

**Report and financial statements for  
the year ended 31 March 2019**

**Registration number 25597R**

## CONTENTS

---

Report of the Board for the year ended 31 March 2019	1
Independent auditor's report to the members of Second Step Limited	13
Statement of financial activities for the year ended 31 March 2019	16
Balance sheet as at 31 March 2019	17
Statement of Cash Flows for the year ended 31 March 2019	18
Notes to the financial statements for the year ended 31 March 2019	19

**Report of the Board for the year ended 31 March 2019**

---

**Introduction**

The Board presents their report and accounts for the year ended 31 March 2019. The accounts have been prepared in accordance with the accounting policies set out on pages 19-21. The report and accounts comply with the Co-operative and Community Benefit Societies Act 2014 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard 102 applicable in the UK and Republic of Ireland published on 16 July 2014.

**Public Benefit Statement**

In setting our objectives and planning our activities the Board has given careful consideration to the Charity Commission's general guidance on public benefit.

**About us and our objectives**

Second Step is a leading mental health charity in the South West providing support, housing and hope to thousands of people with mental health problems. Based in Bristol, we also work in North Somerset, South Gloucestershire and in Bath and North East Somerset. From 1 April 2019, we started delivering services in Somerset.

Second Step is an exempt charity. Its objects (as stated in our rules) shall be to carry on, for the benefit for the community:

- The business of providing and managing housing and social housing and providing assistance to help house people and associated facilities and amenities or services for poor people or for the relief of aged, disabled (whether physically or mentally) or chronically sick people;
- Any other charitable object that can be carried out from time-to-time by an Industrial and Provident Society.

**Mission Statement**

We promote mental health and wellbeing by supporting people and communities to build brighter futures.

**Our vision and approach**

We believe in a world where everyone affected by mental health problems can create a positive future. We support people in all aspects of their lives, and we do this in four main ways by helping people:

- Become mentally and physically healthy
- Have a home and decent housing
- Be part of their community
- Find a purpose through volunteering, developing skills and employment

## Our Values

Underpinning the vision and plan of action to achieve Second Step's objectives are clear values:

- **Believing in hope and courage** – Recovery becomes a reality when we are confident, courageous and inspire hope in one another. Change happens and we can achieve great things
- **Succeeding together** – We're at our best when we work together – staff, service users, carers and partners – making the most of each other's talents and strengths
- **Building Trust** – When we act with integrity, when we strive to be honest with ourselves and those around us, we can build strong bonds of trust
- **Celebrating Diversity** – We value our differences, understanding that being kind and respectful to each other makes us strong
- **Learning and growing** – By listening and thinking about how we can learn from our actions, we can help to create real change for ourselves and inspire those around us

## Principle Activities

Second Step achieves its objectives by delivering support contracts for local authorities, NHS trusts and Clinical Commissioning Groups across the West of England, as well as undertaking pilot projects to identify new ways to support people and find ways to change the way the current system works..

Our key streams of activity are:

- Provision of Community Mental Health Services as part of Bristol Mental Health, a sub contractor for Avon and Wiltshire Mental Health Partnership NHS Trust (AWP);
- Lead contractor for the provision of the Community Rehabilitation Service part of Bristol Mental Health;
- Lead agency for a National Lottery Community Fund programme, Golden Key, in Bristol;
- Floating support in Bath and North East Somerset and in Bristol;
- Tenancy and mental health support; as well as managing 131 residential units on behalf of housing associations;
- Psychological therapies – in North Somerset under the Positive Step contract with AWP and in Bristol and South Gloucestershire on an "Any Qualified Provider" basis; and
- Volunteering and mentoring.

#### ***Performance Review and Achievements***

2018-19 saw success in gaining several new contracts, including a significant tender for a new support and housing service in Somerset which begins in April 2019, as well as other contracts for the NHS and Bristol City Council. We have also had some significant contracts extended.

#### **1. Community Mental Health Services**

Second Step is the lead partner in delivering the Community Rehabilitation Service across Bristol, sub-contracting some elements to AWP and Missing Link. During the year we supported 151 individuals (2017-18; 162) against a target of 130 through accommodation and community support. 70% of clients discharged were discharged to GP services, which is an excellent result for services where people have long-term mental health needs.

Second Step is also a sub-contractor to AWP in the provision of Assessment and Recovery, Crisis and Early Intervention services. Second Step led in introducing and embedding nine different voluntary and community sector (VCS) roles within the model throughout these three teams. We have been involved in proposals for a number of pilots for trialling new models in care, including a primary care pilot introducing mental health expertise in GP surgeries in East Bristol

As part of the AWP sub-contract, Second Step also runs the Bristol Wellbeing College, which provides a range of recovery, wellbeing and educational courses to service users of Bristol Mental Health services, and carers. During 2018-19 we delivered courses to 1,206 learners (456 unique learners against a target of 400). 90% of Wellbeing College learners reported an improvement in their mental health and wellbeing.

Second Step's contracts for Community Mental Health Services have been extended to September 2021 (they were originally due to finish in September 2019).

During the year we were also awarded the contract for an existing service in North Somerset, now known as the North Somerset Wellbeing Service. Using Wellbeing College style groups and courses as well as providing some one-to-one sessions, the service offers motivation and support to help people take a step forward in their recovery journey. This contract has been extended by a year.

#### **2. Golden Key**

Golden Key is a partnership of 19 organisations from Bristol. Second Step is the lead accountable agency for this partnership. Golden Key works with its partners to improve services for Bristol citizens with the most complex needs.

The partnership is an eight-year pilot funded by the National Lottery Community Fund. Golden Key's work is continuously and independently evaluated by both local and national evaluators. This is so lessons can be learned about how services can be made better for the most vulnerable – not just here in Bristol but across the whole of England.

