

Company Registration No. 06938483 (England and Wales)

**HALOW CARE COMMUNITY INTEREST COMPANY**  
**ANNUAL REPORT AND UNAUDITED FINANCIAL**  
**STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017**



TUESDAY



A16 \*A7ERV5Y8\* #157  
18/09/2018  
COMPANIES HOUSE

# HALOW CARE COMMUNITY INTEREST COMPANY

## COMPANY INFORMATION

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<b>Directors</b>	Mr R Meins Mr M McArthur Mr T Oliver Mr J Stevens Ms S Hill Mr M Day
<b>Company number</b>	06938483
<b>Registered office</b>	Carroll House 11-12 Quarry Street Guildford Surrey GU1 3UY
<b>Accountants</b>	Richard Place Dobson 1-7 Station Road Crawley West Sussex RH10 1HT

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# **HALOW CARE COMMUNITY INTEREST COMPANY**

## **CONTENTS**

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	<b>Page</b>
Directors' report	1 - 5
Accountants' report	6
Income and expenditure account	7
Balance sheet	8
Notes to the financial statements	9 - 11

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# **HALOW CARE COMMUNITY INTEREST COMPANY**

## **DIRECTORS' REPORT**

### **FOR THE YEAR ENDED 31 DECEMBER 2017**

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The directors present their annual report and financial statements for the year ended 31 December 2017.

#### **Principal activities**

The principal activity of the company in the year under review was to provide benefit to young people with a learning disability in Surrey and surrounds.

**halow care** CIC is registered with, regulated and inspected by the Care Quality Commission and provides frontline social care and services to enable young people with a learning disability to be as independent as possible. It does this through its Supported Living and Buddy Services.

Any surplus that **halow care** CIC generates is reinvested to aid the development of the company or will be made as a charitable donation to **halow project** (a separate registered charity).

In **halow's** Supported Living service young people are supported to set up individual tenancies with landlords in shared houses, with **halow care** support workers, known as Buddies, providing domiciliary care and support according to each young person's needs to meet their goals towards an active, independent adult life. During 2017 **halow care** supported 12 young people in five houses, most with 24 hour care packages.

**halow's** Buddy Service focuses on working with young people, either living with family or in their own accommodation, to access the community, develop life skills, a peer network and work towards their own person centred goals. During 2017 **halow care** supported 62 young people flexibly across the year.

In total **halow care** provided 41,376 hours of care across 2017.

#### **halow business priorities for 2017**

As reported previously, 2017 saw good progress on a number of strategic priorities. 2017 saw further development of programmes and quality of services and a continued focus on our recruitment, training and staff welfare.

Following on from last year's strategic plan review in 2016, the new business objectives were introduced across each area of the business.

The revised Mission is as follows:

To develop innovative and responsive services across both organisations, led by a skilled, supported and committed workforce, to meet the needs of young people with a learning disability to live, learn, socialise and work in the community.

1. all services to continue to be high quality, innovative, person-centred and to exceed expectations of the young people themselves, families, commissioners and the local community.
2. A profitable and reliable Buddy Service where no one waits more than a month for a Buddy
3. A well managed Supported Living Service with up to 10 houses in its portfolio
4. To ensure a staff team, volunteers and governance board with identified skills to support the delivery of the business plan
5. To ensure a well-equipped and modern work space for our staff and visiting stakeholders

Trustee Directors are pleased to report progress in all areas identified in 2017.

# HALOW CARE COMMUNITY INTEREST COMPANY

## DIRECTORS' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2017

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**All services to continue to be high quality, innovative, person centred and to exceed expectations of the young people themselves, families, commissioners and the local community.**

In 2017 the Quality, Values and Standards Sub Committee was set up to work with the Director and programme managers to embed and monitor a values-based approach to quality improvement and monitoring programme.

The staff team worked together at the Staff Away Day to develop 8 core halow Values which were subsequently embedded into recruitment, induction and training – supervision, performance management and appraisal.

In 2017 independent care audits took place on Supported Living, Buddy Service and also **halow care** as a whole at 6 monthly intervals. The audits were carried out by our Independent Care Adviser, Suzanne Whittle. These audits included questionnaires to young people and families about our services and produced action plans, the progress of which have been monitored by the Sub Committee going forward.

