

Charity registration number: 1190859

Balance (Support) CIO

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

Balance (Support) CIO

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Balance (Support) CIO

Charity Information

Charity registration number	1190859
Trustees	J Swan (Chair) S Ahmed I Davison L Di Bonaventura S Field (Treasurer from 27 th April 2022) P Henson N Mauger A Wilmott (to 9 th February 2022)
Chief executive officer	Guy Stevenson (from 16 th December 2021) Sam Sprigge (Acting 31 st July – 16 th December) Andrea Biggs (to 31 st 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, Cheshire, 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
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 Ahmed	Until 23 rd September 2021
Susan Field	From 27 th April 2022
Paul Henson	
Neil Mauger	
Laura de Bonaventura	
Ian Davidson	
Alan Wilmott	Until 9 th 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.

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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.

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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.

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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 latter 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.

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For the year ended 31st March 2022

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.

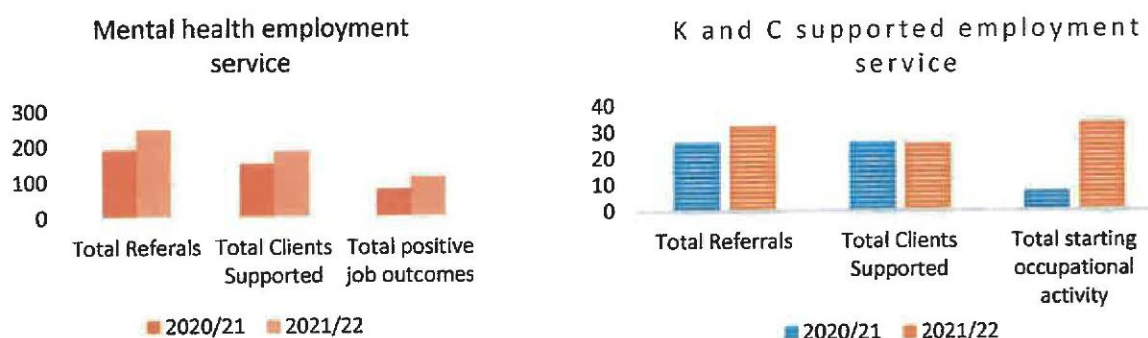
Our operational performance

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.



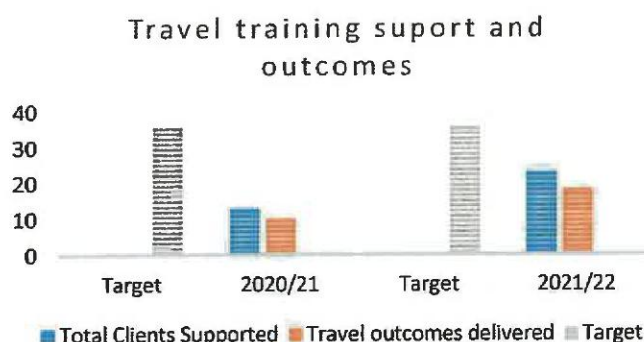
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For the year ended 31st March 2022