Golden Key completed its fourth year in June 2018. During the year the programme worked successfully with 181 clients (up from 148 in the previous year).

We continued work on existing pilots and began work in new areas. Our initial Housing First project for ten users has attracted two further tranches of funding from Bristol City Council to work with more clients. Two new pilots include work with transgendered offenders and a peer mentoring project focussed on gang violence reduction.

During the year we brought two external work streams in house – the Peer Mentoring Service (at a reduced level) and the Independent Futures Group, who bring the voice of lived experience into the Golden Key programme. In order to support the wider range of projects and initiatives, we also undertook a review of the management structure for the programme which was implemented in early 2019.

### **3. Homelessness Pathways, Supported Housing and Floating Support**

Most of our Supported Housing and all of our High Support activity now falls under Bristol City Council's Mixed or Men's Homelessness Pathways. Second Step is the lead contractor on the Mixed Pathway (working with three sub-contractors) and is a sub-contractor to the Salvation Army on the Men's Pathway.

This is the first full year of the contracts and performance has been mixed. We have kept voids within target and are on target for planned departures from the Mixed Pathways. However, it has proved challenging (for all partners) to achieve the required level of new placements and obtain new sources of accommodation.

Through the homelessness pathways we gained some additional funding during 2018/19 as part of the Government's Rough Sleepers' Initiative to focus on helping clients to "move on" into independent living via psychological interventions and landlord incentives.

We continued to provide floating support services in Bristol and in Bath and North East Somerset (BANES) – that is, supporting to clients in their own homes who may be at risk of becoming homeless. Most of this work is paid per hour of support delivered. It continues to be challenging to make this type of "spot" contract financially viable. We are remodelling the service over the coming months in order to ensure flexibility and quality.

### **4. Psychologically Informed Therapies**

We provide services as part of the national Improving Access to Psychological Therapies (IAPT) programme in North Somerset, Bristol and South Gloucestershire.

In North Somerset, this service is called Positive Step and is provided in partnership with AWP. During the year we worked with 3,985 service users and have hit or exceeded all of our KPIs. For example, 98% of clients have received treatment within six weeks of assessment, against a target of 75%, and we have consistently achieved the programme's recovery target of 50% which compares well to other IAPT programmes.

We also provide Wellbeing Therapies in Bristol and South Gloucestershire under the “Any Qualified Provider” model. This works on a spot purchase basis with the Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group (BNSSG). As the outcome data does not belong to us and is aggregated with other providers, it has been difficult to measure our individual impact. However, we have had lower activity this year than last year because of staffing shortages, which has brought our overall income in this area down.

The IAPT services were retendered during 2018-19 across Bristol, North Somerset and South Gloucestershire as a single service; unfortunately we were not successful in retaining these services. They are due to finish in August 2019.

#### 5. Volunteering

There is a range of volunteering opportunities for volunteers in Second Step which provide different experiences and give people the opportunity to build on different skill sets. These are:

- **One to one mentoring** – this is available for different lengths of time depending on the service it is in. Mentors support mentees to build their confidence and build links with the community.
- **Peer Mentoring** – this is only in Golden Key at the moment. Peer mentors provide similar support as above but with the element of lived experience.
- **Activities volunteer** – this is to support groups and activities. Volunteers may run sessions such as cooking, music etc. or help facilitate one being run by staff or professionals (such as yoga).
- **Course support** – this is to support course facilitators / tutors in wellbeing courses. This is currently a feature of our Positive Step and Wellbeing College services. The volunteer welcomes participants, provides refreshments and supports the facilitator where needed.
- **Wellbeing Café volunteer** – this is a fairly new role and is there to support the facilitator of the Wellbeing Café. Similar to above, the volunteer is there to welcome people and help with group facilitation / social interaction.
- **Friends and Family feedback** – these volunteers provide telephone support to service users and carers to gather feedback around the services provided to them.

In 2018-19 we had 85 volunteers contributing 12,750 hours of support through a range of activities.

**6. Other Services**

We delivered a number of other services during the year, including a continuation of the Oak Foundation funded United Peers (UP) project.

Among our other services, the Hope project began in September 2018 and is a two year NHS-funded project. This service is aimed at reducing male suicides by engaging with men aged between 30 and 64 who have self harmed and/or are in psychological distress due to financial, housing or employment pressures and who are not in touch with mental health services.

**7. Somerset Complex Needs or Step Together**

In January 2019 we were awarded a five year contract to deliver support and housing services to clients with complex needs in Somerset.

This is a new geographical area for us and we have already invested £40K between January and March in establishing the new service, which transitioned to us from a previous provider on 1 April 2019.



## **Financial review**

The Board reports a surplus for the year of £3,000 (2017-18 – surplus of £280,000) which reflects increased costs for some of our existing services, an adjustment for an onerous lease and investment in central capacity for future services.

Income for 2018-19 was £10.7m (2017-18 - £10.2m), an increase of 5%. Direct costs increased by 6% and contribution from services (income less direct costs of services) was 18%, slightly less than last year. There has been an increase in income (and corresponding expenditure) in most areas, with the exception of Golden Key, where we have saved some costs (and claimed less income) by refocussing the Peer Mentoring Service at a reduced budget. The savings will be invested in other Golden Key projects in future years. There has also been a small reduction in income from Psychologically Informed Therapies as there have been fewer hours delivered on the Bristol Wellbeing Therapies contract than last year.

Our direct expenditure has been fairly consistent with our income, with the exception of Housing Management, where we have written off our investment in Hawthorn Croft, at a cost of £53K, and also recognised an onerous lease provision for remaining rent and costs to September 2019. This is because we ceased to use this asset at the end of March.

Support and governance costs increased by 14%, which reflect increased investment in IT, office space, management capacity and new business. This increase has been driven by success in winning contracts, particularly the Somerset Complex Needs service. We have also invested approximately £40,000 so far in a new Client Relationship Management system.