The process of external independent audits and internal audits is aimed at supporting our services to ensure high quality delivery and standards on an ongoing basis. As part of this commitment we remain members of the Surrey Care Association and Voluntary Organisations for Disabled Groups (VODG). We also subscribed to the Social Care Commitment.

#### **A profitable and reliable Buddy Service where no one waits more than a month for a Buddy**

Our rolling programme of recruitment for flexible buddies and Supported Living buddies continued. We also joined the Job Centre recruitment fairs and held two of our own Recruitment Fairs at **halow**.

The process for referral and support assessment and funding was streamlined with the help of the audits, and also with our improving relationship with Surrey County Council commissioners.

Our Buddy Service Manager has ensured a good focus on supervisions across the Buddy Service and has worked well with young people and families where appropriate. As a result staff retention remains good and, although there are seasonal changes in our flexible buddies, we were able to meet the 2017 demand for ad hoc school holiday buddying.

Demand is such that there is always a waiting list for our services - however increasingly this is for young people wanting to increase some of their weekend hours. Working with commissioners we reviewed our prices for weekends to enable more services at weekends to help meet some of this demand.

Whilst margins are small on these services, the Buddy service was profitable over the year enabling us to ensure good training and investment in our staff.

Outcomes for young people continue to be good – with helping them to maintain an active healthy lifestyle, being flexible and responsive to support young people going through crisis, numerous examples of individual achievements with confidence and life skills. An example is presented later in this report.

#### **A well managed Supported Living Service with up to 10 houses in its portfolio**

At the end of 2016 we made the announcement that we would not be able to open any further Supported Living houses until the commissioned fees issues with Surrey County Council had been resolved. Our Director joined the Surrey Cost of Care Project as co-chair to work with providers and the council to review the true costs of care in the sector in order to inform Surrey County Council in its fee setting exercises, and in an effort to ensure that commissioned fees for these services were increased in line with providers' costs of provision and ensure some acceptable margin of profitability in the service.

This project was completed at the end of 2017 and Surrey County Council did agree an uplift for Supported Living services and sleep-in payments for providers in Surrey in early 2018. New commissioned fees and any back payments have been offered for implementation in 2018. We are hopeful that these increases will be forthcoming as we recognise the demand for these services, and also how our model fits well with the Surrey County Council Social Care Strategy.

# **HALOW CARE COMMUNITY INTEREST COMPANY**

## **DIRECTORS' REPORT (CONTINUED)**

### **FOR THE YEAR ENDED 31 DECEMBER 2017**

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We have endeavoured to keep all stakeholders apprised of this ongoing situation.

We currently have five houses in our portfolio and one young person joined the Supported Living service this year. During the year there was some movement of young people between houses and also a house relocation to support. Transitions are a key time for our young people in particular, and professional and empathetic planning and preparation is key to making them go smoothly.

Again there are numerous examples of great outcomes for individuals within the service in their confidence, life skills and leading an active healthy life with support.

The lack of growth in the service affects our ability to ensure progression for staff within the service. We are mindful that we have good staff retention and hope that going forward, once commissioned fees are improved, we will be able to build in more progression for staff.

#### **To ensure a staff team and governance board with identified skills to support the delivery of the business plan**

During 2017 the Values work mentioned earlier has been very much part of this work. Our continued commitment to training saw a review of training providers later in the year, and in the summer a number of staff successfully completed their Level 2 or 3 NVQ in Health & Social Care, graduating at the ceremony at Guildford Cathedral.

We established an HR/Staff Welfare & Recruitment Sub Committee also to oversee and monitor our improvements to the staff experience at **halow**. Our commitment to staff welfare saw us add Mental Health First Aid training and Stress Management for Managers to our training plans. We are grateful to Guildford First and Unum who supported staff with this training. Our staff benefits package and free staff support helpline are now better used by staff across the services.

The board identified skills required to meet the business plan objectives, and a recruitment plan was approved at the Board Away Day in November. Subsequently role descriptions and a recruitment pack was developed in early 2018. A potential new trustee has been invited to attend meetings as part of the their induction.