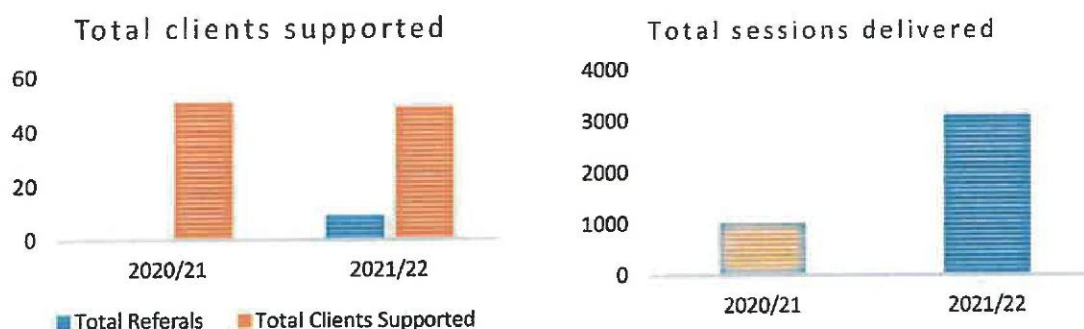
Independent Travel Training

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

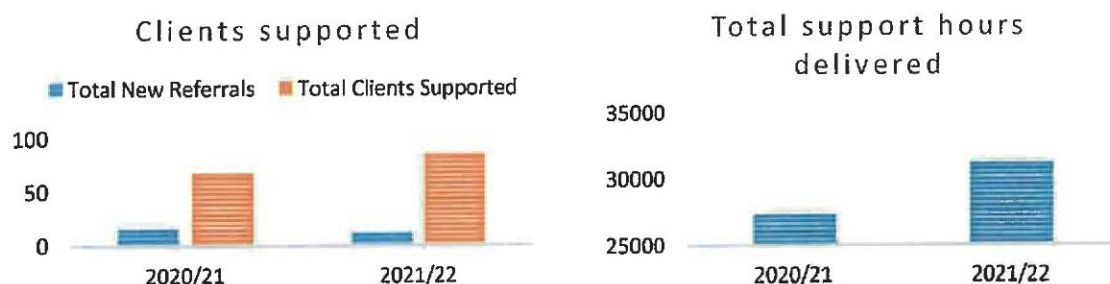
Outreach

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.

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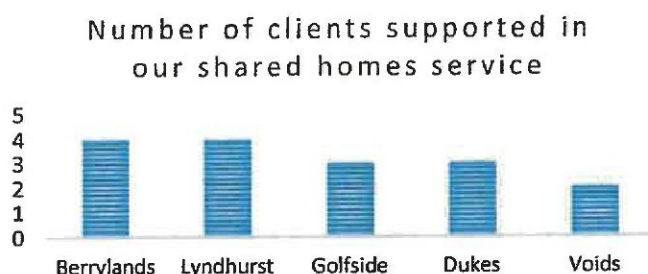
Trustees' Report

For the year ended 31st March 2022



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

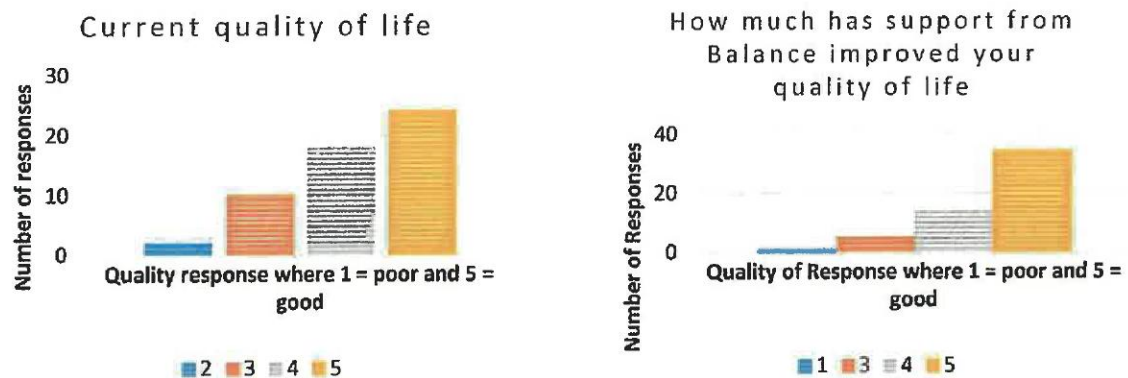
The charity conducted a limited evaluation snapshot of its services through its annual questionnaire circulated to users in its supported living services. 96 questionnaires were circulated to those using our services, with a total of 55 individuals completing returns. A sample of 57% of those surveyed.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

