

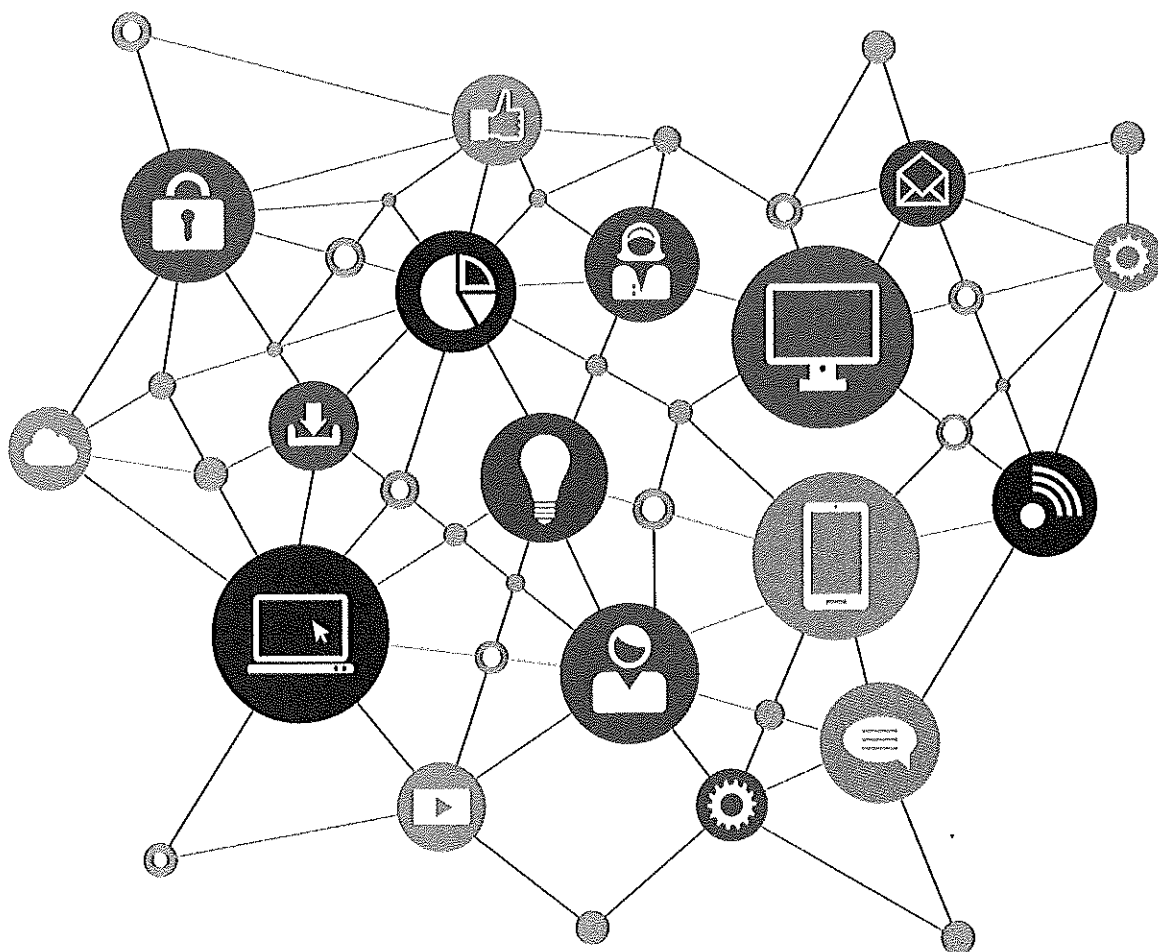
Registered number: 03738249
Charity number: 1100403

Steps to Work (Walsall) Ltd

Trustees Report and Financial Statements

for the year ended 31 March 2016

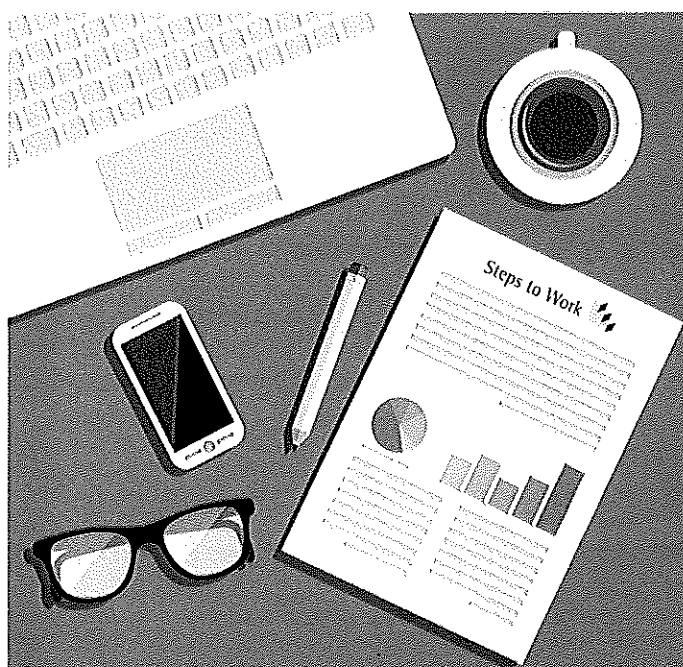
Trustees Report // 2016



stepstowork.co.uk



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Trustees Report // 2016

Steps to Work (Walsall) Ltd is a registered charity formed in 1999, Charity No. 1100403 and a Company Limited by guarantee constituted under the Companies Act 2006 and registered in England and Wales, Company Registration 3738249.

The registered office of the charity is Challenge Building, Hatherton Road, Walsall, WS1 1XS.

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The charity operates a wholly owned subsidiary, **Starting Point Recruitment Ltd**, which is a Company Limited by shares and registered in England and Wales, Registration No. 4560776, formed in October 2002. The registered office for Starting Point Recruitment is the same as that of the charity. As an organisation we are committed to equality and diversity and to a working environment that is free from any form of discrimination on the grounds of colour, ethnicity, race, religion, sex, sexual orientation or disability.

VISION

Our vision is to create opportunities and change futures by working with local people and businesses across the West Midlands. We will do this by embedding our values into everything we do offering:

- S** - SUPPORT
- T** - TRAINING
- E** - EXTRA MILE
- P** - PROGRESSION
- S** - SUSTAINMENT

MISSION

We will fulfil our vision by helping individual people, businesses and communities achieve their potential by:

- Working with partners to create excellent advice, guidance, training and employment related services.
- Securing the right blend of staff, resources, systems and partners
- Being responsive to changing local and economic needs.
- Raising local people's aspirations
- Creating sustainable long term employment and skills opportunities

AIMS

The longer term objectives of STW are to:

- Provide outstanding and innovative learning and employability services
- Put needs of learners, customers and employers first
- Promote equality, diversity and social accountability
- Attract engage and ensure the development of our staff
- Secure geographical and financial growth through new business opportunities
- Develop strategic partnerships to secure investment and sustainability
- Developing Strategic Partnerships to secure investment and Sustainability

stepstowork.co.uk



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DELIVERING PUBLIC BENEFIT

This section covers how our activities and services meet the various principles of 'public benefit' as set out by the Charities Commission.

Providing real impact and measurable benefits to the people we have supported.

PRINCIPAL 1: There must be an identifiable benefit or benefits.

This is underpinned in three clear principle headings.

Principle 1a Providing advice, guidance and training through our programmes, for example:

- Work Programme (DWP funded)
- Work on the Horizon (Big Lottery funded)
- Streetscene (Walsall Housing Group funded)
- Supporting those not in Employment, Education or Training (NET)
- Apprenticeships and Traineeships (SFA funded)
- Other projects designed to assist employees and employers.

Identifiable benefits are recognised in the numbers of people who are disadvantaged in the labour market (our customers) that we have assisted to improve their skills, employability, qualifications and career prospects.

Principle 1b Delivering high quality, accessible and inclusive services which benefit our customers and the wider community and is wholly integral to the work we do as a Charity.

The delivery of the above programmes provide measurable benefits by providing opportunities for people to overcome their personal barriers, whilst improving their skills, employability, qualifications and career prospects. This directly relates to the aims, objectives and mission of the Charity.

Contained in this report are project summaries and case studies which demonstrate the benefits our various programmes and projects have provided to our customers.

Principle 1c The services we deliver for the benefit of our customers are balanced against any detriment or harm to individuals, groups or the environment.

The Trustees have examined the organisation's programmes, projects and actions, and believe that its work delivers net benefit to the public, specifically assisting people who are disadvantaged in the labour market to gain the skills and knowledge required to access sustainable employment.

In reviewing these programmes, projects and actions the Trustees believe that any detriment or harm caused would not outweigh any potential benefit. We ensure that actions which could be dangerous or damaging to mental or physical health, or that encourage or promote violence or hatred towards others are covered within our Equality and Diversity strategy, policies and procedures.

The organisation has in place strict health and safety and safeguarding procedures which are there to ensure the safety and welfare of all customers, staff and visitors. This includes any activity that takes place on our own premises or when undertaking activities in other locations.

Our achievements are recognised externally through its retention of Investors in People Gold standard, the Leaders in Diversity award and retaining the Government's 'two ticks' symbol for equality for disabled workers.

Our Commitment to Environmental Sustainability is contained within this report and is managed to the ISO14001 standard. This international standard enables us to minimise our environmental impact whilst growing our business. The organisation commitment to reducing potential detriment or damage to the environment is published in our sustainable development and environmental policy statements and actions are managed by the staff Environmental working group.

PRINCIPAL 2: Benefit must be to the public, or a section of the public.

As a Charity, our aim is to provide benefit to the widest range of people. In doing so we take a proactive approach to developing and delivering a diverse range of projects in line with our aims and objectives. This is underpinned by four clear principle headings.

Principle 2a Programme Delivery focusses predominantly on the unemployed population (our customers) of Walsall Borough.

Principle 2b Benefit is not unreasonably restricted by geographical restrictions, or by the ability of an individual to pay for a service.

Principle 2c No person is restricted from benefiting because they are in poverty as most activities and programmes are externally funded.

Principle 2d No person or organisation will accrue any private benefits, as a result of the support and assistance we have provided

Though some of our funding may be geographically targeted it is aimed at specific disadvantaged groups to reflect local needs. The majority of our customers are likely to be defined as 'being in poverty' which is based on a number of factors including the economic, social and personal barriers they face.

We consider that these groups represent those with the greatest levels of need and therefore require specific help and support to overcome barriers and realise their potential.

We believe that those who face many barriers deserve the right support to build a better future and contribute positively to the economy and the community.



FACTS AND STATISTICS

These charts show the background of customers who have used Steps to Work services within Walsall, in the financial year 2015-2016.

The breakdown of the unemployed by their own definition, assisted by Steps to Work is detailed by; Ethnic Origin, Age, Gender and Disability.

GENDER

Male	41%
Female	59%

AGE

Under 24	23%
25-49	53%
50+	23%

DISABILITY

No disability	81%
Disability	19%
Prefer not to say	0%
Not known	0%

ETHNIC ORIGIN

2.44%	Indian
0.77%	Asian or Asian British Other
6.61%	Asian or Asian British Pakistani
1.67%	Asian or Asian British Bangladeshi
1.53%	Black or Black British Caribbean
1.81%	Black or Black British African
0.35%	Black or Black British Other
1.46%	Mixed White and Black Caribbean
0.21%	Mixed White and Asian
0.07%	Mixed White/Black African
0.35%	Mixed Other
0.07%	Chinese
2.09%	Not known
0.07%	Other
79.19%	White British
0.14%	White Irish
1.18%	White Other



LOCATIONS OF DELIVERY

Our services were delivered at four fixed sites and one mobile site across Walsall over this financial year.

Townend House

The offices opened in August 2006, situated on Park Street within the Town Centre of Walsall. We have occupied the premises on the third, fifth and seventh floors for delivery of DWP contracts as well as the corporate finance, administration and HR functions. From Monday to Friday, Steps to Work deliver training sessions, support customers with interviews, deliver employer engagement initiatives, sales administration, ICT and deliver customer awareness training for the DWP Work Programme.

Challenge Building

The Teaching and Learning department is housed in central Walsall and deliver both the Apprenticeship and Traineeship services.

Work on the Horizon

Initially commenced in 2003 as an outreach service based on the Mobile Information Unit. The premises on Bloxwich High Street, Walsall, West Midlands became fully operational in June 2005 serving the residents of the Bloxwich and Blakenall area.

Mobile Information Unit or "MAGI" (Mobile Advice Guidance & Information)

Our fully mobile office travels across the borough taking services and support to customers in their communities.

You can read about how our service delivery has helped people in our case studies and customer journeys throughout this report.

TRUSTEES

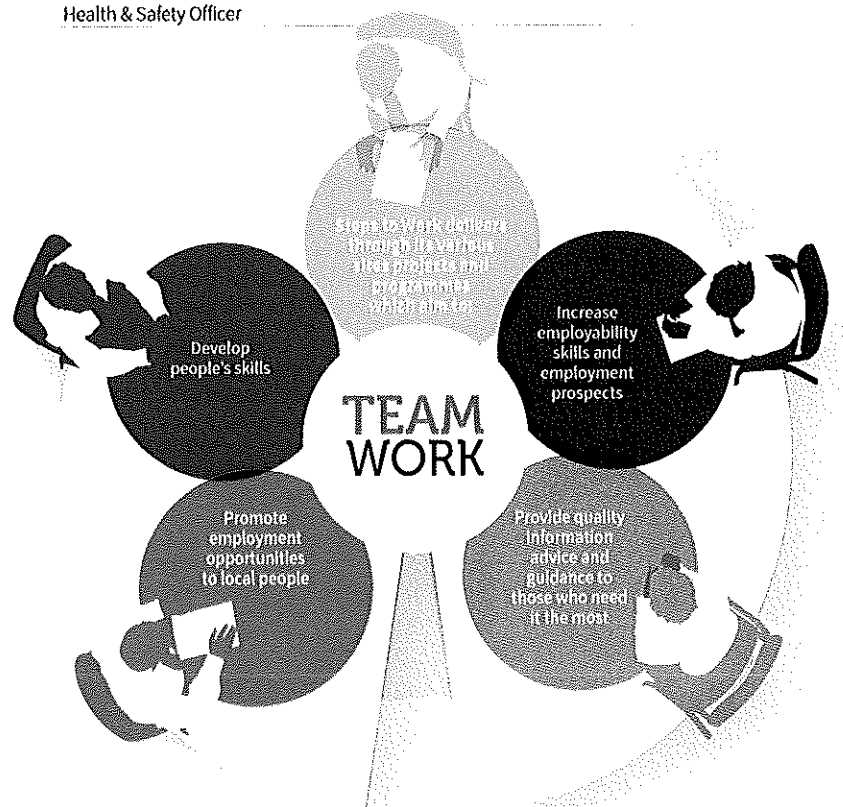
Mrs Vera Birch	Community Resident - South Willenhall Local Committee
Miss Susan Wakeman	Director of Human Resources - Walsall Manor Hospital (Stood down 29/04/2015)
Ms Carole Wildman	Corporate Director - Growth Walsall Housing Group
Mr Stephen Preston	Managing Director - Kirkpatrick Ltd
Mr Robert Thomas	Community Resident
Mr Manjit Singh Jhooty	Managing Director - Pasab Ltd t/a Jhoots Pharmacy
Mr Patrick Newland	Managing Director - Relco
Mr David Bassett	Director - One2One Consulting (Stood down 17/09/2015)
Mrs Susan Wood	Community Resident
Mr Ged Jones	Retired Teacher
Councillor Chris Towe	Walsall Council

SENIOR MANAGEMENT TEAM

John Brewer	Chief Executive Officer (Retired April 2015)
James Walsh	Chief Executive Officer
Sue Brookes	Finance Manager
Anne Marie Ruddy	Senior Manager (Left June 2015)
Crystina Woolley	Business Continuity Information & Compliance Manager
Tamara Crutchley	Business Development and SFA Manager
Stephanie Hammond	Funded Programmes Manager

CORPORATE TEAM

Ahsan Kazmi	Marketing Officer (Left October 2015)
Natasha Harmer	Marketing Officer
Raj Sarai	Personnel Manager
David Jones	Health & Safety Officer



Chairs Statement



2015/16 has been a challenging year for Steps to Work but one which has opened many doors to the year ahead.