Trustee Directors received governance update training at the Board Away Day. Trustees and key staff also attended training on General Data Protection Regulations (GDPR) in 2017.

Board development and recruitment continues in 2018.

#### **To ensure a well-equipped and modern work space for our staff and visiting stakeholders**

2017 saw a concerted effort to develop our office space, IT support, work station assessments and equipment upgrades. As part of this work we changed our IT service provider and developed an action plan for GDPR readiness for the organisation.

We also recruited to expand the business support team and worked with our landlords to take up further accommodation, as the staff team has grown with our programmes over this year.

In so doing we have been able to increase our access to private meeting space which is an important part of the wraparound care and consultation required to support our young people and families, as well as the supervisions.

We have also been able to add a reception area for visitors and maintain a space for group work with young people, families and staff as needed.

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# HALOW CARE COMMUNITY INTEREST COMPANY

## DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2017

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### Rachael's Story :

#### My experience as a Buddy: Rachael Hucker

Over the past 16 months I have been a Flexi Buddy at Halow. Over this time, I have buddied around 11 young people 1:1 and worked at all of Halow's supported living houses at one time or another. I have also been lucky enough to work occasionally on the Building Futures Programme on their outdoor learning days, which are great fun and a brilliant opportunity for the young people in the group. I am fortunate enough to spend my work days with some amazing, funny, kind and friendly people and share some amazing experiences with them.

As a buddy I have supported young people at dance classes, on days out to Thorpe Park or music festivals, cooked and baked food, gone on walks and spent time with them watching movies, going bowling and swimming. With the range of activities I support people in, there is also a range of goals we try to achieve. I have supported a couple of young people in travel training often for school, college or just so they can be more independent. From this, one young person realised they would like to make an account at the library and start taking some books out – I supported them in doing this. Sometimes goals can be less overt. I have worked with some young people who over the years increasing their verbal communication has been an unofficial goal but a great achievement. However, with some young people we don't really aim to achieve any goals, we try to have fun and if something in our sessions together comes up we work on it. I aim to support young people to do things on their own such as; counting change or putting the correct money in a car park meter. These are small things but they can make a huge difference to someone's ability to be more independent.

I love the flexibility of being a Buddy which has allowed me to complete my degree and begin a Masters whilst working at **halow**. As a flexi buddy I can work when I want to and if I want to work more, there are always young people looking for buddies! Buddying has also, at times, pushed me out of my comfort zone. I have been to concerts of bands I wouldn't usually go to but realised I did quite like some of the music. I have supported young people in dancing and now I really enjoy jive. My favourite thing about my job is spending time with some amazing young people and being able to share new experiences with them.

That being said, all jobs come with their challenges - though I have found that, due to my training with **halow** and my Psychology degree, these have been easier to overcome. I think one of the biggest challenges is being able to communicate with young people. Sometimes I have to take different approaches because if we are doing something like travel training, explaining its importance or the process one way, may make sense to me but might not for the young person I work with. So being able to adapt my behaviours or communication for someone else, is really important. That being said, I don't think many of the other challenges I have had to deal with have been on my own. The supervision and support I receive from the management team are brilliant and I know that they always have time for me even if it's a simple little question.

One of the most important things as a buddy is putting the young people first and realising that you are a big part of their lives, you meet their families and spend a lot of time with them. Many of the families I have worked with have said how much they appreciate the support they receive and how buddies have made a difference to their son or daughter. In all, when you are told that, you know you are making a difference.

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Feedback from young people and families on **halow** staff is good, remarking on the positive relationships formed, the progress made towards their goals and the safety and happiness of young people accessing **halow** services.

Thank you to all our young people, families, staff, volunteers, commissioners, funders and supporters for your support for our work this year. Each year this report is a chance to reflect over the many achievements our young people and the charity has seen in that time. We are grateful to all those who have been a part of this charity and we hope you will continue to join us in meeting meet the ongoing challenges of nurturing and enabling independence in young people with a learning disability in Surrey and surrounds.