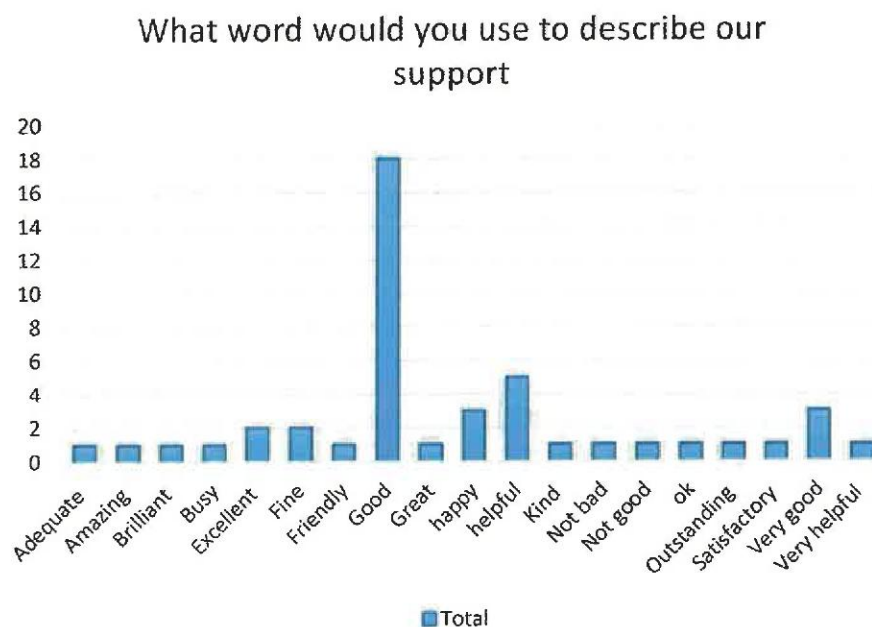
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For the year ended 31st March 2022



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".

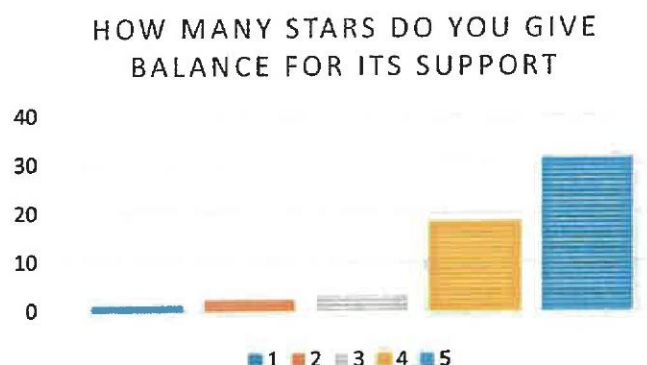


We additionally asked clients to score our work between one and five stars to assess the overall quality of our work. Of those responding, 89% scored our work with four of five stars.

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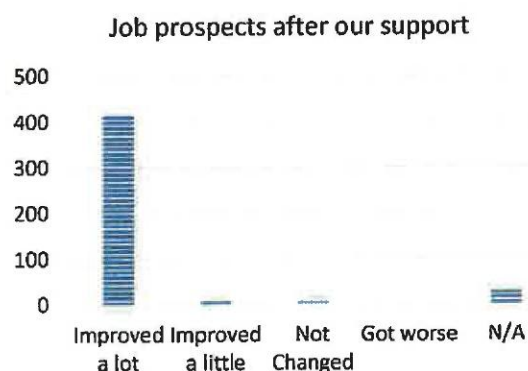
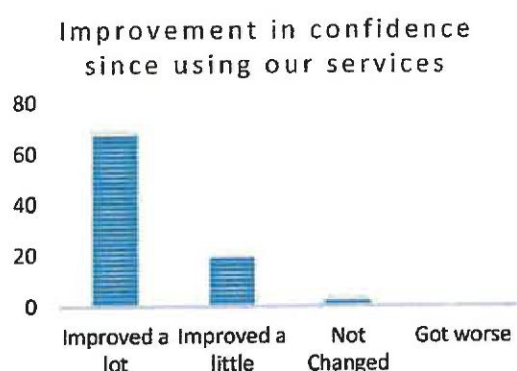
Trustees' Report

For the year ended 31st March 2022



The charity expects to conduct a full 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

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Trustees' Report

For the year ended 31st March 2022

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.

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Trustees' Report

For the year ended 31st March 2022

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

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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

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

For the year ended 31st March 2022

- 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

Balance (Support) CIO

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

For the year ended 31st March 2022

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

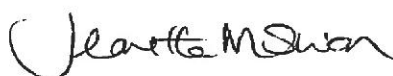
All income and expenditure is derived from continuing activities.