During the last year Steps to Work has continued to face reduced funding and fewer commissioning opportunities across the sector. One of the biggest challenges we faced in 2015/16 was the difficulty for our Teaching and Learning department to attract learners. This has resulted in a reduction in our income and a need to take action to keep costs under control. Regrettably this has meant losing some valuable members of staff along the way.

One key success this year has been The Work Programme, which has supported almost 1000 customers with complex health needs and barriers and achieved 571 job starts with 279 people sustaining work. The team have out performed most of the Prime contractors supply chain and contributed heavily to the overall P & L figures of the charity.

We have made some changes to Governance structure in 2015/16 including appointing a new Chair of the Board after David Bassett stepped down due to work commitments. I have acted as Vice Chair ahead of the appointment of our new Chair of the Board, Ninder Johal in May 2016. Ninder Johal brings a number of years' experience in developing Boards and Change Management within an organisation.

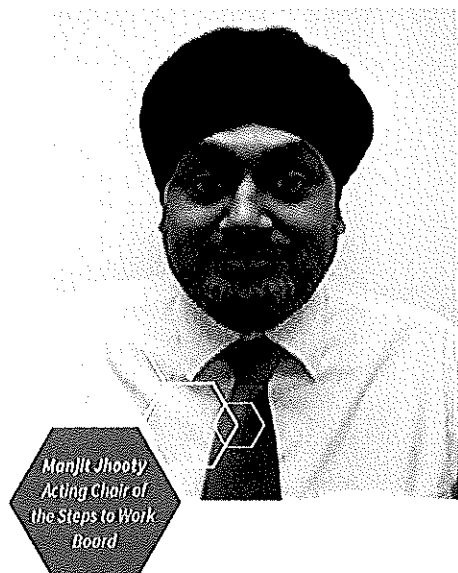
Our Aim is to further strengthen the Board to represent the wider area in which we operate therefore adding new Trustees to the Board is a key focus for the future as is getting the most from the skills and experience of the existing Trustees.

Our CEO and senior management team have developed clear reporting lines which will help the organisation develop its offering to the wider community of Walsall and the Black Country. Board Meetings continue to be open and transparent and the view of the Trustees is that the staff are doing all they can operate efficiently in a challenging environment.

2016/17 looks to be an exciting year for Steps to work as new opportunities are finally coming through. I am confident that Steps to Work is well positioned to continue to serve the people of Walsall and the Black Country

I hope that the trustees report makes interesting reading in highlighting the achievements during the past 12 months.

Manjit Jhooty
Acting Chair of the Steps to Work Board



Creating amazing opportunities for local people and local business's

STRUCTURE GOVERNANCE AND MANAGEMENT

APPOINTMENT OF TRUSTEES

New Trustees are appointed through a process of open recruitment.

To become a Trustee candidates must either live or work within the West Midlands and be a supporter of the work being delivered by Steps to Work.

Expressions of Interest for new Trustees are sought between July and September each year. Anyone expressing an Interest will be given a copy of the Job description and person specification and asked to complete an application form by an agreed closing date.

Interviews will be set up with a panel of existing Trustees and the Company Secretary who will take account of the candidate's skills and abilities as the basis for a recommendation to the Annual General Meeting held in September each year.

Job descriptions and job specifications are produced for the main key roles and for general Trustees. Appointments are made on the basis of individual skills and abilities.

A Trustees' handbook is used which outlines the role of the Trustee along with a Trustees' Induction book which provides further information about the role and its responsibilities.

A budget is set aside to develop board members and provide training where required ensuring that all Trustees have a common understanding and ethos.

To ensure continuity whilst attracting new Trustees a rolling programme of annual changes has been agreed whereby all members will, over a three year programme, be subject to possible retirement.

GOVERNING DOCUMENT

The company is registered as a Company Limited by guarantee in England and Wales (Ref: 3738249) and is governed in accordance with its Memorandum and Articles of Association.

ORGANISATIONAL STRUCTURE

The Board of Trustees meets bi-monthly and receives clear and concise reports from the Chief Executive and Senior Management Team on strategic and operational issues.

Each report contains key financial and performance data for our delivery programmes together with a series of recommendations on which the board are required to make decisions.

The tasks and decisions associated with running the company are delegated to the Chief Executive Officer (CEO) with the support of the Senior Management Team.

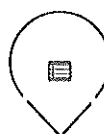
This structure allows decisions to be made in line with the company Memorandum and Articles of Association together with the agreed policies and procedures which cover:

- Financial transactions
- Business development
- Business management
- Contract and Service Level Agreement Obligations
- Resource decisions including people, property and I.C.I.
- Marketing activities
- Quality of services
- Environmental impact
- Health & Safety
- Safeguarding

OBJECTIVES AND ACTIVITIES TO PROVIDE PUBLIC BENEFIT

Steps to Work, through its activities aims to:

- Support those who face multiple barriers to build a better future.
- Develop and deliver a wide range of employment and training programme serving the Black Country and West Midlands.
- Provide employment training and career progression opportunities for local people of the West Midlands in particular those in Walsall and Wolverhampton Sandwell & Dudley.
- Develop collaborative partnerships with other local organisations to support local people with employment and training needs.



Chief Executives Statement

- > **Welcome to the 2015/2016 Trustees Report for Steps to Work Ltd, the common theme in this operating year has been dealing with ongoing changes to the economic landscape and the delay in new opportunities as commissioners seek to achieve greater efficiency and added value from new programmes.**

>

In order to remain financially viable we have reduced staffing in line with contracts ending and retained front line staff for longer to manage the remaining contracts. We have reduced the management team significantly and instilled an ethos of *'working outside your job description'* although this has been a real challenge, the team have responded extremely well.

Devolution and collaboration are the key words in the changes to commissioning, with DWP and European Social Fund co financing programmes such as Building Better Opportunities. This sets the foundations for a more local approach to commissioning working with Local Enterprise Partnerships which supports our aim of securing a lead role in the Black Country in 2016/17.

The move to devolved commissioning had a major impact on developing our strategic partnership with Walsall Housing Group (whg). This was further compounded by the Chancellors Autumn statement which removed the rent increase framework for Social Housing Providers. It became clear that joining the whg group was no longer beneficial so we agreed to formally end partnership negotiations in November 2016. We will continue to work with whg strategically as a key stakeholder in our area.

The work programme has been a success in many areas and our DWP team have performed extremely well across the year. However we have continued to see that customers with health and disabilities remain the hardest to help, requiring a more holistic and health focussed approach. The Government have recognised this and decided to re-design the Work Programme which means an extension on the proposed framework and dates for the tenders to be released. It is likely this contract will be tendered in the late summer of 2016 with the contract values significantly less than the work programme.

Our Teaching and Learning Department has continued to face the challenge of limited numbers of learners due to competition and schools retaining students for longer. Alongside this, finding Employers who can take on apprenticeships and traineeships in our areas of delivery has made it very difficult to recruit the volumes required to make the contracts profitable.

As we move into 2016 the focus on greater employer lead apprenticeships is set to take shape under the Apprenticeship Levy. This is where Steps to Work will look to focus its delivery and utilise the relationships with smaller businesses. 2016/17 will be a pivotal year for Steps to Work as we emerge into a the new rounds of commissioning and we seek to build stronger links with Starting Point Recruitment to enable us to engage with employers at all levels and secure growth in the region across all contracts

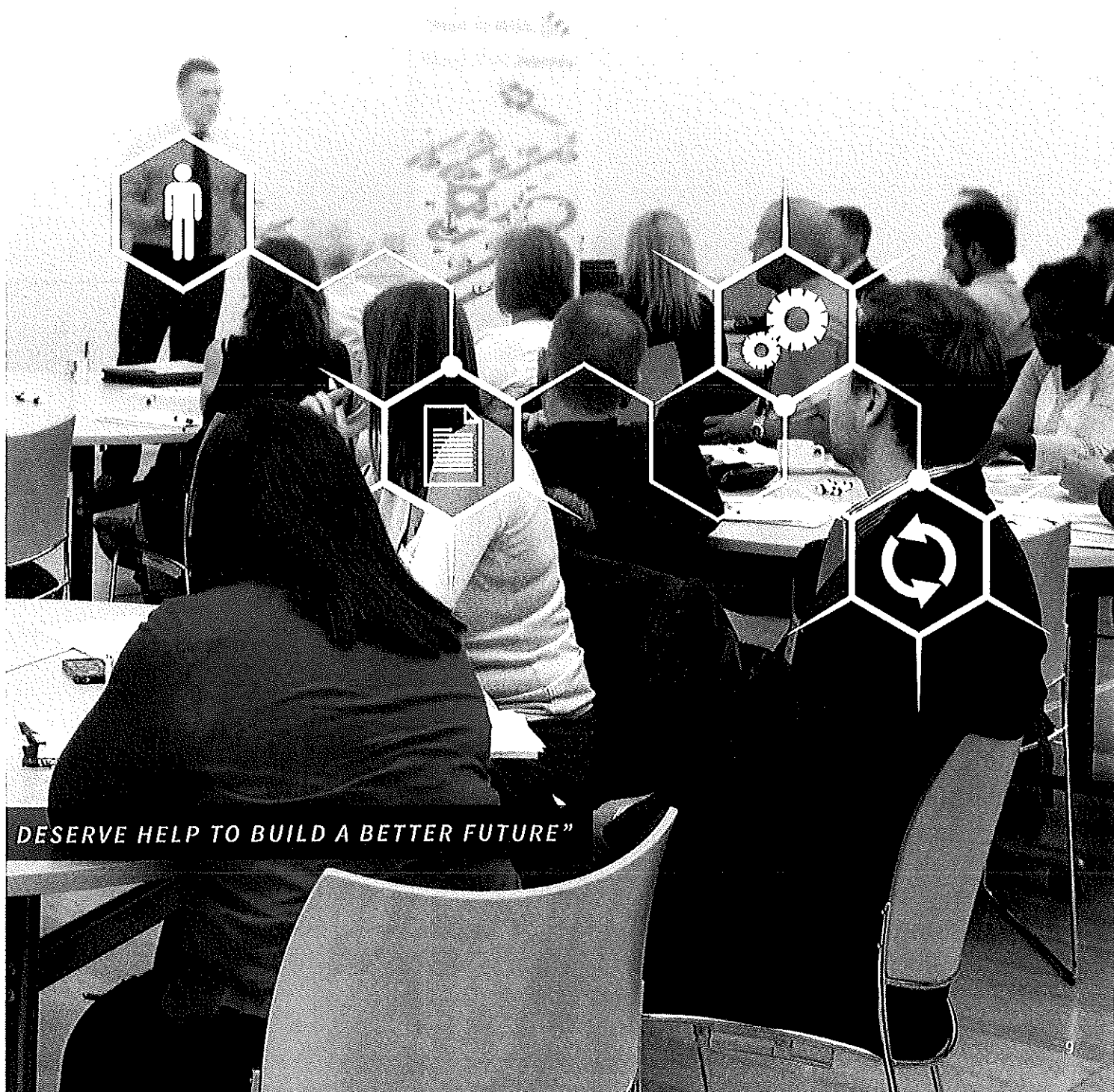
I hope you enjoy reading through this year's report which highlights the positive impact we continue to have on people's lives and endorses our overall reason for doing what we do.



"THOSE WHO FACE THE BIGGEST BARRIERS IN LIFE"

A handwritten signature in black ink, appearing to read "James Walsh".

James Walsh
Chief Executive Officer



DESERVE HELP TO BUILD A BETTER FUTURE"

Programme Delivery

SUMMARY OF PROGRAMMES DELIVERED DURING 2015-2016

The following pages provide an overview of the many different projects and programmes contracted to Steps to Work during this financial year.

All have enabled us to achieve our aims and objectives to deliver a service to our customers and the wider community.

The summaries shown allow you to observe the level and scope of provision Steps to Work are able to offer.

There are many case studies of customers and partnerships which we have successfully built over the last twelve months.



Work on the Horizon



| CASE STUDY |

LILLY WHITTAKER, WOTH

Lilly was referred to Work on the Horizon by her local job centre in May 2014. Unable to use a computer, Lilly wanted to improve her basic IT skills so that she could begin searching for jobs and applying online.

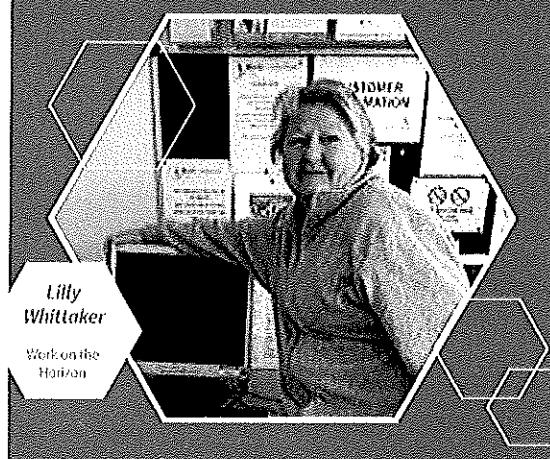
Lilly booked onto a basic IT course and over the course of her two years WOTH have supported her in learning to use the computer for job search as well as updating her CV and filling in job applications.