There is a reduction in our fixed assets due to depreciation, particularly accelerated depreciation for the Hawthorn Croft property. The increase in creditors of 19% is driven by the increase in deferred income, which reflects a number of new contracts for which we have received money in advance. As noted above, we have also recognised an onerous lease provision in respect of remaining rent and costs at Hawthorne Croft.

At the year end we have £2.0m of Unrestricted Reserves (2017-18: £2.0m) which is in excess of our minimum required of £1.2m per our Reserves Policy – see the Reserves note below.

## **Reserves Policy**

Reserves are categorized into two main headings, Restricted and Unrestricted:

1. Restricted Funds – funds received under a restriction applied by the donor to spend on a particular activity as defined in contractual terms and reference. For accounting purposes any loss occurred at the end of the year is transferred to the restricted funds from the generated funds.
2. Unrestricted Funds – in order to ensure the continuing health of Second Step, invest in new assets, provide a working balance to help cushion the impact of uneven cash

**Report of the Board for the year ended 31 March 2019**

---

flows, avoid unnecessary use of borrowing and to meet its contractual obligations to clients and staff in the event of termination (or part cessation) of contracts.

The Board is responsible for ensuring the adequacy of Unrestricted Reserves when it sets the budget for the next financial year. The reserves policy is reviewed at least annually and at any other time the Board considers appropriate.

Second Step has adopted a tiered approach to set a minimum level of Unrestricted Reserves:

1. Applying a risk identification approach to future service related cash flows
2. Identifying specific liabilities that might crystallise in worst case scenarios; and
3. Allowing for investment in major projects.

Following the above procedure, Second Step set £1.2m as the minimum level of unrestricted free reserves for 2018-19. This was reviewed in May 2019 and kept at the same level for 2019-20. The Board reviews business plan investments in the light of available reserves above this limit, and anticipates using these reserves for investments in client management systems, office space and our housing strategy. Having additional reserves also enables us to implement new contracts quickly.

**Risk Management**

The Senior Management Team is responsible for ensuring there is a robust system of risk identification and recording across the organisation. Top risks are identified through this process and reported to the Board.

The top risks currently identified (March 2019) are;

- Increased complexity of need of our service users
- Changes in government / local authority / NHS policy and structures
- Strong Competition

These risks have informed our business plan objectives for 2019-2022 which are set out below.

**Plans for the Future**

Our new Strategic Plan for 2019-2022 was agreed in May 2019 and our new strategic priorities are as follows.

*Raising ambitions for people with mental health problems*

People with mental health needs will have better lives through increased connections, improved access to stable housing and employment.

*Raising ambitions for people with complex needs*

People with complex needs will have improved outcomes through innovative recovery support and interventions.

## Second Step Limited

### Report of the Board for the year ended 31 March 2019

---

#### *Raising ambitions for system change*

We will create an organisational environment where Second Step service users and staff, together with our partners, challenge barriers to recovery and affect change collaboratively.

#### *Raising ambitions for our team*

We will ensure Second Step is a motivated, healthy and supportive place to work.

#### *Raising ambitions as a regional player*

We will be a responsive, efficient and influential regional organisation.

Our planned activities for 19-20 include;

- Embedding the Recovery Coach and Brief Intervention model in our new service in Somerset
- Establishing consistent recovery outcome measures, including tracking employment / volunteering opportunities
- Retaining our Investors in People Accreditation
- Implementing systems-thinking training
- Continuing to develop client relationship management (CRM) systems
- Identifying new office space
- Strengthening client voice, internally and externally, through improved methods of engagement

## Structure, Governance and Management

#### *Governing documents*

Second Step is registered as an exempt charity under the Co-operative and Community Benefit Societies Act 2014. It is governed by its Model Rules dated 21 November 2013. Second Step is a member of the National Housing Federation and has based its Model Rules on the National Housing Federation Model Rules (2011). Second Step's share capital is raised by the issue of shares and each share has the nominal value of one pound. There are currently 58 members and when a shareholder ceases to be a shareholder their share is cancelled.

Interested individuals can apply to become shareholders of Second Step by applying through the application process. New shareholders are approved by the Board. Our rules detail any exclusion.

#### *The Board*

The Board members (who are also the directors of Second Step for the purpose of company law) are listed on page 11. The Board meets at least four times every calendar year.

## **Second Step Limited**

### **Report of the Board for the year ended 31 March 2019**

---

Board members are recruited to ensure a wide range of skills, qualities and experience are represented. This is assessed against a skills audit and equal opportunities monitoring. Advertising for potential new members is targeted to reach particular skills groups. Up to three Board places are reserved for current and former Second Step service users. These Board members are recruited via an interview process which mirrors the normal Board recruitment process.

Funds are set aside to provide Board training where necessary to ensure Second Step has a sufficiently skilled Board to effectively deliver Second Step's aims and objectives.

All Board Members are required to disclose all relevant interests and register them with the Chief Executive and, in accordance with organisation's policy, withdraw from decisions where a conflict of interest arises. None of the Board members have interests with the business of Second Step, but any such interest would be disclosed.

#### *Committees*

There are two Board sub-committees. The Business Development, Finance and Audit committee considers new business opportunities, reviews quarterly financial information and approves investment decisions. The Service Quality Committee oversees performance reporting and quality.

#### **Senior Management**

The day to day management of the organisation is delegated to the Senior Management Team. Members of the Senior Management Team are listed on page 11.

#### **Key Management Personnel Remuneration**

The Board considers the Senior Management Team as the key management personnel of Second Step responsible for directing and running the operations on day to day basis. All Non Executive Board Members, except the Chair, give their time freely and no remuneration was paid during the year. Second Step has a paid Chair of the Board (see note 19 for Chair's fees).