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		<u>649,379</u>	<u>687,943</u>
		686,209	1,056,137
CREDITORS:			
Amounts falling due within one year	14	<u>(363,797)</u>	<u>(747,303)</u>
Net current assets		322,412	308,834
Total assets less current liabilities		<u>336,053</u>	<u>335,475</u>
Creditors : amounts falling due after more than one year		-	(43,333)
NET ASSETS	18	<u>336,053</u>	<u>292,142</u>
FUNDS			
Unrestricted funds			
- General funds	17	334,003	263,870
- Restricted funds	17	2,050	28,272
Total Funds	17	<u>336,053</u>	<u>292,142</u>

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	<u>(426,839)</u>	<u>105,509</u>
Net cash provided by operating activities	(35,817)	208,570
Cashflow from investing		
Interest received	74	921
Purchase of tangible fixed assets	<u>(2,821)</u>	<u>(30,491)</u>
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	<u>687,943</u>	<u>-</u>
Cash and cash equivalents carried forward	<u><u>649,379</u></u>	<u><u>687,943</u></u>
Analysis of cash and cash equivalents		
Cash at bank	<u><u>649,379</u></u>	<u><u>687,943</u></u>

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:

Balance (Support) CIO

Notes to the Financial Statements

For the year ended 31st March 2022

- 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.

Balance (Support) CIO

Notes to the Financial Statements

For the year ended 31st March 2022

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.

Balance (Support) CIO**Notes to the Financial Statements****For the year ended 31st March 2022****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
	<u>794</u>	<u>120,117</u>	<u>120,911</u>	<u>231,391</u>

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
	<u>2,803,876</u>	<u>-</u>	<u>2,803,876</u>	<u>2,717,559</u>

4 Other Income

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

Balance (Support) CIO**Notes to the Financial Statements****For the year ended 31st March 2022****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
	<u>2,434,687</u>	<u>447,999</u>	<u>2,882,686</u>	<u>2,737,685</u>

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
	<u>2,434,687</u>	<u>447,999</u>	<u>2,882,686</u>	<u>2,737,685</u>

Balance (Support) CIO

Notes to the Financial Statements

For the year ended 31st March 2022

8 Governance costs

	Total 2022 £	Total 2021 £
Audit fees	6,720	7,720
Meeting costs	-	208
	<u>6,720</u>	<u>7,928</u>

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	<u>239,108</u>	<u>233,184</u>

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
	<u>2,065,070</u>	<u>284,919</u>	<u>2,349,989</u>	<u>2,245,846</u>

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)

Balance (Support) CIO

Notes to the Financial Statements

For the year ended 31st March 2022

The average number of employees analysed by function was:

	2022 Number	2021 Number
Direct charitable activities	79	81
Management and administration	4	5
	<u>83</u>	<u>86</u>

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	<u>54,372</u>	<u>19,288</u>	<u>73,660</u>
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)
	<u>48,297</u>	<u>11,722</u>	<u>60,019</u>
Net book value			
At 31 March 2021	<u>15,794</u>	<u>10,847</u>	<u>26,641</u>
At 31 March 2022	<u>6,075</u>	<u>7,566</u>	<u>13,641</u>

Balance (Support) CIO

Notes to the Financial Statements

For the year ended 31st March 2022

13 Debtors

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

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
	<u>363,797</u>	<u>747,303</u>

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
	<u>-</u>	<u>43,333</u>

Balance (Support) CIO

Notes to the Financial Statements

For the year ended 31st March 2022

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
	<u>38,078</u>	<u>7,182</u>

17 Movement in funds

	31 Mar 2021 £	Income £	Expenditure £	Transfers £	31 Mar 2022 £
Unrestricted Funds					
General Funds	<u>263,870</u>	<u>2,806,480</u>	<u>(2,736,347)</u>	<u>-</u>	<u>334,003</u>
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	<u>28,272</u>	<u>120,117</u>	<u>(146,339)</u>	<u>-</u>	<u>2,050</u>
Total Funds	<u>292,142</u>	<u>2,926,597</u>	<u>(2,882,686)</u>	<u>-</u>	<u>336,053</u>

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.

Balance (Support) CIO

Notes to the Financial Statements

For the year ended 31st March 2022

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)
	<u>334,003</u>	<u>2,050</u>	<u>336,053</u>	<u>292,142</u>

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.