WOTH were able to help Lilly to further her skills and qualifications and she has achieved her Level 2 Food Hygiene and First Aid qualifications which WOTH helped to fund. Lilly also attended group sessions which she thoroughly enjoyed, helping her to gain in confidence.

Using her new IT skills Lilly found a part time cleaning job online and successfully applied. She began her employment in May 2015 and continued to attend WOTH for support in finding another job to help increase her hours.

Lilly has recently gained a second part time cleaning role which means she is now able to sign off benefits. Used to working, Lilly hated being unemployed and now feels very grateful to WOTH as she has been able to find suitable employment and get back into work.

"I think WOTH is great, they are good people and they work really hard to help you!"



Lilly Whittaker
Work on the Horizon

Work on the Horizon (WOTH) has been established since 2005. It is situated on a busy High Street in Bloxwich and serves the residents of North Walsall.

Being based within the heart of the community and having a shop style encourages individuals who may not be confident, motivated or knowledgeable enough to access support from mainstream services, to drop in and access a range of facilities and services within a friendly and welcoming environment.

The shop offers an holistic approach to local residents' barriers, both real and perceived, in relation to confidence and motivation, upskilling and employment.

This is accomplished, in part by the involvement of key partners, by either undertaking outreach at WOTH or by having a referral system in place. These partners include Walsall's Citizens Advice Bureau, Connexions, Walsall Adult Community College, Walsall College, Jobcentre Plus, NHS Lifestyle Services, Children's Centre, Family Information Services, Walsall Council, Probation Services and other specialist organisations.

Between January 2014 and December 2015 WOTH was funded via Big Lottery Funding. The Steps to Work Board of Trustees took the decision to fund WOTH through the organisations reserve funding whilst additional finance was sourced.

601 new users accessed support through WOTH between **January 2014 and December 2015** together with **287 individuals gaining up to date CV's** compiled, **333 individuals receiving tailored Information Advice and Guidance**, **61 users undertaking training** and **79 individuals gaining employment** with **76 sustaining employment** for 13 weeks or more.

Since **January 2016 until March 2016**, **137 new users have accessed support**, with **77 individuals receiving tailored Information Advice and Guidance**, **16 users undertaking training** and **76 people gaining a CV**.

Jobs	82
CV's	363
IAG	410
Accredited Training	68
Non Accredited	19

Department for Work and Pensions (DWP)

We are now in year 6 of the Work Programme. As a result of the General Election a contract variation has been secured for People Plus. We have seen major Welfare reforms introduced over the last 5 years, including Universal Job Match, and the claimant commitment and Universal credits introduced.

We work closely with our customers to ensure that they are equipped with the necessary skills to deal with the new regime and support sustainable employment. We are responsible as a subcontractor for the Walsall area engaging with customers for People Plus and In training/Newcastle College (managed by 3SC).

DWP

Long-term unemployment is damaging to individuals and communities, it affects mental and physical health and holds back economic growth.

We want to help people into work and make sure that work pays. In return, people currently in "out-of-work" benefits need to take the opportunities available to them to move off benefits and into work.

Out of work older people can find it more difficult to get a job and they are more likely than younger people to remain unemployed for longer.

The Work Programme provides personalised support for claimants who need more help looking for and staying in work. Service providers have freedom to decide how best to support Work Programme participants while meeting minimum standards for delivering the service.

This is a major change in the way we help people move from welfare to work in this country. The Government has created a structure that treats people as individuals and allowing providers greater freedom to tailor the right support to the individual needs of each claimant. Steps to Work have been delivering the Work Programme since 2011 and will continue to do as contracted under the Department of Work and Pensions to 2017.

The Work Programme also gives value for money for the taxpayer by basing payments to providers largely on the results they achieve. The Work Programme is currently part funded by the European Social Fund.

The Work Programme

The focus of the Work Programme is to support a variety of unemployed individuals in receipt of various types of benefits such as Job Seekers Allowance, Employment and Support Allowance, Incapacity Benefit and recent Prison Leavers, to move into sustainable work.

The Work Programme is outcome based, measured by placing customers into a job for 13 weeks, 26 weeks and 4 weekly sustained periods of continual employment thereafter.

All customers due to join the Work Programme are referred by Jobcentre Plus; the advisors determine a customer's eligibility for the programme to determine whether the Work Programme is the most appropriate option for that customer.

Jobcentre Plus will allocate customers to one of the three Work Programme Prime contractors for the West Midlands area and they will in turn allocate individuals to themselves or their sub-contractors.

A significant change this year has been the increase in the number of ESA customers and effects of claims changing to Universal Credits, which has required us to consider our delivery mechanisms and formulate a tailored response to meet the needs of these customers.

There has also been a significant decrease in the number of 18 - 24 year olds on programme. This is largely due to the effects of the Government's Youth Contract Initiative.

EOS Performance Figures April 2015 - March 2016:

Referrals	203
Attachments	204
Job Entry	215
2nd Day Jobs	322
Job Outcomes	272
Job Sustainments	3576
Attachments to Job Entry	94%

EOS
Employment
Outcomes
Support

3SC Performance figures:

Referrals	42
Attachments	39
Job Entry	35
2nd Day Jobs	24
Job Outcomes	47
Job Sustainments	762
Attachments to Job Entry	111%

3SC

thelight
cinema experience

RICHARD SMITH, DWP

Work Programme Helps Customer See the Light!

After a tough couple of years due to personal circumstances, Richard was referred onto the Work Programme by the Job Centre for help and support finding employment.

Richard had previous customer service and retail experience and was keen to get back into the retail industry. During Richard's first week on the Work Programme at Darlaston Jet we were offered places by Walsall Council for PET courses for the opening of the new Light Cinema at the Walsall Waterfront development. Richard's Work Programme advisor Michelle made the agreement that should Richard attend the next day to complete the attachment to the WP paperwork, she would secure him a pre interview for the PET course.

Richard showed a lot of dedication and commitment and was more than happy to go through the two week course which he saw as an opportunity to improve his employability skills. Richard attended the pre training interview and was offered a place on the course.

Richard was shortlisted for a job interview with the Light Cinema after completing the course and Steps to Work supported him with interview preparation and helped him purchase new interview clothes as he wanted to make a good impression.

After impressing the employer in his interview, Richard was offered the position and attended three days training in Liverpool. Richard began work at the Light Cinema on the 17th of March 2016.

Richard is now working a minimum of 16 hours each week in a customer service role and due to his commitment and enthusiasm he has already been earmarked for a promotion to manager and has been provisionally offered a management course with PTP.

"I would like to thank you for all of your help, without your help and support I wouldn't be where I am today"

Programmes offering Work Experience

MANDATORY WORK ACTIVITY

Steps to Work act as a subcontractor for Interserve in relation to the Mandatory Work Activity provision.

This is a mandatory programme for Jobseeker Allowance claimants, who are referred to the programme via the Job Centre. Customers are referred to Interserve by the individual Job Centres who then allocate customers to the provision.

Customers referred to the provision undertake a four week work placement for up to 30 hours per week with all placements being of community benefit. There are a diverse range of placement available to suit the needs of individual customers including Customer Service, Retail, Warehouse, Recycling, Administration, General Maintenance and more.

The placements are intended to assist individual customers move closer to the labour market by giving them up to date work experience and enabling them to establish the disciplines required within a working environment. Travel expenses and personal protective equipment, if required, are supplied and a reference is provided once the placement is completed.



[CASE STUDY]

**BETWEEN 1ST APRIL 2015
AND 31ST MARCH 2016
274 CUSTOMERS WERE ABLE
TO GAIN UP TO DATE WORK
EXPERIENCE AS A RESULT
OF THIS PROVISION.**

LOUISE

Louise was referred to Steps to Work from her local Job Centre to help her gain some work experience. Louise had no previous work experience and very little confidence in her ability to work due to being a stay at home single parent of three children.

After discussing the Mandatory Work Activity (MWA) programme with her advisor Louise was sent for an interview at St Giles Hospice charity shop in Darlaston. Louise's advisor gave her the advice and guidance she needed in the lead up to her interview to help her overcome her fears about starting work, and she started her placement shortly after her interview.

During her four week placement Louise was able to learn various skills to help her prepare for a job in the future. She gained experience in stock replenishment, customer service, dealing with donations, operating a computerised till and handling cash. All of this experience helped Louise to gain in confidence and learn skills that will help her in future roles.

Louise had continuous contact with her advisor at Steps to Work throughout her placement so that she had the advice and support she needed at all times. The moral support provided by her advisor meant that she was able to break down the barriers preventing her from obtaining paid employment and excel in her placement.

Louise enjoyed her placement at St Giles and feels that being on the MWA programme has helped her to move closer to the labour market thanks to her newly gained skills and experience.

Louise has continued to volunteer at St Giles since completing her MWA placement in March 2016, deciding that she wanted to gain even more experience to enable her to update her CV and obtain a work reference in order to apply for paid employment in the future.



Walsall Adult and Community College

We have been working in partnership with Walsall Adult and Community College since 2011 to deliver a range of courses within local community venues.

Courses are available to any Walsall Borough resident who is unemployed and aged 19 years and over. All learners complete an individual learning plan and can enrol upon the programme which suits their needs and requirements.

For the 2015/16 Academic year we have delivered the following accredited and non-accredited courses:

STRAND 1

- Steps to Functional Skills
- Steps to Employability
- Healthy Living
- Money management
- Interview techniques
- CV's and Application forms
- Basic IT
- Introduction to the labour market

STRAND 2

Accredited training in functional skills

- English
- Maths
- ICT

Number of people who accessed WACC courses:

WACC Strand 1	396
WACC Strand 2	96
WACC Strand 3	170



Apprenticeships

Working in partnership with PTP and through a direct contract with the SFA we have been delivering apprenticeships since May 2013.

**You're young, you've left school, you're optimistic.
But you can't seem to get a break.
What do you do?**

[CASE STUDY]



Gemma
Interclass

Interclass

"Doing the Apprenticeship through Steps to Work has increased my ability within an office environment."

"The support I have received from Interclass and Steps to Work has been fantastic and has really helped me achieve my goals and more."



GEMMA

After identifying that they were an ageing workforce, Interclass were keen to take on an apprentice, allowing younger staff members to join the team. They felt that this would bring new skills and fresh perspectives to the company and came to Steps to Work for assistance in finding the right candidate. Working closely with the Steps to Work team allowed Interclass to be involved in the recruitment of a new administrative apprentice meaning they were able to help find the ideal person.

Candidate Gemma was perfect for the role and successfully secured the opportunity after being hand-picked by Steps to Work to attend an interview. Gemma is now in her second year with the company and is doing brilliantly having completed her NVQ Level 2 in Business Administration and an ICT Level 2 Functional Skill. Gemma has now been offered a permanent contract with Interclass after impressing them so much and is being supported by the company to complete her AAT qualifications.

Gemma's manager Elizabeth Rhodes says "Apprentices bring a new energy to the company. The NVQ has a huge and positive impact on the learner's job role allowing them to build on knowledge and gain great understanding of policies and procedures within an office environment" she expressed how lovely it was to see the journey of an apprentice and witness how her new, fresh ideas and outlook have positively impacted the department and the company as a whole. Gemma brought strengths that have helped develop existing staff members and she has learnt valuable skills and knowledge from her colleagues, helping to create a diverse workforce.

WORKING TOGETHER

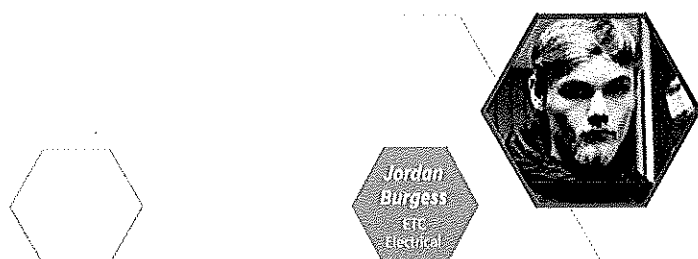
CITY DEAL

Steps to Work, in partnership with Walsall Adult Community College, have undertaken this pilot project which is funded through the Accord Group.

The stringent eligibility criteria for engagement onto this provision includes that participants must live within the Darlaston South ward, be unemployed over six months and be a Housing Association resident. Assistance is aimed at residents with multiple barriers to employment including lack of confidence and motivation and lack of digital skills.

The project has fully engaged with 96 residents, has constructed CV's for 73 of these residents and assisted 10 into full time employment.

[CASE STUDY]



JORDAN

On 28th August 2015 Jordan Burgess came in to Darlaston Jet enquiring about work and training opportunities. His advisor conducted an interview, completed City Deal paperwork and identified that Jordan was interested in gaining a trade but also working with public.

He was informed that we had an apprenticeship programme running from STW and he was given information and guidance regarding the programme. He was very interested so his advisor arranged for Jordan to attend an interview.

In the meantime his advisor assisted him by updating his CV and gave other advice on training and job opportunities in the area.

After his initial interview with the Teaching and Learning department at Steps to Work Jordan was sent for interview at ETC Electrical in Moxley, Darlaston.

The company were looking for an apprenticeship with an interest in electrics as although the initial job required dealing with customers on the trade counter they wanted someone for the long term to learn the trade and after a year put them forward for an Electrics Qualifications in order for them to progress in the industry.


Jordan attended his interview with them and they offered him the position starting on 01/10/2015. Since then he has progressed well, has started to pick up the trade and is really enjoying his role.


"I Found my initial interview with Kerry was very helpful in getting my apprenticeship at ETC. I really enjoy it here and get on with everyone.