The Chair's fees and the salaries of the Chief Executive and Senior Management Team are reviewed on average every three years by the Board in line with our Pay Policy. Our pay review process for these senior posts is informed by the median quartile figure as advised by an external consultant through market testing; the salary is benchmarked against similar roles in similar activities so as to ensure that the remunerations are set fairly.

**Reference and Administrative Information**

**1. Non Executive Board Members**

Graham Russell	Chair of the Board
Liz Hine	Vice Chair of the Board
Simon Nunn (resigned September 18)	
Todd Lochhead (resigned September 18)	
Carrie Pooler	
Paddy Cooney	
Richard Gleave	
Lucy Curtain (Appointed September 18, resigned March 19)	
Kelvin Blake (Appointed September 18)	
Katie Norton (Appointed September 18)	
Tharsha Sivayokan (Appointed January 19)	
Chris Roberts (Appointed March 19)	

**2. Senior Management Team**

Aileen Edwards*	Chief Executive
Jessica Slack*	Director of Finance & IT
Bryony Campbell	Senior Operations Manager
Chris Kinston	Senior Operations Manager
Michael Pearson	Senior Operations Manager (to 15 <sup>th</sup> February 2019)
Hannah Mahoney	Golden Key Programme Manager
Lynda Damario	Human Resources Manager

**\*Executive Board Members**

**3. Registered Office**

9 Brunswick Square, Bristol, BS2 8PE

**4. Registration Number**

25597R

Registered as an exempt charity under the Co-operative and Community Benefit Societies Act 2014

**5. Bankers**

National Westminster Bank plc.  
21a Somerset Square, Bristol, BS19 2GE

**6. Auditors**

RSM UK Audit LLP  
Registered Auditors  
Davidson House, Forbury Square  
Reading RG1 3EU

## Second Step Limited

### Report of the Board for the year ended 31 March 2019

---

#### **Board Responsibilities in Relation to Financial Statements**

The Co-operative and Community Benefit Societies Act 2014 requires the Board to prepare financial statements for each financial year which give a true and fair view of the state of affairs of Second Step and of its income and expenditure for that period.

In preparing these financial statements, the Board is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that Second Step will continue in business.

The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of Second Step and enable it to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014. It has general responsibility for taking reasonable steps to safeguard the assets of Second Step and to prevent and detect fraud and other irregularities.

#### **Disclosure of information to auditors**

As far as each Board member is aware and has made enquiries of fellow board members, each member confirms that:

- to the best of their knowledge and belief there is no information that would be required by the auditors in connection with the preparation of this report of which Second Step's auditors are unaware; and
- each board member has taken all steps that they might reasonably have taken to be aware of relevant audit information and to establish that Second Step's auditors are aware of that information.

#### **Approval**

This report was approved by the Board on 9 August 2019 and signed on its behalf.



**Liz Hine**  
**Vice Chair of the Board**

## SECOND STEP LIMITED

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SECOND STEP LIMITED

#### FOR THE YEAR ENDED 31 MARCH 19

---

#### **Opinion**

We have audited the financial statements of Second Step Limited (the 'Society') for the year ended 31 March 2019 which comprise the statement of financial activities, the balance sheet, the statement of cash flows 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 FRS 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, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the Society's affairs as at 31 March 2019 and of its income and expenditure for the year then ended; and
- comply with the requirements of the Co-operative and Community Benefit Societies Act 2014.

#### **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 Society 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**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the committee of management's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the committee of management have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Society's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### **Other information**

The committee of management is responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does

## SECOND STEP LIMITED

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SECOND STEP LIMITED

#### FOR THE YEAR ENDED 31 MARCH 19

---

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 where the Co-operative and Community Benefit Societies Act 2014 requires us to report to you if, in our opinion:

- proper books of account have not been kept by the Society in accordance with section 75; or
- a satisfactory system of control over transactions has not been maintained by the Society in accordance with section 75; or
- the revenue account, and the balance sheet are not in agreement with the books of account of the Society; or
- we have not obtained all the information and explanations which, to the best of our knowledge and belief, we consider necessary for the purposes of our audit.

#### **Responsibilities of the Committee of Management**

As explained more fully in the Statement of the Committee of Management's Responsibilities set out on page 12, the committee is 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 committee 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 committee is responsible for assessing the Society'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 committee either intend to liquidate the Society or to cease operations, or have no realistic alternative but to do so.

#### **Auditor's responsibilities for the audit of the financial statements**

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



## SECOND STEP LIMITED

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SECOND STEP LIMITED

#### FOR THE YEAR ENDED 31 MARCH 19

---

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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://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 Society's members, as a body, in accordance with the provisions of section 87 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the Society's members 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 responsibility to anyone other than the Society and the Society's members as a body, for our audit work, for this report or for the opinion we have formed.

*RSM UK Audit LLP*

RSM UK AUDIT LLP

Statutory Auditor

Chartered Accountants

Davidson House, Forbury Square

Reading, Berkshire

RG1 3EU

Date *22 August 2019*

**SECOND STEP LIMITED**

**STATEMENT OF FINANCIAL ACTIVITIES**

**FOR THE YEAR ENDED 31 MARCH 19**

		Unrestricted funds 2019	Restricted funds 2019	<b>Total funds 2019</b>	<i>Total funds 2018</i>
	NOTES	£'000	£'000	<b>£'000</b>	£'000
<b>INCOME:</b>					
Income from charitable activities	2	9,450	1,203	<b>10,653</b>	10,241
Income from generated funds:					
Investment income	5	5	-	<b>5</b>	1
<b>TOTAL INCOME</b>		<u>9,455</u>	<u>1,203</u>	<u><b>10,658</b></u>	<u>10,242</u>
<b>EXPENDITURE:</b>					
Charitable activities	3	9,476	1,178	<b>10,654</b>	9,962
<b>TOTAL EXPENDITURE</b>		<u>9,476</u>	<u>1,178</u>	<u><b>10,654</b></u>	<u>9,962</u>
Net (Expenditure) / Income before gain/losses on investments		(22)	25	<b>3</b>	280
Transfer between funds		-	-	-	-
<b>NET MOVEMENT IN FUNDS</b>		<u>(22)</u>	<u>25</u>	<u><b>3</b></u>	<u>280</u>
<b>TOTAL FUNDS BROUGHT FORWARD</b>		<u>2,025</u>	<u>37</u>	<u><b>2,062</b></u>	<u>1,781</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>2,003</u>	<u>62</u>	<u><b>2,065</b></u>	<u>2,061</u>

The statement of financial activities includes all gains and losses recognised in the year.

