and accrued income	58,456
Other debtors	14,022
	£368,194

14. CREDITORS – amounts falling due within one year

	2021
	£
Bank Loan	6,667
Trade Creditors	94,884
Accruals	25,508
Deferred Income (see below)	276,948
Taxation and social security	92,186
Other Creditors	251,110
	£747,303

Deferred Income	Income received in advance	Income released	Balance as at 31 March 2021
Contract Income	£276,948	£Nil	£276,948

Deferred income relates to income received during the financial year which relates to and will be released into the next financial year.

15. CREDITORS – amounts falling due after more than one year

	2021
	£
Bouncebank loan amounts repayable by instalments due within:	
1 - 2 years	10,000
2 - 5 years	33,333
	£43,333

16. OPERATING LEASE COMMITMENTS

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2021
	£
Due within:	
1 year	4,000
1 - 5 years	3,182
	£7,182

17. MOVEMENT IN FUNDS

	From CIC £	Income £	Expenditure £	Transfers £	31 March 2021 £
Unrestricted Funds					
General Funds	71,962	2,726,830	2,534,922	-	263,870
Restricted Funds					
HMRC CJRS Funding	-	60,490	60,490	-	-
Covid 19 Infection Control					
- Woodbury	-	76,224	76,224	-	-
- SL	-	73,536	49,618	-	23,918
- CATS	-	8,126	8,126	-	-
- CW	-	2,869	2,869	-	-
Versus Arthritis	-	5,990	2,386	-	3,604
City Bridge Trust	-	2,400	2,400	-	-
Neighbourly Limited	-	400	400	-	-
NHS	-	1,000	250	-	750
Total Restricted Funds	-	231,035	202,763	-	28,272
Total Funds	£71,962	£2,957,865	£2,737,685	£Nil	£292,142

The HMRC CJRS funding was received to pay the employment costs of staff who were furloughed.

Covid 19 infection control funding was received to pay for additional expenses related to preventing the spread of the Covid 19 virus, including personal protection equipment, increased travel costs and additional technology to reduce contact between staff members working in the community.

The Versus Arthritis grant was received to purchase a companion bike and associated costs.

City Bridge Trust and Neighbourly Limited grants were received to assist with additional costs incurred as a result of Covid 19.

The NHS grant was received for the purchase of two laptop computers.

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	General Funds £	Restricted Funds £	Total 2021 £
2021			
Fixed assets	15,291	11,350	26,641
Current assets	1,039,215	16,922	1,056,137
Current liabilities	(747,303)	-	(747,303)
Longer term Liabilities	(43,333)	-	(43,333)
	£263,870	£28,272	£292,142

19. CONTINGENT ASSETS

The charity has been awarded some multi-year contracts with specified or implied timeframes which preclude recognition of the full amount. The amount of such contingent assets is approximately £2.45m, to be received during 2021/22.

20. RELATED PARTY TRANSACTIONS

There remains a debtor balance on the director's loan account with respect to the Chief Executive of £4,222 as at 31 March 2021, which will be repaid and written off during 2021/22. The inherited balance from the CIC was £6,310 as at 1 April 2020.