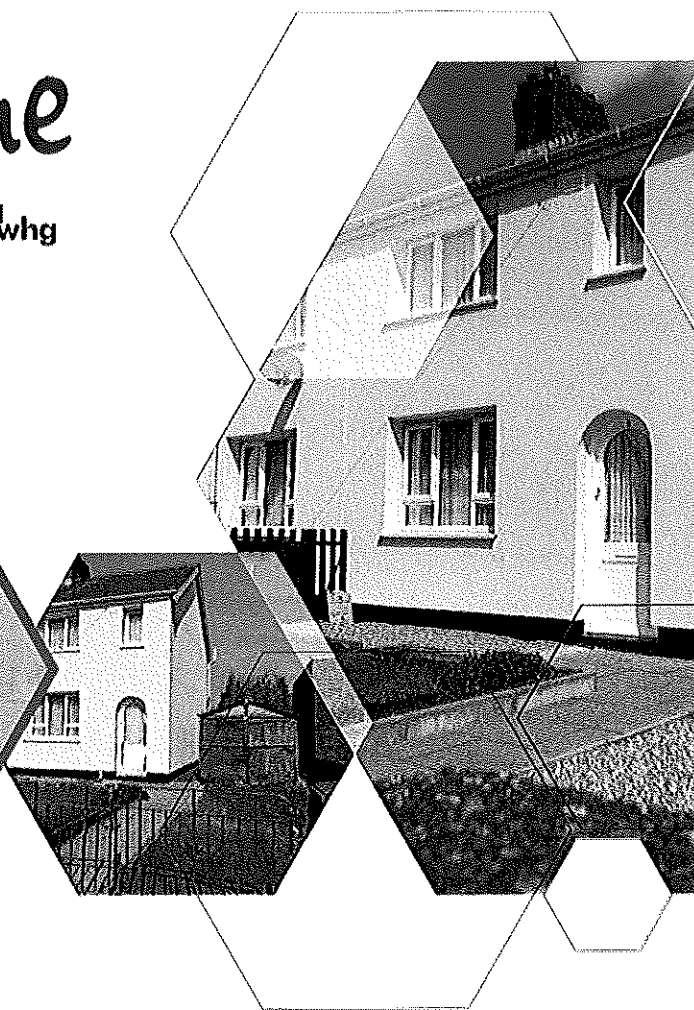
My role at ETC includes picking orders, signing for and putting away the deliveries, serving the counter and cleaning the warehouse.

I'm currently working towards my level 2 in English and maths, plus I'm doing my NVQ L2 in Storage and Warehouse course."

Streetscene

Steps to Work 

In partnership with 



- **Streetscene started as a job creation and employability programme in association with Steps to Work and Walsall Housing Group.**

- The aim of Streetscene, which began in 2015, was to create sustainable employment for local people, giving them the chance to gain new skills and form a stable career. The project would pay operatives the living wage whilst providing them the opportunity to gain NVQ qualifications and other relevant certificates in order to improve their employability for the future.

As well as providing sustainable employment for Black Country residents the programme also set out to improve local neighbourhoods, providing quality maintenance work to both domestic and commercial markets.

"This project is a win-win. Customers benefit from improvements to their homes, the community benefits from a better look to the area and people who were previously unemployed are coming

a wage whilst they gain valuable work experience, confidence and a work reference for future employment." – Gary Fulford, Group Chief Executive, WHG.

The project saw a number of operatives who had previously been unemployed for long periods of time gain nationally-recognised qualifications including the City and Guilds Construction Skills Award level 1 and a BSC Healthy and Safety level 1 in Construction Environment among others.

The partnership with WHG provided the funds for training, materials, PPE, vehicles, welfare facilities, tools and wages whilst Steps to Work dealt with recruitment and necessary training and support.

Operatives were paid the living wage throughout the duration of the project which lasted seventeen months and all of them passed their qualifications at either

merit or distinction grades, benefitting from training that would normally have cost them approximately £3,500 each.

Following seventeen months of successful employment the Streetscene project came to an end leaving operatives with qualifications, confidence and references.

In the two months leading up to the end of the programme, participants were given the opportunity to complete ten intensive employability sessions at our Bloxwich site Work on the Horizon, funded by WHG.

These sessions helped them to write CVs and prepare for interviews, they were all then offered positions through our recruitment agency Starling Point Recruitment to work for Walsall Council's environmental services and had all started their new jobs within a week of finishing the Streetscene programme.



MARTIN STACKHOUSE

"IT WAS THE BEST JOB I HAVE EVER HAD, ONE OF THE BEST GAFFERS I HAVE EVER HAD, MY CV LOOKS TEN TIMES BETTER AND I HAVE MADE 4 NEW BEST FRIENDS.

I HAVE JUST BOUGHT A NEW FORD FIESTA AND I DON'T HAVE TO WORRY ABOUT REPAYMENTS.

THE JOB TAUGHT ME A LOT, NOT JUST ABOUT THE JOB BUT ABOUT LIFE IN GENERAL."

TREVOR HITCHCOCK

"I HAVE MADE SOME REALLY CLOSE FRIENDS.

STREET SCENE HAS TAUGHT ME A LOT AND GIVEN ME LOADS OF TRAINING.

THE WORK WAS HARD BUT IT WAS NICE TO STAND BACK AND SEE WHAT WE ACHIEVED.

EVEN THE EXPERIENCED TRADESMEN WERE IMPRESSED BY THE QUALITY OF OUR WORK."

DANNY MILLER

"I HAVE A NEW BORN BABY GIRL AND IT'S TOO DIFFICULT TRYING TO RAISE A CHILD ON THE DOLE.

A FULL TIME JOB GIVES ME FOCUS AND INDEPENDENCE INSTEAD OF WATCHING JEREMY KYLE ALL DAY!

I HAVE NEVER DONE ANY WORK LIKE THIS BEFORE AND TO BE HONEST DIDN'T THINK I HAD IT IN ME TO LEARN NEW SKILLS BUT STREET SCENE, SHAUNE AND MY COLLEAGUES HAVE MADE THIS ONE OF THE BEST TIMES OF MY LIFE."

Employer Engagement



Our region has seen huge transformation in recent years and the labour market has at times struggled to keep up.

We play a vital role between our customers and local employers to make sure that they both get what they are looking for. Our local employers are the backbone of the region and the opportunities they provide are priceless as they really can change lives.

We are proud to work with so many socially conscious employers in the region who offer the chance to build a better future to our customers.

We have worked hard with employers to understand their needs and tailor our services to suit. We offer a truly multi sided service from apprenticeships right up to professional recruitment.

At Steps to Work we can help you to improve the odds of finding the right person for your business.

Call us on 01922 627555 / 01922 422480
to speak to one of our Employer Engagement Team

Local Office: 100 High Street, Wetherby, West Yorkshire LS23 7BQ

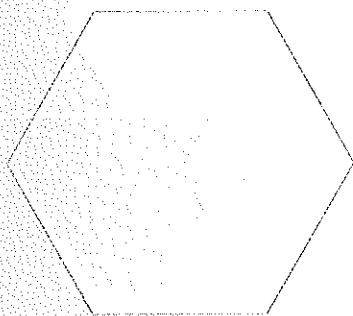
We have a unique suite of services to help you take the gamble out of recruitment

- Apprenticeships** - Preparation for employment offering placement and a 'try before you buy' approach.
- Apprenticeships** - A fully tailored and individually supported service to suit the needs of your business, growing talent and providing the qualifications and progression for both you and your staff.
- Local People Local Jobs** - Tailored recruitment and campaign management with a social impact. Helping local unemployed people into sustainable jobs.
- Training Needs Analysis** - Helping you to map out your staffing needs and skills for the long term growth of your business.
- Agency Finding** - Acting as the intermediary between the employer and skills funding agency to enable employers to draw down funding and commission the right training and qualifications for your staff and your business.
- Agency Recruitment** - At Starting Point Recruitment we offer an ethical approach to delivering tailored trade employment and recruitment solutions for candidates and clients at leading industry roles.

Steps to Work **starting point**

www.stepswork.co.uk Tel: 01922 627555
Email: info@stepswork.co.uk Fax: 01922 422480

www.startingpoint.co.uk Tel: 01922 422480
Email: info@startingpoint.co.uk Fax: 01922 422480



INTERCLASS

Established in 1976, Interclass undertakes construction projects throughout Central England. The company, based in Wolverhampton, began working with Steps to Work last year when they considered the idea of taking on an apprentice.

After identifying that they were an ageing workforce, Interclass were keen to take on an apprentice, allowing younger staff members to join the team. They felt that this would bring new skills and fresh perspectives to the company and came to Steps to Work for assistance in finding the right candidate.

Working closely with the Steps to Work team allowed Interclass to be involved in the recruitment of a new administrative apprentice meaning they were able to help find the ideal person.

"Apprenticeships are a chance to give somebody an excellent opportunity, work experience and kick start their career. Apprentices bring new ideas and a fresh outlook to the company and both our Apprentices have greatly benefited and enhanced the team."

Candidate Gemma was perfect for the role and successfully secured the opportunity after being hand picked by Steps to Work to attend an interview.

Gemma's manager Elizabeth Rhodes says "Apprentices bring a new energy to the company. The NVQ has a huge and positive impact on the learner's job role allowing them to build on knowledge and gain great understanding of policies and procedures within an office environment" she expressed how lovely it was to see the journey of an apprentice and witness how her new, fresh ideas and outlook have positively impacted the department and the company as a whole.

Gemma brought strengths that have helped develop existing staff members and she has learnt valuable skills and knowledge from her colleagues, helping to create a diverse workforce.

Andrew Goodall the Interclass Groups Business Development Manager said:- "Steps to Work have provided Interclass with productive employees, and along with our CSR initiatives it has a positive impact on employee wellbeing and motivation.

They can, and do, contribute to the ease of hiring quality staff, employee retention, commitment and motivation, all of which leads to increased innovation and productivity. Employees want to feel proud of where they work.

An invested employee is less likely to look for a job elsewhere. More good people want to work for companies who do not take their staff for granted. More hiring choice ultimately means a better workforce.

Front-line employees are also best placed to identify inefficiencies and propose improvements in which all staff benefit from our dedicated management system allowing them to contact senior management at any time to support them through their journey.

We have been currently working with Steps to Work for around two years now and they have helped provide us with two new apprentices Gemma Hemming who has just completed her apprenticeship in Business and Administration NVQ level 2.

Gemma has now undertaken a position within the Interclass Accounts Team and is currently embarking on a three year course to become a AAT (Association of Accounting Technician's Qualification) and Laura Smith who has just started her Business and Administration Diploma NVQ Level 2 back in January 2016 is currently working alongside the Interclass Estimating Team, which could one day see her in a senior estimating role."

"Thank You Steps to work for providing us with two great employees to date, we look forward to working with you in the future and allowing us to having an impact and interaction with the local community."



AF BLAKEMORE

A.F. Blakemore is a food retail, wholesale and distribution company and is one of the largest family-owned businesses in the UK. It started in 1917 as a counter service grocery store and has grown into a large and successful company with more than 7,800 employees.



In 2015/16 Steps to Work placed three warehouse apprentices with A F Blakemore who were monitored by us and the company to establish suitability for a full time role.

During their apprenticeship we monitored them weekly with an advisor providing on-site visits to ensure that their learning and development needs were being met in their role. The apprentice's line managers provided feedback whilst training the staff which helped to develop and shape the apprentices into suitable and skilled employees.

Working closely with the business and the apprentices, we were able to assist with the development of the candidates and improve their understanding of the business needs which benefitted both the company and the apprentice alike.

Steps to Work's employer engagement team kept regular contact with the company to ensure that they were satisfied with the staff and the service provided and to offer advice and guidance when needed.

Warehouse Manager Andy Hargreaves says

"Initially we had some issues with the apprentice's attendance however Steps to Work were able to work alongside us to solve the issue and improve the employees understanding of the business needs."

"This helped us to develop and train three ambitious young people into ideal candidates for full time, permanent roles. Steps to Work's support has helped us to find the right staff for the business and provide them with full, tailored training to help them grow within the company."

a.f. **blakemore**
..... & son ltd

HARMONY CARE

Creating the Best Match

Harmony Care is a progressive, forward thinking organisation that provides person centred support to individuals with learning disabilities.

Based in Walsall, Harmony Care offers a wide range of services including Community Support and Re-Enablement, Supported Living and Short Breaks.

Harmony Care employs Support Workers who have a passion for helping people. Support Workers are responsible for supporting individuals with learning disabilities, complex needs and behaviour which may challenge, in the Midlands area.

To ensure that service users receive creative, individualised, person centred support which enables them to enjoy a fulfilling and valued life, to participate in the community and to develop their abilities as fully as possible.

Thomas Nichols was looking for an opportunity to work within a sector where he could help people and care for their needs. When Tommy was informed about this opportunity with Harmony Care he lit up as this sounded like the opportunity he had been searching for.

Tommy has overcome many barriers with the support of Steps to Work including a colourful criminal history which he has learnt from but wants to use his experience to help others and give back to the community.

Through liaison with Harmony Care and a work trial Harmony Care wanted to give Tommy the chance he has been searching for. After a work trial and training Tommy has been given a full time position which he said and I quote **"I am loving it!"**

We assisted Harmony Care with their recruitment needs by finding the best individual that met their needs who particularly wanted not just a day job but a career which would give him an inner satisfaction of helping others.

Harmony Care - Stella Shepherd HR Manager

 **Harmony Care**



Highlights of the Year

2015/16 has been a challenging year for Steps to Work we have made some difficult decisions to enable us to keep doing what we do best. It is important that we celebrate our success and remember that we're making a significant difference to people's lives.

Work Programme - Our Work programme Contracts continue to perform well over the year 2015/16 we have:

- Worked with 998 customers on the work programme
- Supported 511 customers into work
- Enabled 279 customers to sustain work for over 13 weeks

We ranked as the highest performer against sustainability for our Key contract in 2015. Our best month for success was May 2015.

Investors in people Gold Award - Not only did we retain our Gold status we improved our score from 165 in 2013 to 179 in 2016 this is a fantastic achievement for the organisation.

Matrix Assessment - In June 2015 we had our matrix assessment across all sites of Steps to Work. The conclusion of the report was:
"STW demonstrated through the Matrix assessment that they are an organisation that has clear leadership and direction, uses resources to good effect and delivers a professional, objective and impartial service that effectively supports their programmes to the benefit of the local community. Positive and developmental partnership working extends service delivery and provides timely signposting and support where a need is identified".
All areas of the assessment were achieved.

Streetscene - our Streetscene programme delivered 15 job starts to local whg customers 12 of which completed the programme.

The work of the team has received some fantastic feedback and the impact on the local community was stunning. *"This project is a win-win. Customers benefit from improvements to their homes, the community benefits from a better look to the area and people who were previously unemployed are earning a wage whilst they gain valuable work experience, confidence and a work reference for future employment."* - **Gary Fulford**, Group Chief Executive, WHG.

The team managed to transform 215 properties in total.



GOVERNANCE

Our Board has seen a fair degree of change in 2015/16.

We said a fond farewell to Our Previous Chair David Bassett and Vice Chair Carole Wildman. We have secured a new chair for 2016 in the form of Mr Ninder Johal who was previously the President of the Black Country Chamber of Commerce. We also welcomed the appointment of our existing Trustee Mr Manjit Jhooly to the position of Vice Chair.