The net movement in funds for the year relate wholly to continuing activities.

The notes on pages 19 to 34 form part of these financial statements.

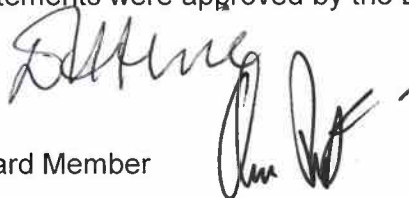
**SECOND STEP LIMITED**

**BALANCE SHEET AT 31 MARCH 2019**

	NOTES	2019	2018
		£'000	£'000
<b>FIXED ASSETS</b>			
Intangible fixed assets	8	59	71
Tangible fixed assets	9	17	109
Fixed asset investments	10	16	16
		<u>92</u>	<u>196</u>
<b>CURRENT ASSETS</b>			
Debtors	11	700	841
Cash at bank and in hand		4,452	3,681
		<u>5,152</u>	<u>4,522</u>
CREDITORS: amounts falling due within one year	12	(3,039)	(2,551)
Net current assets		<u>2,113</u>	<u>1,971</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>2,205</b>	<b>2,167</b>
Provisions for liabilities	13	(140)	(105)
<b>NET ASSETS</b>		<b><u>2,065</u></b>	<b><u>2,062</u></b>
<b>CAPITAL &amp; RESERVES</b>			
Called up share capital	14	0	0
Restricted funds	15	62	37
Unrestricted funds	15	2,003	2,025
Net funds		<u>2,065</u>	<u>2,062</u>

The financial statements were approved by the Board on 9 August 2019.

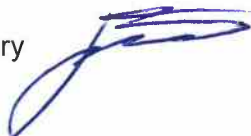
L. Hine – Chair



C. Roberts – Board Member



J. Slack – Company Secretary



The notes on pages 19 to 34 form part of the financial statements.

**SECOND STEP LIMITED****STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED 31 MARCH 2019**

---

	NOTES	2019 £'000	2018 £'000
NET CASH USED IN OPERATING ACTIVITIES:	20	<u>803</u>	<u>(48)</u>
CASH FLOWS FROM INVESTING ACTIVITIES:			
Interest income on investing activities		5	1
Investment in Social Impact bond		-	(16)
Purchase of tangible and intangible fixed assets		(37)	(162)
NET CASH FROM INVESTING ACTIVITIES:		<u>(32)</u>	<u>(177)</u>
CHANGES IN CASH EQUIVALENTS IN THE YEAR:		<u>771</u>	<u>(225)</u>
CASH AND CASH EQUIVALENTS BROUGHT FORWARD:		3,681	3,906
CASH AND CASH EQUIVALENTS CARRIED FORWARD:		<u>4,452</u>	<u>3,681</u>

The notes on pages 19 to 34 form part of the financial statements.

## SECOND STEP LIMITED

### NOTES TO THE FINANCIAL STATEMENTS

#### FOR THE YEAR ENDED 31 MARCH 2019

---

#### 1. PRINCIPAL ACCOUNTING POLICIES

Second Step Limited is registered under the Co-operative and Community Benefit Societies Act 2014.

The financial statements have been prepared in accordance with applicable Accounting Standards in the United Kingdom. A summary of the more important accounting policies is set out below.

**(a) Basis of accounting**

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The financial statements are presented in Sterling (£) and rounded to the nearest thousand pounds.

Second Step Limited meets the definition of a public benefit entity under FRS 102.

**(b) Going Concern**

After reviewing the organisation's forecasts and projections, the board has a reasonable expectation that the organisation has adequate resources to continue in operational existence for the foreseeable future. The organisation therefore continues to adopt the going concern basis in preparing its financial statements.

**(c) Income**

Income represents commercially agreed contract values for provision of services, rental and service charge income receivable, net of rent and service charge losses from voids, fees and grants from local authorities and other income.

Income is recognised in the period to which they relate. Any income deferred to the following year is shown under creditors and none is expected to be deferred beyond one year.

**(d) Expenditure**

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

**(e) Intangible Fixed assets**

Intangible Fixed assets are stated at cost, less accumulated amortisation. The minimum value of an item recognised as an Intangible fixed asset is £1,000. Amortisation of the intangible assets is provided at the following annual rates to write off each item over its expected useful life, as follows:

Software implementation

Three years

## SECOND STEP LIMITED

### NOTES TO THE FINANCIAL STATEMENTS

#### FOR THE YEAR ENDED 31 MARCH 2019

---

**(f) Tangible fixed assets**

Tangible fixed assets are stated at cost, less accumulated depreciation. The minimum value of an item capitalised as a tangible fixed asset is £1,000.

Depreciation is provided at the following annual rates in order to write off each asset over its expected useful life, as follows:

Office equipment	Five years
IT equipment	Three years
Fixtures, fittings and furnishings	Two years
Leasehold improvements	the remaining term of the lease

**(g) Fund accounting**

General funds are unrestricted which are available for use at the discretion of the Board of directors in furtherance of the general objectives of the charity and which have not been designated for other purpose. Restricted funds represent income contributions which are restricted to a particular purpose, in accordance with the donor's wishes.