Ninder and Manjit bring a wealth of commercial and strategic experience to Steps to work from their work on the Chamber of commerce, Local Enterprise Partnership Board and the NHS.

"It's a fantastic time for me to join the Steps to Work board, I was very enthused by the management team and the board and I hope to make a positive contribution and ensure that Steps to Work continues to serve our region well."



In 2015/16 we welcomed Mr Ged Jones and Councillor Chris Towse to the Board who bring key skills and experience from the education sector and Local government.

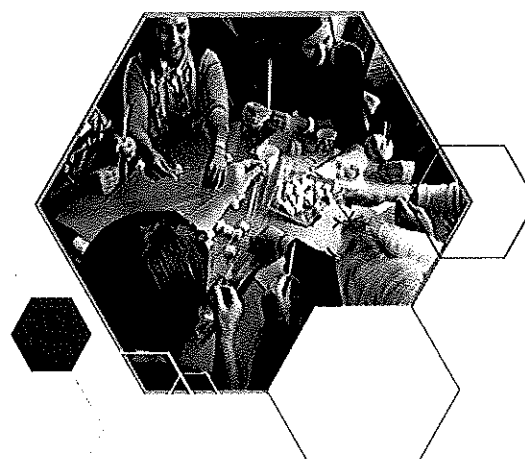
Ofsted - In April 2015 we had our Ofsted inspection for our SAFE Apprenticeship Programme. We attained an overall grade of 3. Leadership scored a 2 Quality of Teaching and Learning Scored a 3 and Impact on Learners scored a 3.

We have developed a Getting to Good action plan and are working with the HMRC Inspector to make required changes for the future.

Staff Conference - In October 2015 we held our first staff Conference at ST Pauls, the Crossing. Staff from all areas of the business got together to celebrate our success and share ideas.

The aim of the day was to prepare for change and to launch some new tools and techniques for the business. We held sessions FISH Philosophy and 6 Thinking hats to prepare the team for change and to thinking outside of contracts and Job Descriptions.

Following the staff conference we undertook a survey and 73.68% of staff said that after the conference they felt ready for change and a challenge.



Our Quality Standards

BS25999 AND ISO 22301 BUSINESS CONTINUITY MANAGEMENT SYSTEMS

BS25999 is the British Standard and ISO22301 is the international standard for Business Continuity Management. We work towards the principles of these standards, as it provides the framework that enables Steps to Work to identify potential threats and the impacts to business operations that those threats, if realised, might cause.

We maintain Business Impact Analysis identifying our business critical activities, our recovery time objectives (how quickly we want to recover) and maximum tolerable period of disruption (how long disruption would be to significantly impact on business).

We have a Business Continuity Plan to assist in the recovery of our business critical activities following any disruptions.

For Steps to Work having this framework provides us with some benefits

- Improving our resilience against disruption.
- Maintaining an ability to manage uninsurable risks.
- Developing a capability to manage business disruption.
- Minimising consequences of unexpected disruptions.
- A method of restoring our ability to supply our key products and services.
- Protecting and enhancing our reputation and brand.
- Demonstrating our ability to maintain delivery of our products and services.

ISO 27001 INFORMATION SECURITY MANAGEMENT SYSTEMS

ISO27001 is the international standard for Information Security Management. We work towards the principles of this standard, as it provides the framework that enables Steps to Work to assure itself that our information security measures are effective.

We implement our Information Security Management System through programme specific Security Plans. These are a requirement of a number of our programmes. There are overall policies and procedures in place that cover Information Security, Information and Communication Systems, Information Security Incident Management, Data Protection and Retention and Destruction of Records to name a few.

There are also controls for Physical and Environmental Security, HR security, asset management and access control.

For Steps to Work having this framework provides us with some benefits

- Customer Satisfaction - by giving confidence that their personal information is protected and confidentiality upheld.
- Business Continuity - through management of risk, legal compliance and vigilance of further security issues and concerns.
- Legal Compliance - by understanding how statutory and regulatory requirements impact on us and our customers; this reduces the risks of costly breaches.
- Improved Risk Management - through a systematic framework for ensuring our records and information are protected from loss, theft and damage.

ISO 9001

We are committed to using ISO 9001 to improve the service to all our customers both internal and external on a continuing basis.

We do this by having a team of colleagues who are trained ISO auditors, planning a year-long cycle of audits on all aspects of Steps to Work activities and by reviewing, implementing and evaluating their findings.

Audits cover customer activities such as job search, training, reviews, customer satisfaction and complaints, as well as corporate functions such as purchasing, communication and approving suppliers.

The audit findings are reviewed by the Senior Management Team and implemented across the company.

We consult with our customers on a regular basis to ensure we are meeting their expectations by holding regular learner forums and asking for their feedback.

We ensure that our management information systems are reviewed regularly and reflect customer and quality requirements.



Commitment to Investors in People, Investors in Diversity and Disability two ticks

At Steps to Work we pride ourselves in being an employer who demonstrates fairness, equality, excellent communication and supports its employees in their development.

We were re-assessed against our Investors in People gold standard this year and have once again maintained our gold standard status.

The Assessor commented that *"The feedback from the onsite visit was very consistently positive. People demonstrated their engagement with Steps to Work through the enthusiasm they displayed when talking about the Company; they had many examples to share and much to say about their pride in the organization."*

When asked for suggestion for improvements that would enhance their experience of working for Steps to Work, most people said, 'There is nothing that I can think of that I would change.' Praise indeed!"



Was one of the comments made to the assessor.

Steps to Work are committed to ensuring equality of opportunity for its employees and customers. As part of this commitment we have over the last year been re-assessed against the Investors in Diversity and Disability Two Ticks standard, both of which we have been successful in maintaining. With regards to the Investors in Diversity standard we have continued to achieve our leader status.

A quote from our report below:

"INVESTORS IN DIVERSITY IS AN EYE OPENER ON HOW THE ORGANISATION LIVES AND BREATHE'S EDI AND IT'S NOT JUST PULLED OFF THE SHELF EVERY SIX MONTHS.

IT ALSO TIES INTO THE CUSTOMER'S JOURNEY AND IS A ROADMAP TO HELP OTHERS REFLECT ON PROTECTED CHARACTERISTICS."

The above accreditations are beneficial to Steps to Work because they support us in our bids/tenders for additional contracts and also very importantly they are a trigger for us to analyse our policies and practices, gain feedback from employees and benchmark ourselves against other employers.

The feedback received from these assessments is extremely motivating for everyone and the development areas identified help us to see where we can make improvements so that we are continually listening to our employees and making changes to create a positive working environment for everyone.



Environmental Sustainability

ISO 14001

Steps to Work (Walsall) Ltd is committed to environmental sustainability and values the environment by monitoring the environmental impacts of its programmes, projects and services.

ISO 14001 enables Steps to Work to put environmental management at the heart of our operations to achieve sustainable success. This international standard will help us reduce our environmental impact as well as grow our business.

The environmental team have raised awareness throughout the organisation by introducing an environmental bulletin which is sent out to all staff. By compiling a bulletin this raises an awareness amongst staff ensuring that adherence to environmental legislation is met. The 14001 team also ensure that signage is current at all its premises, encouraging staff to recycle, re-use, and recover.

The team have also introduced a yearly schedule planner, with monthly reviews taking place. This can range from Environmental Aspects and Impacts, Significant Aspects Register, review of audits that have been carried out and Evaluation of Compliance.

The 14001 process has been of great benefit to the organisation, and shows the commitment of both the organisation and its employees to environmental sustainability.

Steps to Work recognises that the environment is a major factor in determining the quality of life throughout the areas in which it operates. It cannot be treated in isolation as it impacts upon, and in turn is affected by many other equally important social and economic issues.

The organisation shows commitment to the prevention of pollution and compliance with legislation and other relevant requirements to which the organisation subscribes, also giving due consideration in the decision making processes to the environmental impact of new proposals as well as the social and economic impacts.

The organisation enhances employee and participant awareness of environmental issues and policies through training programmes encouraging customers to take part in projects whilst on programme.

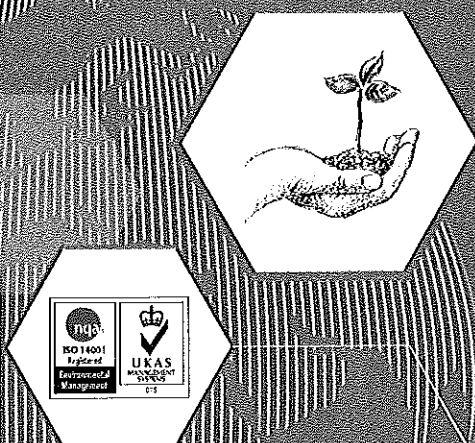
Steps to Work encourage reducing energy consumption by strengthening the commitment to energy conservation. Employees are encouraged to turn off electrical appliances when not in use and to turn off lights if adequate lighting is sufficient or when rooms are not in use.

The company encourage the use of recycled materials and the recycling of waste at each of its premises. Steps to Work also show commitment to reducing its carbon footprint by encouraging walking, cycling, the use of public transport by staff and also car sharing if meetings are being held at the same venue with numerous employees being in attendance at the same meeting.

The company promotes measures to discourage waste, to recover, re-use and re-cycle waste materials and to ensure that the remainder is disposed of responsibly. Also ensuring that due consideration is given when purchasing new resources to the energy saving measures available within products.

Environmental objectives and targets are set and reviewed to monitor the effectiveness of the environmental management system through meetings of the senior management team supported by an internal audit team.

The organisation also has published an environmental policy which is available to the public on the website. Each month a team of environmental representatives meet to discuss issues, and concerns and legislative requirements and review of key performance indicators.



Financial Review



Income is derived from either service delivery or from payments against specific outputs (mainly jobs, sustainable jobs and qualifications).



NET MOVEMENT OF FUNDS



During the period, the charity continued to comply with Financial Reporting Standard 102; this has meant the pension reserve has decreased from £1,922,000 to £1,585,000.

BASIS OF PREPARATION

The financial statements have been prepared in accordance with Financial Reporting Standard 102, this has not impacted on the results for the year.

TOTAL FUND AT YEAR END

Unrestricted funds are £424,741 compared to £116,991 in 2015. The movement in funds incorporates a decrease in the pension reserve from £1,922,000 to £1,585,000.

GRANT INCOME

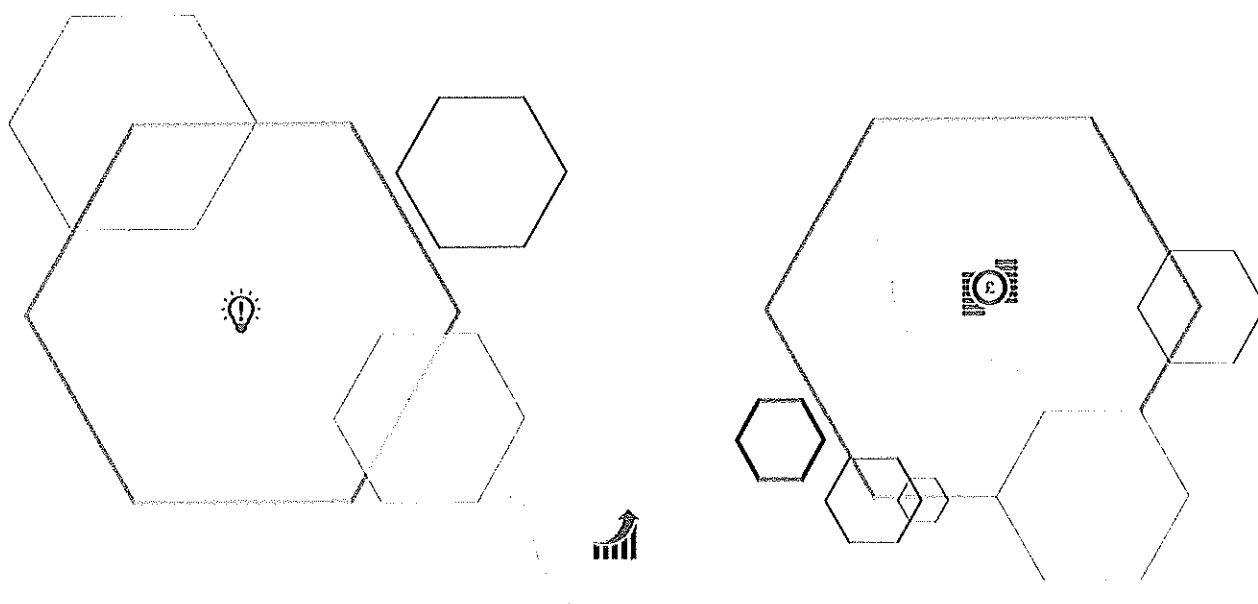
All of the grant income comes from either service level agreements or from grant agreements within the public sector. Income is derived from expenditure incurred to support local people with up skilling or in improving their aspiration to secure sustainable employment.

RESOURCES EXPENDED

Total resources expended during the period have decreased due to the activities of the trading operation – Starting Point Recruitment Limited.

NET INCOMING RESOURCES

A decrease had been seen in the net incoming resources due to the activities of the trading operation – Starting Point Recruitment.



Summarised Accounts

Steps to Work (Walsall) Ltd (A company limited by guarantee)
Consolidated Statement of Financial Activities
(Including Income and Expenditure Account)
for the year ended 31 March 2016

	Note	Designated funds 2016 £	Restricted funds 2016 £	Unrestricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Income and endowments from:						
Trading activities		-	-	11,719,785	11,719,785	13,055,518
Investments	4	-	-	12,916	12,916	28,459
Charitable activities	5	-	1,854,674	-	1,854,674	2,142,497
Total income and endowments		-	1,854,674	11,732,701	13,587,375	15,226,474
Expenditure on:						
Raising funds		-	-	11,478,423	11,478,423	12,556,563
Charitable activities	6,7	74,593	2,125,127	90,575	2,290,295	3,079,947
Total expenditure		74,593	2,125,127	11,568,998	13,768,718	15,636,510
Net income / (expenditure) before transfers		(74,593)	(270,453)	163,703	(181,343)	(410,036)
Transfers between Funds	20	-	270,453	(270,453)	-	-
Net expenditure before other gains and losses		(74,593)	-	(106,750)	(181,343)	(410,036)
Actuarial gains/(losses) on defined benefit pension schemes		-	-	414,000	414,000	(822,000)
Net movement in funds		(74,593)	-	307,250	232,657	(1,232,036)
Reconciliation of funds:						
Total funds at 1 April 2015		605,391	-	116,991	722,382	1,954,418
Total funds at 31 March 2016		530,798	-	424,241	955,039	722,382

All activities relate to continuing operations.

Steps to Work (Walsall) Ltd (A company limited by guarantee)
Registered number: 03738249
Consolidated balance sheet as at 31 March 2016.

	Note	£	2016 £	£	2015 £
Fixed assets					
Tangible assets	13		115,071		218,830
Current assets					
Debtors	15	1,859,851		2,748,207	
Cash at bank and in hand		2,299,570		2,721,625	
		<u>4,159,421</u>		<u>5,469,832</u>	
Creditors: amounts falling due within one year	16	(1,734,453)		(3,044,280)	
Net current assets			<u>2,424,968</u>		<u>2,425,552</u>
Total assets less current liabilities			<u>2,540,039</u>		<u>2,644,382</u>
Defined benefit pension scheme liability			<u>(1,585,000)</u>		<u>(1,922,000)</u>
Net assets including pension scheme liabilities			<u><u>955,039</u></u>		<u><u>722,382</u></u>
Funds					
Designated funds	20		530,798		605,391
Unrestricted funds:					
Unrestricted funds excluding pension liability		2,009,241		2,038,991	
Pension reserve		<u>(1,585,000)</u>		<u>(1,922,000)</u>	
Total unrestricted funds			<u><u>424,241</u></u>		<u><u>116,991</u></u>
			<u><u>955,039</u></u>		<u><u>722,382</u></u>

Trustees' Statement

These summary financial statements are not statutory financial statements. We confirm that the information contained in the summary financial statements is taken from the audited financial statements for the year ended 31 March 2016 and includes details relating to both the Consolidated Statement of Financial Activities and the Consolidated Balance Sheet. The full financial statements were approved and signed by the Trustees on 17 September 2016 and will soon be submitted to the Charity Commission and to Companies House. They received an unqualified audit report from Dains LLP on 17 September 2016 and copies can be obtained from Steps to Work (Walsall) Limited.

On behalf of the Trustees:
David Bassett, Chair
17 September 2016

Risks and Opportunities

RISKS

Our Senior Management Team and Board of Trustees have identified the risks which it considers the group are exposed to, those risks are:

- Damage to the company's reputation in the eyes of customer commissioners and stakeholders.
- Ensuring we have the resources to deliver effective and efficient services.
- The Health, Safety and welfare of our customers, colleagues and trustees.
- Changes to local, regional and central government policies on Employment Related Support and skills.
- The European Referendum result and the potential impact on funding streams.

Damage to the company's reputation

The reputation of the company is based upon our ability to deliver services to its customers effectively and efficiently. Our success and growth depends on earning and sustaining the trust of those we deal with, namely customers, stakeholders, colleagues, commissioners and strategic stakeholders.

We continue to work to our code of ethics governing how we respond to challenges and communicate both internally and externally. The code covers the company's policy statements and principals, which have the full support of the Board of Trustees. In addition our vision and values are outlined through a range of corporate documents.

To ensure service disruption is minimised we have maintained our business continuity process ensuring our external verifications are in place which enables the business to be fully operational in the optimum time.

Ensuring we have the resources to deliver effective and efficient services

The nature of our sector alongside the current political climate leaves the organisation vulnerable to changes which can affect our ability to plan in the long term. Many factors are outside of our control.

The Trustees have categorised the resource risk into three main areas; human resources, finance and fixed assets. Each of these has been risk assessed and where possible actions developed to mitigate those risks.

Human Resources - We must have a diverse, flexible and multi skilled workforce which can undertake a variety of tasks to reflect the needs of our customers. The changes to the commissioning landscape present a constant challenge. To combat this we have retained our workforce and are committed to developing a talent management strategy and clear communication channels with colleagues. This has been recognised through our Investors In People Gold status and our Leaders in Diversity award.

Financial Resources - The changing environment and time scales for new commissioned services through DWP and ESF together with the impact of leaving the EU, will cause continued strain on the financial resources of the organisation. We have secured new work across the region but the new contracts will be 'cost recovery' which in turn emphasises the need for Starting Point Recruitment to grow its business.

Fixed assets - Our Office accommodation and usage of space is a key priority going forward and we have continued to negotiate flexible terms to our leases and ended leases on properties where delivery is no longer covered by previous grants. Planning for assets such as computers and printers will be affected by the level of work we secure alongside the procurement of a new ICT and telephony services in order to maintain our current levels of financial prudence.

The Health, Safety and welfare of our customers, colleagues and trustees

The health, safety and welfare of our customers, colleagues and trustees remain extremely important to the organisation. This is demonstrated through the effective implementation of our Health and Safety and safeguarding policies and procedures.

We will ensure that relevant training in areas such as conflict resolution and dealing with aggressive behaviour are risk assessed and measures put in place to reduce or remove risks where possible.

Better access to technology and automated systems alongside condensed delivery of programmes in some locations will enable us to closely monitor and review concerns and issues arising so we can offer support as situations arise.

Changes in local, regional and central government policies on Employment Related Support and skills

We are facing unprecedented levels of change to our sector which is compounded by the EU referendum result. We are seeing the true impact of devolution of services and funding which is beginning to flow through the newly established West Midlands Combined Authority and Local Enterprise Partnerships.

These changes will require us to change the way we deliver our services, by linking with strategic partners to enable us to remain competitive and innovative. We must ensure that the connection to the local commissioners is solid and that we can respond to changing needs of our customers.

Our proactive response to risk management on all new ventures ensures we are prepared fully for every eventuality before we agree our response. These risk assessment procedures have resulted working closely with others as a delivery partners when we believe the risk to ourselves is too great.

We are positioning ourselves strategically, regionally and nationally to ensure our organisational intelligence gives us the best chance of staying ahead of the curve and being more proactive and prepared for inevitable change.

OPPORTUNITIES

Our aim is to continue to grow regionally therefore we are exploring several opportunities with Strategic Partners who share our aims for investing in future services and creating new joint ventures.

Working with the right strategic partner could enable STW / SPR to strengthen Walsall's position in the West Midlands Combined Authority and influence the LEP. This will demonstrate to commissioners and stakeholders that we are leading on raising the aspirations and capacity of Walsall whilst increasing our reach and services across the Black Country.

Whilst new opportunities have been few and far between we have secured several significant contracts which will support our growth across the Black Country and Staffordshire.

We are now at the forefront of locally procured contracts and closely aligned to the strategic plans of our Stakeholders. We have played a part in the setting the blueprints for the way localised services are commissioned through the Building Better Opportunities contract.

As devolution progresses and more power and financial control are given to the Local Authorities we are well placed to build on the strong foundations we have developed over the last twenty years.

While the EU referendum result has affected the creation of the new Work & Health programme we are working with our sector Trade Body the Employment Related Services Association (ERSA) to stay close to the emerging picture.

ERSA believe The "Prime" model of commissioning will be favoured by the government but Commissioning is likely to follow the model of smaller contracts being awarded to "Regional Primes".

Staying ahead of the curve is critical in ensuring that Steps to Work delivers its overarching vision of supporting those who face the biggest barriers to build a better future.

Investment policy

Our Trustees have an established financial sub-committee in place which assesses our investments and looks at the companies' balances to determine where money can be placed and what level of risk is appropriate.

Although the majority of our income is derived from a retrospective model we require high levels of cash to support the resources and sub-contracting arrangements. The funding model has lead to the development of short term investments managed by the charity's bankers in areas which are low risk / low return.

Reserves policy

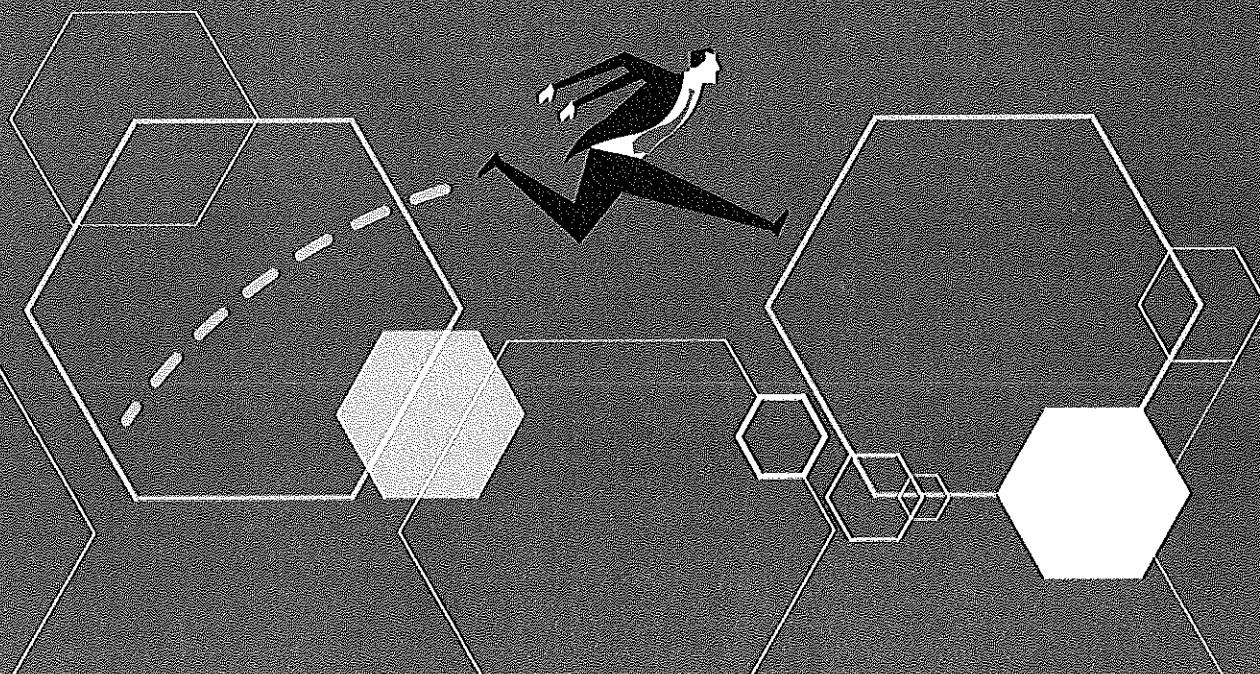
The income we receive from our contracts is retrospective and therefore requires us to keep the majority of our reserves in unrestricted general funds. This is so that our expenditure profiles can be met.

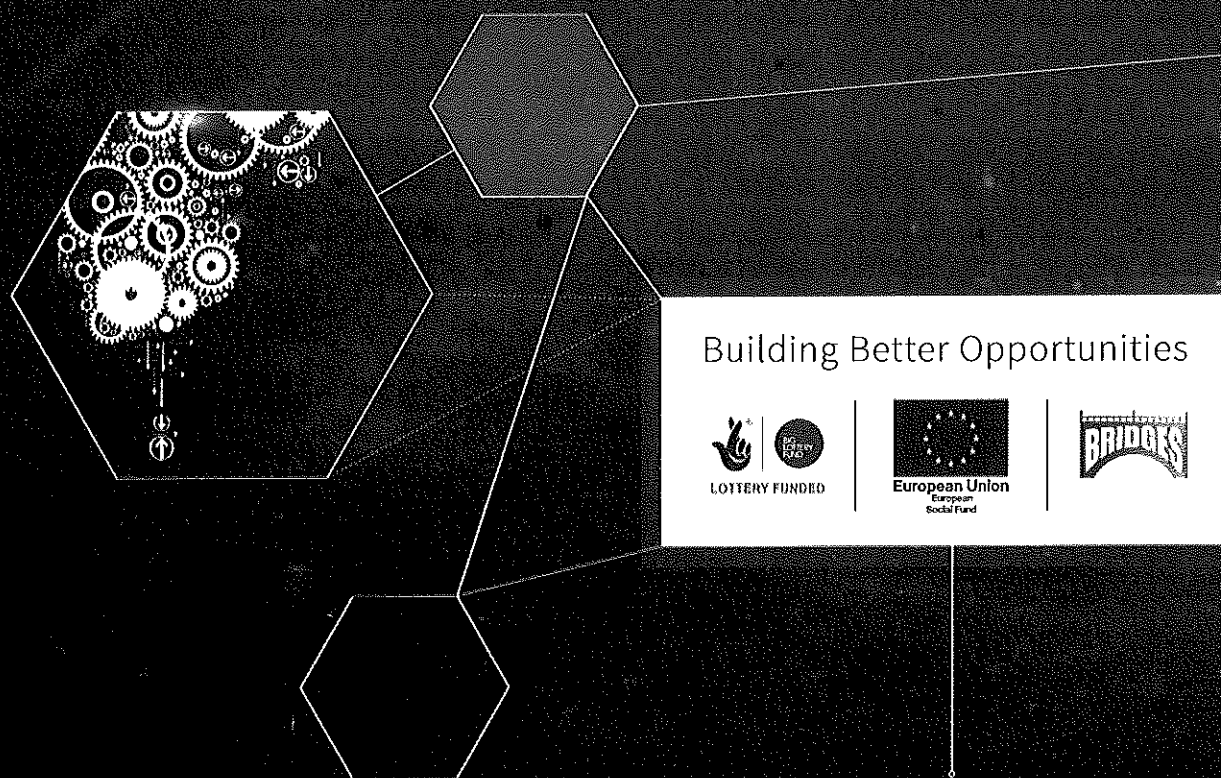
In 15/16 we have seen our pension liability valuation lowered by significantly amount as well as Starting Points reserves grow marginally due to improvements in accounting processes. 100 % of Starting Point reserves continue to be gifted to the charity at the end of the financial year.

The Trustees in prior years agreed that it would be prudent to ensure that certain funds are restricted to meet future development and replacement costs.

Some restricted funds are grants that are given to the charity for a defined purpose and each grant has specific terms, also capital grants received in prior years have been included as income in the year of receipt. The corresponding depreciation however is spread over the life of the asset. At each year end there is an amount included in restricted funds, which reflects the future depreciation charge relating to the assets.

In 2015/16 the organisation has not met the required Income In Teaching and Learning and Starting Point Recruitment. We have secured a previous bad debt and accounted for redundancy payments in the 215/16 accounts resulting in an overall group profit at the end of the financial year which has affected our reserves.





The Future

LIGHT AT THE END OF THE TUNNEL

After a very lean period in which new opportunities have been few and far between I am thrilled that Steps to Work have secured new contracts which will see us deliver services across the Black Country and Staffordshire for the next three years. As CEO I am immensely proud of the hard work undertaken by our colleagues to secure this growth in such a competitive environment.

SIW are now at the forefront of locally procured contracts which involve a number of funding streams and stakeholder such as Local Authorities and the Local Enterprise Partnerships. Staying ahead of the curve is critical in ensuring that Steps to Work delivers its overarching vision of supporting those who face the biggest barriers to build a better future.