**(h) Provisions for liabilities**

In calculating the expected dilapidations provision, the Board make judgements based on the expected obligation of the organisation using historic data and experience.

Provisions are made against operating leases where the unavoidable cost of meeting the lease obligation exceeds the economic benefits received.

**(i) Operating leases**

Rentals payable under operating leases are charged to the income and expenditure account as incurred over the term of the lease.

**(j) Pension costs**

All employees on a permanent or fixed term contract are entitled to become members of the Second Step Group Personal Pension Plan, which is a defined contribution scheme. Depending on the employee's level of contribution, Second Step contributes a percentage (currently 6%) of the member's basic gross salary into the scheme (or into previous schemes run by or approved by Second Step). The pension charge represents the amounts payable by Second Step to the schemes in respect of the year. The assets of the schemes are held separately from those of Second Step in independently administered funds.

**(k) Cost Allocation Principles**

Costs not directly incurred within the contract streams, other than organisational development and governance, are allocated to contract based on direct costs incurred within those contracts.

**(l) Financial Instruments**

Second Step 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.

**(m) Judgements and key sources of estimation uncertainty**

In the application of the accounting policies the board are required to make judgements, estimates and assumptions about the carrying value 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.

## SECOND STEP LIMITED

### NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2019

#### 2. INCOME FROM CHARITABLE ACTIVITIES

	2019 £'000	2018 £'000
Community Mental Health Services	4,560	4,448
Supporting People and Homelessness Prevention Services	2,602	2,249
Housing Management	1,165	1,167
Psychologically informed therapies	677	725
Golden Key (BIG Lottery Grant)	1,158	1,356
Other Services	491	297
	<b>10,653</b>	<b>10,242</b>

Within the income shown above there was restricted income of £1,203,000 (2018 - £1,440,000), primarily relating to income receivable from the BIG Lottery (for the Golden Key project) and the Oak Foundation.

#### 3. ANALYSIS OF CHARITABLE EXPENDITURE

	Charitable Activity £'000	Support and Governance Cost £'000	TOTAL 2019 £'000	TOTAL 2018 £'000
Community Mental Health Services	3,220	805	4,025	3,899
Supporting People and Homelessness Prevention Services	2,363	454	2,817	2,362
Housing Management	1,264	50	1,314	1,176
Psychologically informed therapies	559	205	764	798
Golden Key (BIG Lottery Grant)	957	286	1,243	1,401
Other Services	361	130	491	325
	<b>8,724</b>	<b>1,930</b>	<b>10,654</b>	<b>9,962</b>

Within the expenditure shown above there was restricted expenditure of £1,178,000 (2018 - £1,231,000) related to expenditure predominantly on the Golden Key project and the Oak Foundation.



## SECOND STEP LIMITED

### NOTES TO THE FINANCIAL STATEMENTS

#### FOR THE YEAR ENDED 31 MARCH 2019

#### Note 3 continued

The breakdown of support costs and how these were allocated between governance and other support costs is shown in the table below:

#### SUPPORT & GOVERNANCE COSTS ALLOCATIONS

	2019	2018	
	£'000	£'000	Basis of apportionment
Staff Costs	1,340	1,229	Staff costs
Office Rental and Costs	163	149	Staff costs
Telephone & internet Charges	29	28	Staff costs
Repairs & Decorations	27	8	Staff costs
Insurance	37	31	Staff costs
IT Costs	140	101	Staff costs
Publicity	30	17	Staff costs
Depreciation & Dilapidation	78	64	Staff costs
Service User Participation and Other Costs	9	8	Staff costs
Consultancy Costs	54	42	Staff costs
	<b>1,908</b>	<b>1,677</b>	
<b>Governance Costs</b>	2019	2018	
	£'000	£'000	
Annual Audit Services	14	14	
Board Travel Expenses	1	1	
Training for Board	-	1	
Chair's Fee	6	6	
	<b>21</b>	<b>22</b>	
<b>Total allocated Support and Governance Costs</b>	<b>1,929</b>	<b>1,698</b>	

During the year, two board members claimed travel expenses.

Support Costs comprise central management costs which are not directly attributable to the activity streams. The support and governance costs were apportioned among the activity streams based on staff costs incurred during the period.

## SECOND STEP LIMITED

### NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2019

#### 4. NET INCOME / (EXPENDITURE)

This is arrived at after charging:

	2019 £'000	2018 £'000
Auditors' remuneration for audit services	15	14
Losses from bad debts	10	31
Depreciation	141	71
Operating leases - land and buildings	102	97
Operating leases - other	2	2

#### 5. INTEREST RECEIVABLE AND SIMILAR INCOME

	2019 £'000	2018 £'000
Income from Cash and Investments	5	1

#### 6. STAFF COSTS AND REMUNERATIONS OF KEY MANAGEMENT PERSONNEL

The average monthly number of persons employed by the Association during the year, expressed as number of people employed, was:

	2019 No.	2018 No.
Direct staff	162	146
Administrative staff	34	44
Management	36	27
Total Staff	<u>232</u>	<u>217</u>

Total salary costs were:

	2019 £'000	2018 £'000
Wages and salaries	5,010	4,880
National Insurance Costs	386	358
Pension Contributions	233	227
Total Staff	<u>5,629</u>	<u>5,465</u>

## SECOND STEP LIMITED

### NOTES TO THE FINANCIAL STATEMENTS

#### FOR THE YEAR ENDED 31 MARCH 2019

---

In addition, £370,955 (2017-18: £286,455) was paid for agency and secondee staff.