Devolution and collaboration are the key words in terms of commissioning, with more power and financial control coming to local authorities we are well placed to build on out the strong foundations Steps to work have developed over the last twenty years.

We are committed to developing our Board of Trustees to reflect the changes in the locality. By securing our new Chairman Ninder Johal we have gained key strategic links and commercial acumen to match the passion for communities our existing Trustees demonstrate.

PARTNERSHIP AND COLLABORATION

Our aim is to continue to grow regionally therefore we are exploring opportunities to working with a Strategic Partner who shares our aims for investing in future services and creating new joint ventures.

Working with the right strategic partner could enable SIW / SPR to strengthen Walsall's position in the West Midlands Combined Authority and influence the LEP. This will demonstrate to commissioners and stakeholders that we are leading on raising the aspirations and capacity of Walsall whilst increasing our reach and services across the Black Country.

EMPLOYER ENGAGEMENT

As we move into 2016/17 the need for effective employer engagement will be essential. The role of employers will shift into procurement of training under the Apprenticeship Levy. Our aim is to focus on supporting and engaging local businesses and create opportunities to reshape how they build a workforce for the future.

2016/17 will be a pivotal year for Steps to Work as we emerge into a the new rounds of commissioning we seek to build stronger links with Starting Point Recruitment to enable us to provide employers at all levels with services which support them to secure growth in the region.

Starting point delivered an effective recruitment solution to Walsall Council for over ten years, and we aim to use our experience to secure further contracts with Public sector partners which will enable us increase profit to re-invest into the charity.

"Building Better Opportunities is jointly funded by the Big Lottery Fund and the European Social Fund. The Big Lottery Fund remains committed to the Building Better Opportunities programme until delivery is complete in 2020.

We look forward to working with grant holders on local projects that will tackle poverty and promote social inclusion".

THE EU REFERENDUM RESULT

The referendum result is likely to have far reaching implications politically, for the economy, and for the employment support sector. It is uncertain how long negotiation of withdrawal from the European Union will take. It could take a minimum of two years from the triggering of Article 50. This could affect organisations who are bidding for ESF contracts.

Our Trade Body ERSA is working closely with the DWP to ascertain the potential implications of the EU referendum result. The DWP have advised that the core funding of the Work and Health Programme is unaffected by the decision, however what is uncertain is the extent to which additional ESF money can be committed to the contracts.

We believe that procurement will go ahead to the revised timetable aiming at early autumn. As part of this, conversations with combined authorities are still underway to identify any commitment of funds from them to the programme.

There is a real question now as to whether the scale of the Work and Health Programme will provide enough support to cope with any economic downturn. The labour market situation might change dramatically over the next two years and therefore a degree of flexibility will need to be considered before contracts are commissioned.

The situation is different for contracts which are already let such as the Big Lottery Funded programme Building Better Opportunities (BBO).

BUILDING TALENT AND ENSURING QUALITY

We have worked hard to retain our external accreditation and secure our Leaders in Diversity award alongside our Gold Investors in People award.

Our Business Management system has received very positive feedback from auditors and our contract implementation has impressed BBO commissioners.

After losing colleagues over the last eighteen months we are now in a position where we recruiting new talent to the organisation. We are committed to attracting and retaining colleagues by developing a clear talent management strategy which will help us build skills and provide career progression to our colleagues in order to meet the needs of the commissioners, the community and our customers.

Steps to Work 

Partnerships & Funding Partners

Steps to Work gratefully acknowledges the financial support it has received from the following organisations and funding streams.

- People Plus
- 3SC
- Department for Work and Pensions
- European Social Fund
- European Regional Development Fund
- Big Lottery Fund
- Skills Funding Agency
- Performance Through People
- Walsall Council
- Walsall Area Partnership
- Walsall Adult Community College
- WHG



*Thank
You*

PROFESSIONAL SERVICES

Auditors

Dalms LLP
15 Colmore Row, Birmingham, B3 2BH

Bank

National Westminster Bank PLC
Park Street, Walsall, West Midlands, WS1 1ER

Insurance

D E Ford Insurance Brokers Ltd
Poppleton Grange, Low Poppleton Lane, York,
North Yorkshire, YO26 6GZ

Solicitors

HCB Solicitors Ltd
20 Lichfield Street, Walsall, WS1 1TJ

DWP Department for Work and Pensions

investing
in your future
European Regional Development Fund
European Union



Walsall Partnership

Walsall Council

LOTTERY FUNDED

PeoplePlus
People Plus Jobs

whg

WACC
Walsall Area Community Centre

Jobcentreplus
Department for Work and Pensions

European Union
European Social Fund

Skills Funding Agency

esg.
The employment and skills group

BSC

Performance Through People

DD Follow Up Questions

Number	Question	Response
1	Gross margin proof required	
2	Why are Delta sales flat / reducing when all other customers are growing?	
3	What caused Regal and Continental to move from Bankside to you?	
4	What is the full potential annual sales from Regal and Continental?	
5	Can we have details of the rebate agreements. Which customers are eligible, what are the volumes and percentages?	
6	What is included in the distribution cost in purchases? Is this the sub hire of lorries? Does this include the running costs of your own lorries?	
7	What is the policy behind sub-contract labour? Is this for specialist work or temp workers when production is busy?	
8	How long is the relationship with the following suppliers? <ul style="list-style-type: none"> - Universal Steel Profiles - Wheel Solutions - Hadely Ind Holdings - Point Engineering (Hull) - Tomrods - Premier Galvanizing - SAB International - Michael Barugh Steel - Struthers and Carter - HMG Paints 	Universal Steel Profiles - Wheel Solutions - Hadely Ind Holdings - Point Engineering (Hull) - Tomrods - Premier Galvanizing - SAB International - Michael Barugh Steel - Struthers and Carter - HMG Paints -
9	What is the level of Ian Chamberlain's bonus? What multiple of profit? When is the amount paid and is a bonus accrual made in the management accounts?	
10	What does the goodwill relate to?	

Trustees' Responsibilities Statement
for the year ended 31 March 2016

The Trustees (who are also directors of Steps to Work (Walsall) Limited for the purposes of company law) are responsible for preparing the Group strategic report, the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group 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 of the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company and the group's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group 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 corporate and financial information included on the charitable group's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

We have audited the financial statements of Steps to Work (Walsall) Ltd for the year ended 31 March 2016 which comprise the consolidated statement of financial activities, the consolidated and company balance sheets, the consolidated cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' 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 charitable company and its members, as a body, for our audit work, for this report, or for the opinion we have formed.

Respective responsibilities of Trustees and auditors

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group's and the parent company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2016 and of the group's 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 Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' report, incorporating the Group strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements.

Steps to Work (Walsall) Ltd
(A company limited by guarantee)

Independent Auditors' Report to the Members of Steps to Work (Walsall) Ltd

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.



Andrew Morris FCA (Senior statutory auditor)

for and on behalf of

Dains LLP

Statutory Auditor
Chartered Accountants

Birmingham
22 September 2016

Steps to Work (Walsall) Ltd
(A company limited by guarantee)
Consolidated Statement of Financial Activities
(Including Income and Expenditure Account)
for the year ended 31 March 2016

	Note	Designated funds 2016 £	Restricted funds 2016 £	Unrestricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Income and endowments from:						
Trading activities		-	-	11,719,785	11,719,785	13,055,518
Investments	4	-	-	12,916	12,916	28,459
Charitable activities	5	-	1,854,674	-	1,854,674	2,142,497
Total income and endowments		-	1,854,674	11,732,701	13,587,375	15,226,474
Expenditure on:						
Raising funds		-	-	11,478,423	11,478,423	12,556,563
Charitable activities	6,7	74,593	2,125,127	90,575	2,290,295	3,079,947
Total expenditure		74,593	2,125,127	11,568,998	13,768,718	15,636,510
Net income / (expenditure) before transfers		(74,593)	(270,453)	163,703	(181,343)	(410,036)
Transfers between Funds	20	-	270,453	(270,453)	-	-
Net expenditure before other gains and losses		(74,593)	-	(106,750)	(181,343)	(410,036)
Actuarial gains/(losses) on defined benefit pension schemes		-	-	414,000	414,000	(822,000)
Net movement in funds		(74,593)	-	307,250	232,657	(1,232,036)
Reconciliation of funds:						
Total funds at 1 April 2015		605,391	-	116,991	722,382	1,954,418
Total funds at 31 March 2016		530,798	-	424,241	955,039	722,382

All activities relate to continuing operations.

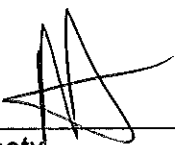
The notes on pages 8 to 23 form part of these financial statements.

Steps to Work (Walsall) Ltd
(A company limited by guarantee)
Registered number: 03738249

Consolidated Balance Sheet
as at 31 March 2016

	Note	£	2016 £	£	2015 £
Fixed assets					
Tangible assets	13		115,071		218,830
Current assets					
Debtors	15	1,859,851		2,748,207	
Cash at bank and in hand		2,299,570		2,721,625	
		<u>4,159,421</u>		<u>5,469,832</u>	
Creditors: amounts falling due within one year	16	<u>(1,734,453)</u>		<u>(3,044,280)</u>	
Net current assets			<u>2,424,968</u>		<u>2,425,552</u>
Total assets less current liabilities			<u>2,540,039</u>		<u>2,644,382</u>
Defined benefit pension scheme liability			<u>(1,585,000)</u>		<u>(1,922,000)</u>
Net assets including pension scheme liabilities			<u><u>955,039</u></u>		<u><u>722,382</u></u>
Funds					
Designated funds	20		530,798		605,391
Unrestricted funds:					
Unrestricted funds excluding pension liability		2,009,241		2,038,991	
Pension reserve		<u>(1,585,000)</u>		<u>(1,922,000)</u>	
Total unrestricted funds			<u>424,241</u>		<u>116,991</u>
			<u><u>955,039</u></u>		<u><u>722,382</u></u>

The financial statements were approved by the Trustees on 22 September 2016 and signed on their behalf, by:


M Jhooty
Trustee


The notes on pages 8 to 23 form part of these financial statements.

Steps to Work (Walsall) Ltd
(A company limited by guarantee)
Registered number: 03738249

Company Balance Sheet
as at 31 March 2016

	Note	£	2016 £	£	2015 £
Fixed assets					
Tangible assets	13		114,632		217,535
Investments	14		1		1
			<u>114,633</u>		<u>217,536</u>
Current assets					
Debtors	15	668,680		1,036,860	
Cash at bank and in hand		2,028,273		2,002,279	
		<u>2,696,953</u>		<u>3,039,139</u>	
Creditors: amounts falling due within one year	16	(404,946)		(745,690)	
Net current assets			<u>2,292,007</u>		<u>2,293,449</u>
Total assets less current liabilities			<u>2,406,640</u>		<u>2,510,985</u>
Defined benefit pension scheme liability			<u>(1,585,000)</u>		<u>(1,922,000)</u>
Net assets including pension scheme liabilities			<u>821,640</u>		<u>588,985</u>
Charity Funds					
Designated funds	20		530,798		605,361
Unrestricted funds:	20				
Unrestricted funds excluding pension liability		1,875,842		1,905,624	
Pension reserve		<u>(1,585,000)</u>		<u>(1,922,000)</u>	
Total unrestricted funds			<u>290,842</u>		<u>(16,376)</u>
Total funds			<u>821,640</u>		<u>588,985</u>

The financial statements were approved by the Trustees on 22 September 2016 and signed on their behalf, by:


M Jhooty
Trustee

The notes on pages 8 to 23 form part of these financial statements.

Steps to Work (Walsall) Ltd
(A company limited by guarantee)

Consolidated Cash Flow Statement
for the year ended 31 March 2016

	Note	2016 £	2015 £
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	22	<u>(427,395)</u>	<u>291,563</u>
Cash flows from investing activities:			
Dividends, interest and rents from investments		12,916	28,459
Purchase of fixed assets		<u>(7,576)</u>	<u>(21,037)</u>
Net cash provided by investing activities		<u>5,340</u>	<u>7,422</u>
Change in cash and cash equivalents in the year	23	(422,055)	298,985
Cash and cash equivalents brought forward		<u>2,721,625</u>	<u>2,422,640</u>
Cash and cash equivalents carried forward		<u><u>2,299,570</u></u>	<u><u>2,721,625</u></u>

1. Accounting Policies

1.1 Basis of preparation of financial statements

Steps to Work (Walsall) Ltd is a charitable company incorporated in England and Wales. The address of the registered office is given in the reference and administrative information page. The nature of the charity's operations and activities is given in the Trustees' report.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006

Steps to Work (Walsall) Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Statement of financial activities (SOFA) and Balance sheet consolidate the financial statements of the company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

No separate SOFA has been presented for the company alone as permitted by section 408 of the Companies Act 2006.

1.2 Basis of consolidation

The financial statements consolidate the accounts of Steps to Work (Walsall) Ltd and all of its subsidiary undertakings ('subsidiaries').

The company has taken advantage of the exemption contained within 408 of the Companies Act 2006 not to present its own Income and expenditure account.

The income and expenditure account for the year dealt with in the accounts of the company was £232,655 (2015 - £596,753).

1.3 Company status

The company is a company limited by guarantee. The members of the company are the Trustees. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

1. Accounting Policies (continued)

1.4 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

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

1.5 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the company is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the company has been notified of the executor's intention to make a distribution. Where legacies have been notified to the company, or the company is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the company where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

1.6 Expenditure

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 of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated to the applicable expenditure headings.

1. Accounting Policies (continued)

1.7 Reconciliation with previous Generally Accepted Accounting Practice

In preparing these accounts, the Trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required.

No restatements were required.

1.8 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Leasehold buildings	-	on a straight line basis over 3 years
Furniture, fittings and equipment	-	on a straight line basis over 3 years

1.9 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The Statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

Investments in subsidiaries are valued at cost less provision for impairment.

1.10 Operating leases

Rentals under operating leases are charged to the statement of financial activities on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period until the date the rent is expected to be adjusted to the prevailing market rate.

1.11 Pensions

The company operates a defined benefits pension scheme and the pension charge is based on a full actuarial valuation dated 31 March 2013.

The difference between the fair value of the assets held in the charity's defined benefit pension scheme and the scheme's liabilities measured on an actuarial basis using the projected unit method are recognised in the charity's balance sheet as a pension scheme asset or liability as appropriate. The carrying value of any resulting pension scheme asset is restricted to the extent that the charity is able to recover the surplus either through reduced contributions in the future or through refunds to the scheme.

Changes to the defined benefit scheme asset or liability arising from the factors other than cash contribution by the charity are charged to the consolidated statement of financial activity in accordance with Financial Reporting Standard No.17 '*Retirement Benefits*'.

1. Accounting Policies (continued)

1.12 Support cost apportionment

Support costs are allocated directly to the activity which they relate. Where support costs relate to several activities, they have been allocated to each of the activities. This is performed on the basis of the number of direct staff supported during the period in the relevant activity.

The number of staff involved in an activity is deemed to be the appropriate basis for allocating support costs as it closely reflects the resource usage of the support functions of the core activities. The number of staff working on a particular activity is determined by the estimated equivalent time devoted by a full time staff member to perform the task.

1.13 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

1.14 Recognition of Liabilities

Liabilities are recognised on the accruals basis in accordance with normal accounting principles, modified where necessary in accordance with the guidance given in the Statement of Recommended Practice and Reporting (effective April 2005) issued by the Charity Commission.

1.15 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount repaid net of any trade discounts due.

1.16 Cash at Bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.17 Creditors and provisions

Creditors and provisions are recognised where the company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.18 Financial Instruments

The company 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.

1. Accounting Policies (continued)

1.19 Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2. Judgements and key sources of estimation uncertainty

Tangible fixed assets are depreciated over their useful lives taking into account residual values where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing the asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual values consider such things as future market conditions, the remaining life of the asset and projected disposal values.

3. Net income from trading activities of subsidiary

The charity has a wholly owned trading subsidiary (Starting Point Recruitment Limited) which is incorporated in England, which provides a recruitment agency service.

A summary of its trading results are shown below.

Profit and loss account

	2016 £	2015 £
Turnover	11,936,105	13,196,396
Cost of sales	(11,399,873)	(12,524,910)
Gross profit	536,232	671,486
Administrative expenses	(374,437)	(443,155)
Operating profit	161,795	228,331
Interest receivable	366	368
Gift aid payment to parent	(162,161)	(228,699)
Profit on ordinary activities before taxation	-	-
Tax on profit on ordinary activities	-	-
Profit for the financial year	-	-

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Balance sheet

	2016 £	2015 £
Fixed assets	440	1,296
Current assets	1,642,096	2,680,395
Creditors: amounts falling due within one year	(1,509,137)	(2,548,292)
Net assets	133,399	133,399
Called up share capital	1	1
Profit and loss account	133,398	133,398
Shareholders' funds	133,399	133,399

Creditors amounts falling due within one year shown above include £179,628 owed to the charity (2015 - £249,703).

4. Investment income

	Designated funds 2016 £	Restricted funds 2016 £	Unrestricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Interest receivable	-	-	12,916	12,916	28,459

In 2015, of the total investment income, £ 28,459 was to unrestricted funds.

5. Income from charitable activities

	Designated funds 2016 £	Restricted funds 2016 £	Unrestricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Support for the unemployed	-	1,854,674	-	1,854,674	2,142,497
	-	1,854,674	-	1,854,674	2,142,497

In 2015, of the total income from charitable activities, £ 2,142,497 was to restricted funds.

6. Analysis of expenditure on charitable activities

	Designated funds 2016 £	Restricted funds 2016 £	Unrestricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Support for the unemployed	74,593	2,125,127	77,000	2,276,720	3,066,747

In 2015, of the total expenditure, £ 349,888 was expenditure from unrestricted funds and £ 2,716,859 was expenditure from restricted funds.

7. Governance costs

	Designated funds 2016 £	Restricted funds 2016 £	Unrestricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Auditors' remuneration	-	-	12,050	12,050	11,700
Production of annual report	-	-	1,525	1,525	1,500
	-	-	13,575	13,575	13,200

8. Direct costs

	Unemployed £	Total 2016 £	Total 2015 £
Direct salary costs	1,287,545	1,287,545	1,800,159
Support costs	372,657	372,657	495,817
Beneficiary related costs	130,912	130,912	186,554
Advertising & promotion	18,663	18,663	29,615
Premises costs	356,679	356,679	442,339
Depreciation	110,264	110,264	112,263
	2,276,720	2,276,720	3,066,747

9. Support costs breakdown

The Charity allocates its support costs between the charitable activities undertaken as shown below. Support costs are apportioned on staff time based upon the ESF methodology.

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Support costs

	2016 Unemployed £	2016 Total £	2015 Total £
Management	103,657	103,657	199,447
Finance	122,024	122,024	115,108
Marketing	21,715	21,715	25,872
Human resources	40,525	40,525	39,607
Other	84,736	84,736	115,783
Total	372,657	372,657	495,817

10. Net Incoming resources/(resources expended)

This is stated after charging:

	2016 £	2015 £
Depreciation of tangible fixed assets	111,335	113,119
Hire of plant and machinery - operating leases	6,538	10,204
Hire of other assets - operating leases	25,922	108,246

11. Auditors' remuneration

	2016 £	2015 £
Fees payable to the company's auditor for the audit of the company's annual accounts	12,050	11,350
Fees payable to the company's auditor in respect of:		
Taxation compliance services	825	800
All other services	1,525	1,475

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12. Staff costs

	Group		Company	
	2016	2015	2016	2015
	£	£	£	£
Salaries and wages	1,481,122	1,843,305	1,262,788	1,604,950
Social security	96,561	131,622	79,319	113,743
Pension	69,425	102,778	51,605	85,717
Total	1,647,108	2,077,705	1,393,712	1,804,410

The average number of employees of the group and charity during the year was as follows:

	Group		Company	
	2016	2015	2016	2015
	£	£	£	£
Project officer	28	40	28	40
Employment agency	10	11	-	-
Administration and finance	24	22	24	22
Total	62	73	52	62

No employee earned over £60,000 during the year. In 2015 one employee earned £70,000 - £80,000 with pension contributions being £8,814.

The trustees received no emoluments or expenses.

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13. Tangible fixed assets

	Leasehold land and buildings £	Furniture, fittings and equipment £	Total £
Group			
Cost			
At 1 April 2015	752,578	948,246	1,700,824
Additions	-	7,576	7,576
At 31 March 2016	752,578	955,822	1,708,400
Depreciation			
At 1 April 2015	751,425	730,569	1,481,994
Charge for the year	1,153	110,182	111,335
At 31 March 2016	752,578	840,751	1,593,329
Net book value			
At 31 March 2016	-	115,071	115,071
At 31 March 2015	1,153	217,677	218,830
Company			
Cost			
At 1 April 2015	752,578	916,731	1,669,309
Additions	-	7,576	7,576
At 31 March 2016	752,578	924,307	1,676,885
Depreciation			
At 1 April 2015	751,425	700,349	1,451,774
Charge for the year	1,153	109,326	110,479
At 31 March 2016	752,578	809,675	1,562,253
Net book value			
At 31 March 2016	-	114,632	114,632
At 31 March 2015	1,153	216,382	217,535

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14. Fixed asset investments

Company	Shares in group undertakings
Cost	£
At 1 April 2015 and 31 March 2016	1
Company Investments at cost comprise:	
	2016 2015
	£ £
Share in Starting Point Recruitment Limited	1 1

The parent company holds the whole of the equity share capital of Starting Point Recruitment Limited a company incorporated in England and Wales. Its principal activity is to develop and deliver a professional and supportive "employment business" to both its temporary workers and its customers.

15. Debtors

	Group		Company	
	2016	2015	2016	2015
	£	£	£	£
Trade debtors	1,162,919	1,577,478	152,637	271,388
Amounts owed by group undertakings	-	-	179,628	249,702
Prepayments and accrued income	696,932	1,170,729	336,415	515,770
	<u>1,859,851</u>	<u>2,748,207</u>	<u>668,680</u>	<u>1,036,860</u>

16. Creditors:
Amounts falling due within one year

	Group		Company	
	2016	2015	2016	2015
	£	£	£	£
Trade creditors	882,543	1,890,292	79,721	183,305
Other taxation and social security	222,343	252,677	60,613	83,219
Other creditors	83,124	321,580	31,417	262,456
Accruals and deferred income	546,443	579,731	233,195	216,710
	<u>1,734,453</u>	<u>3,044,280</u>	<u>404,946</u>	<u>745,690</u>

17. Contingent liabilities

The income claims of the company are subject to periodic audit by the awarding organisations. These audits could result in income previously claimed having to be repaid. The Trustees do not consider that any material liability would arise as a result of the reviews and accordingly no provision is made in the financial statements.

18. Pensions

The company belongs to the West Midlands Metropolitan Authorities Pension Fund which is a defined benefit pension scheme. The assets of the scheme are held separately from those of the company in independently administered funds.

A full actuarial valuation of the defined benefit scheme was carried out at 31 March 2013. The company's share of the assets and liabilities of the scheme since joining have been estimated at 31 March 2016 by a qualified independent actuary on a Financial Reporting Standard 102 basis. The major assumptions at 31 March 2016 used by the actuary were:

	2016	2015	2014
	%	%	%
Rate of increase in salaries	3.95	3.85	4.25
Rate of increase in pensions in payment	2.20	2.10	2.50
Discount rate	3.90	3.40	4.70
Inflation assumption	2.20	2.10	2.50

The assets in the scheme and the expected rate of return at 31 March 2016 were:

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	Value 2016 £	Value 2015 £	Value 2014 £
Equities	2,046,000	1,960,000	1,605,000
Government bonds	263,000	262,000	226,000
Other bonds	157,000	352,000	294,000
Property	279,000	289,000	248,000
Cash/liquidity	154,000	136,000	74,000
Other	480,000	319,000	305,000
Total market value of assets	<u>3,379,000</u>	<u>3,318,000</u>	<u>2,752,000</u>
Present value of scheme liabilities	<u>(4,964,000)</u>	<u>(5,240,000)</u>	<u>(3,840,000)</u>
Deficit in scheme	<u><u>(1,585,000)</u></u>	<u><u>(1,922,000)</u></u>	<u><u>(1,088,000)</u></u>

Contributions of £201,000 (2015 - £116,000) were made in the year to 31 March 2016 in respect of employees of the company.

Movements in deficit during the year

	2016 £	2015 £
Deficit in scheme at beginning of the year	(1,922,000)	(1,088,000)
Service cost	(213,000)	(114,000)
Change in financial assumptions	540,000	(1,086,000)
Return on assets less interest	(126,000)	301,000
Contributions paid	201,000	116,000
Net Interest	(64,000)	(49,000)
Administration expenses	(1,000)	(2,000)
Deficit in scheme at end of year	<u><u>(1,585,000)</u></u>	<u><u>(1,922,000)</u></u>

Analysis of the amount charged to the consolidated SOFA during the year

Current service cost	213,000	114,000
Admininstration expenses	1,000	2,000
	<u>214,000</u>	<u>116,000</u>

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Other finance income

Interest on pension scheme asset	114,000	133,000
Interest on pension scheme liabilities	(178,000)	(182,000)
	<u>(64,000)</u>	<u>(49,000)</u>

Total charge to expenditure in consolidated SOFA

Analysis of amount recognised in consolidated SOFA	<u>(278,000)</u>	<u>(165,000)</u>
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Total charge to expenditure in consolidated SOFA

Actual return less expected return on pension scheme asset less interest	(126,000)	301,000
Changes in assumptions underlying the present value of the scheme liabilities	540,000	(1,086,000)
Experience gains and losses on liabilities	-	-
	<u>414,000</u>	<u>(785,000)</u>
Actuarial loss recognised in consolidated SOFA		

Total amount recognised in statement of total recognised gains and losses

Amount	414,000	(785,000)
Percentage of the present value of the scheme liabilities	8.3 %	14.9 %

19. Operating lease commitments

At 31 March 2016 the Group had annual commitments under non-cancellable operating leases as follows:

	Land and buildings		Other
	2016	2015	2015
	£	£	£
Group and charity			
Expiry date:			
Within 1 year	-	25,922	3,693
In two to five years	-	-	5,768
	<u>-</u>	<u>25,922</u>	<u>9,461</u>

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20. Statement of funds

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Carried Forward £
Unrestricted funds						
General funds	2,038,991	11,732,701	(11,491,998)	(270,453)	-	2,009,241
Pension reserve	(1,922,000)	-	(77,000)	-	414,000	(1,585,000)
	<u>116,991</u>	<u>11,732,701</u>	<u>(11,568,998)</u>	<u>(270,453)</u>	<u>414,000</u>	<u>424,241</u>
Designated funds						
Designated funds	<u>605,391</u>	<u>-</u>	<u>(74,593)</u>	<u>-</u>	<u>-</u>	<u>530,798</u>
Restricted funds						
Support for the unemployed	<u>-</u>	<u>1,854,674</u>	<u>(2,125,127)</u>	<u>270,453</u>	<u>-</u>	<u>-</u>
Total of Funds	<u><u>722,382</u></u>	<u><u>13,587,375</u></u>	<u><u>(13,768,718)</u></u>	<u><u>-</u></u>	<u><u>414,000</u></u>	<u><u>955,039</u></u>

Summary of funds

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Carried Forward £
General funds	116,991	11,732,701	(11,568,998)	(270,453)	414,000	424,241
Designated funds	605,391	-	(74,593)	-	-	530,798
Restricted funds	-	1,854,674	(2,125,127)	270,453	-	-
	<u>722,382</u>	<u>13,587,375</u>	<u>(13,768,718)</u>	<u>-</u>	<u>414,000</u>	<u>955,039</u>

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21. Analysis of net assets between funds

	Designated funds 2016 £	Restricted funds 2016 £	Unrestricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Tangible fixed assets	-	115,072	-	115,072	218,830
Current assets	530,768	-	3,628,653	4,159,421	5,469,832
Creditors due within one year	-	-	(1,734,454)	(1,734,454)	(3,044,280)
Provisions for liabilities and charges	-	-	(1,585,000)	(1,585,000)	(1,922,000)
	<u>530,798</u>	<u>-</u>	<u>424,241</u>	<u>955,039</u>	<u>722,382</u>

22. Reconciliation of net movement in funds to net cash flow from operating activities

	2016 £	2015 £
Net expenditure for the year (as per Statement of financial activities)	(181,343)	(410,036)
Adjustment for:		
Depreciation charges	111,335	113,119
Dividends, interest and rents from investments	(12,916)	(28,459)
Defined benefit pension contributions	(201,000)	(116,000)
Pension cost borne by pension fund	278,000	128,000
Decrease in debtors	888,356	538,481
(Decrease)/increase in creditors	(1,309,827)	66,458
Net cash (used in)/provided by operating activities	<u>(427,395)</u>	<u>291,563</u>

23. Analysis of cash and cash equivalents

	2016 £	2015 £
Cash in hand	2,299,570	2,721,625
Total	<u>2,299,570</u>	<u>2,721,625</u>