The board considers its key management personnel to be the Chair and the Senior Management Team. The total employee benefits (including employer pension contributions) of these key management personnel was £415,000 (2017-18 - £229,000. NB in 2017-18 there were only 3 members of the Executive Management Team until December 2018, when it was replaced with the current Senior Management Team)

	2019	2018
	No.	No.
Management personnel paid between £60,000-£70,000	1	-
Management personnel paid between £70,000-£80,000	1	1

#### 7. PENSIONS

The pension cost charge represents contributions payable by Second Step to personal pension plans (See note 1j). Contributions totalling £31,000 (2017-18 - £32,000) were payable to the pension schemes at the year end and are included in creditors.

If an employee's costs are attributed to restricted funds, then the relevant pension contributions and liabilities are also included in restricted funds.

SECOND STEP LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2019

---

8. INTANGIBLE FIXED ASSETS

	Software Licences £'000
<b>Cost</b>	
At 1st April	173
Additions	28
As at 31st March	<u>201</u>
<b>Depreciation</b>	
At 1st April	102
Charge for the year	40
As at 31st March	<u>142</u>
<b>Net Book Value</b>	
At start of the year:	<u>71</u>
<b>At year end:</b>	<u>59</u>

**SECOND STEP LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**9. TANGIBLE FIXED ASSETS**

	Leasehold improvements £'000	Fixtures, fittings and furnishings £'000	IT & Office equipment £'000	TOTAL £'000
<b>Cost</b>				
At 1st April	219	129	314	662
Additions	-	-	10	10
Disposals	(16)	(1)	-	(17)
As at 31st March	<b>203</b>	<b>128</b>	<b>324</b>	<b>655</b>
<b>Depreciation</b>				
At 1st April	146	126	281	553
Charge for the year	73	3	25	101
Disposals	(15)	(1)	-	(16)
As at 31st March	<b>204</b>	<b>128</b>	<b>306</b>	<b>638</b>
<b>Net Book Value</b>				
At start of the year:	73	3	33	109
At year end:	<b>(1)</b>	<b>0</b>	<b>18</b>	<b>17</b>

SECOND STEP LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2019

10. FIXED ASSET INVESTMENTS

	£'000
<b>Cost</b>	
At 1st April	16
Additions	-
Disposals	-
As at 31st March	<u>16</u>
<b>Impairment</b>	
At 1st April	-
Disposals	-
As at 31st March	<u>-</u>
<b>Fair value of investments:</b>	
At start of the year:	<u>16</u>
At year end:	<u>16</u>

The investment of £16,000 consists of Second Step's share of investment in a Special Purpose Vehicle named "Social Impact Bristol Ltd", which has been set up to administer a Social Impact Bond. This Special Purpose Vehicle is a joint venture between Second Step and two other partners.

The net assets / (liabilities) and net results of the joint venture are as follows:

	2019 £'000	2018 £'000
Current Assets	410	47
Creditors: amounts falling due within one year	(127)	(126)
Creditors: amounts falling due after more than one year	(225)	-
<b>Net Assets / (Liabilities) as at 31st March</b>	<u>58</u>	<u>(79)</u>
<b>Net Assets / (Liabilities) attributable to Second Step</b>	<u>19</u>	<u>(26)</u>
Turnover	332	40
Net expenses	(241)	(118)
<b>Surplus / (Deficit) for the period 1st April - 31st March</b>	<u>91</u>	<u>(78)</u>
<b>Surplus (Deficit) for the year attributable to Second Step</b>	<u>30</u>	<u>(26)</u>

**SECOND STEP LIMITED****NOTES TO THE FINANCIAL STATEMENTS****FOR THE YEAR ENDED 31 MARCH 2019**

---

**11. DEBTORS**

	2019 £'000	2018 £'000
Rent and charges	43	34
Less: provision for doubtful debts	(34)	(29)
	<u>9</u>	<u>5</u>
Prepayments	131	105
Trade debtors	420	609
Accrued Income	111	113
Other debtors	29	9
	<u>700</u>	<u>841</u>

**12. CREDITORS**

	2019 £'000	2018 £'000
Deferred income	2,057	1,523
Trade creditors	259	459
Other taxes and national insurance costs	96	85
Accruals	343	189
Other creditors	283	295
	<u>3,039</u>	<u>2,551</u>

Reconciliation of Deferred Income required per SORP:

Deferred Income brought forward	1,523	1,353
Released	(1,190)	(904)
Deferred	1,724	1,074
	<u>2,057</u>	<u>1,523</u>

**SECOND STEP LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

---

**13. PROVISION FOR LIABILITIES**

	Onerous Lease	Dilapidations £'000	Total £'000
At 1st April	-	105	<b>105</b>
Released in the year	-	-	-
Additional provision in year	18	17	<b>35</b>
Provisions carried forward	<u><b>18</b></u>	<u><b>122</b></u>	<u><b>140</b></u>

The onerous lease provision relates to unavoidable rents and other costs relating to Hawthorn Croft which will be incurred in 19-20, which exceed the economic benefits received. The dilapidations provision is held against liabilities arising from full repairing leases which expire in June 2020.

**14. NON EQUITY SHARE CAPITAL**

Shares of £1 each in issue to persons who are current members:

	2019 No.	2018 No.
Shares in issue brought forward	53	53
Issued in period	5	-
Redeemed in period	-	-
Shares in issue carried forward	<u><b>58</b></u>	<u><b>53</b></u>

The shares provide members with the right to vote at general meetings, but do not provide any rights to dividends or distributions on a winding up, and they are not redeemable.



SECOND STEP LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2019

15. FUNDS

*Prior year:*

	As at 1st April 2017	Income	Expenditure	Transfers	Net gains and losses	As at 31st March 2018
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Restricted funds</b>						
- Golden Key	-	1,356	(1,150)	(205)	-	-
- Oak	33	84	(80)	-	4	37
<b>Unrestricted funds</b>	1,748	8,802	(8,731)	205	277	2,025
<b>Total funds</b>	1,781	10,242	(9,962)	-	280	2,062

*Current year:*

	As at 1st April 2018	Income	Expenditure	Transfers	Net gains and Losses	As at 31st March 2019
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Restricted funds</b>						
- Golden Key	-	1,120	(1,120)	-	-	-
- Oak and other	37	83	(57)	-	25	62
<b>Unrestricted funds</b>	2,025	9,455	(9,476)	-	(22)	2,003
<b>Total funds</b>	2,062	10,658	(10,654)	-	3	2,065

## SECOND STEP LIMITED

### NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2019

#### 16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Intangible fixed assets	59	-	59
Tangible fixed assets	17	-	17
Fixed asset investment	16	-	16
Debtors	685	15	700
Cash at bank and in hand	3,193	1,259	4,452
Other net current assets/(liabilities)	(1,827)	(1,212)	(3,039)
Provisions for liabilities	(140)	-	(140)
<b>Total</b>	<b>2,003</b>	<b>62</b>	<b>2,065</b>

*Analysis of group net assets between funds - previous year*

	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Intangible fixed assets	71	-	71
Tangible fixed assets	109	-	109
Fixed asset investment	16	-	16
Debtors	817	24	841
Cash at bank and in hand	2,135	1,546	3,681
Other net current assets/(liabilities)	(1,018)	(1,533)	(2,551)
Provisions for liabilities	(105)	-	(105)
<b>Total</b>	<b>2,025</b>	<b>37</b>	<b>2,062</b>

#### 17. TAXATION

Because of its charitable status Second Step is exempt from corporation tax in respect of any surplus which is applied to its charitable objects.

## SECOND STEP LIMITED

### NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2019

---

#### 18. OPERATING LEASE COMMITMENTS

As at the year end Second Step had total future minimum lease payments under non-cancellable operating leases as follows:

	2019 £'000	2018 £'000
Amounts due:		
1 year	82	106
2-5 years	13	196
	<u>95</u>	<u>302</u>

#### 19. RELATED PARTY TRANSACTIONS

A fee of £6k was paid to the Chair of the Board (Graham Russell) in 2018-19 (£6k in 2017-18), under the existing Rules of the Society. There were no other transactions with the related parties.

#### 20. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2019 £'000	2018 £'000
Net movement in funds	3	280
Add back depreciation charge	141	71
Add back increase in provision	35	15
Deduct Interest Income shown in investing activities	(5)	(1)
Deduct gains / add back losses on investments	-	-
Decrease in Debtors	140	2
Increase (Decrease) in Creditors	488	(416)
<b>Net cash used in operating activities</b>	<u><b>803</b></u>	<u><b>(49)</b></u>

**SECOND STEP LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**21. PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES**

		Unrestricted funds 2018	Restricted funds 2018	<b>Total funds 2018</b>	<i>Total funds 2017</i>
	NOTES	£'000	£'000	<b>£'000</b>	<i>£'000</i>
INCOME:					
Income from charitable activities	2	8,801	1,440	<b>10,241</b>	<i>10,286</i>
Income from generated funds:					
Investment income	5	1	-	<b>1</b>	<i>9</i>
<b>TOTAL INCOME</b>		<b>8,802</b>	<b>1,440</b>	<b>10,242</b>	<i>10,295</i>
EXPENDITURE:					
Charitable activities	3	8,731	1,231	<b>9,962</b>	<i>10,298</i>
<b>TOTAL EXPENDITURE</b>		<b>8,731</b>	<b>1,231</b>	<b>9,962</b>	<i>10,298</i>
Net Income/(Expenditure) before gain/losses on investments		71	209	<b>280</b>	<i>(4)</i>
Transfer between funds		205	(205)	-	-
<b>NET MOVEMENT IN FUNDS</b>		<b>276</b>	<b>4</b>	<b>280</b>	<i>(4)</i>
<b>TOTAL FUNDS BROUGHT FORWARD</b>		<b>1,748</b>	<b>33</b>	<b>1,781</b>	<i>1,785</i>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>2,025</b>	<b>37</b>	<b>2,061</b>	<i>1,781</i>



## Second Step

**Aileen Edwards**

**Chief Executive Second Step**

**Tel: 0117 909 6630**

**Email: [aileen.edwards@second-step.co.uk](mailto:aileen.edwards@second-step.co.uk)**

**9 Brunswick Square**

**Bristol BS2 8PE**

**Tel: 0117 909 6630**

**Email: [admin@second-step.co.uk](mailto:admin@second-step.co.uk)**

**Second Step Bath & North East Somerset**

**South Vaults**

**Green Park Station**

**Bath**

**BA1 1JB**

**Tel: 01225 750926 / 750927**

**Email: [banesinfo@second-step.co.uk](mailto:banesinfo@second-step.co.uk)**

**Second Step North Somerset**

**69 Old Street**

**Clevedon**

**BS21 6BT**

**Tel: 0333 023 3504**

**Email: [NSWellbeing@second-step.co.uk](mailto:NSWellbeing@second-step.co.uk)**

**Second Step Somerset**


**The Great Western Hotel, Station Approach**

**Taunton**

**TA1 1QW**

**Tel: 0333 023 5405**

**Email: [steptogether@second-step.co.uk](mailto:steptogether@second-step.co.uk)**

 **[@wearesecondstep](https://twitter.com/wearesecondstep)**

**[www.second-step.co.uk](http://www.second-step.co.uk)**

**Second Step is an exempt charity regulated by the Financial  
Conduct Authority Reg no: 25597R**

**SECONDSTEP**  
PUTTING MENTAL HEALTH FIRST