## HALOW CARE COMMUNITY INTEREST COMPANY

### DIRECTORS' REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 DECEMBER 2017**

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#### **Directors**

The directors who served during the year were:

Mr R Meins

Mr M McArthur

Mr T Oliver


Mr J Stevens

Ms S Hill

Mr M Day

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

On behalf of the board



.....  
Mr J Stevens

**Director**

.....10/9/18.....



## HALOW CARE COMMUNITY INTEREST COMPANY

### CHARTERED ACCOUNTANTS' REPORT TO THE BOARD OF DIRECTORS ON THE PREPARATION OF THE UNAUDITED STATUTORY FINANCIAL STATEMENTS OF HALOW CARE COMMUNITY INTEREST COMPANY FOR THE YEAR ENDED 31 DECEMBER 2017

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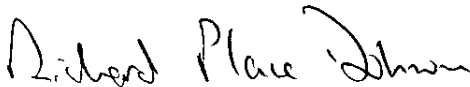
In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the financial statements of Halow Care Community Interest Company for the year ended 31 December 2017 set out on pages 7 to 11 from the company's accounting records and from information and explanations you have given us.

As a practising member firm of the Institute of Chartered Accountants in England and Wales (ICAEW), we are subject to its ethical and other professional requirements which are detailed at <http://www.icaew.com/en/members/regulations-standards-and-guidance>.

This report is made solely to the Board of Directors of Halow Care Community Interest Company, as a body, in accordance with the terms of our engagement letter dated 20 September 2011. Our work has been undertaken solely to prepare for your approval the financial statements of Halow Care Community Interest Company and state those matters that we have agreed to state to the Board of Directors of Halow Care Community Interest Company, as a body, in this report in accordance with ICAEW Technical Release 07/16 AAF. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Halow Care Community Interest Company and its Board of Directors as a body, for our work or for this report.

It is your duty to ensure that Halow Care Community Interest Company has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the assets, liabilities, financial position and deficit of Halow Care Community Interest Company. You consider that Halow Care Community Interest Company is exempt from the statutory audit requirement for the year.

We have not been instructed to carry out an audit or a review of the financial statements of Halow Care Community Interest Company. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory financial statements.



**Richard Place Dobson**  
**Chartered Accountants**

17/09/18  
.....  
1-7 Station Road  
Crawley  
West Sussex  
RH10 1HT

## HALOW CARE COMMUNITY INTEREST COMPANY

### INCOME AND EXPENDITURE ACCOUNT

*FOR THE YEAR ENDED 31 DECEMBER 2017*

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	Notes	2017 £	2016 £
Income		919,096	816,244
Direct costs		(657,433)	(637,926)
		<hr/>	<hr/>
Gross surplus		261,663	178,318
Administrative expenses		(235,536)	(178,143)
		<hr/>	<hr/>
Surplus before taxation		26,127	175
Taxation		(5,051)	(59)
		<hr/>	<hr/>
Surplus for the financial year		<u>21,076</u>	<u>116</u>

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# HALOW CARE COMMUNITY INTEREST COMPANY

## BALANCE SHEET

AS AT 31 DECEMBER 2017

	Notes	2017 £	£	2016 £	£
<b>Fixed assets</b>					
Tangible assets	3		119		239
<b>Current assets</b>					
Debtors	4	75,718		87,812	
Cash at bank and in hand		104,111		67,538	
		<u>179,829</u>		<u>155,350</u>	
<b>Creditors: amounts falling due within one year</b>	5	<u>(158,636)</u>		<u>(155,353)</u>	
<b>Net current assets/(liabilities)</b>			21,193		(3)
<b>Total assets less current liabilities</b>			<u>21,312</u>		<u>236</u>
<b>Reserves</b>					
Income and expenditure account			<u>21,312</u>		<u>236</u>

For the financial year ended 31 December 2017 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the board of directors and authorised for issue on 10/9/18 and are signed on its behalf by:



Mr J Stevens  
Director

Company Registration No. 06938483

# HALOW CARE COMMUNITY INTEREST COMPANY

## NOTES TO THE FINANCIAL STATEMENTS

**FOR THE YEAR ENDED 31 DECEMBER 2017**

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### **1 Accounting policies**

#### **Company information**

Halow Care Community Interest Company is a private company limited by guarantee incorporated in England and Wales. The registered office is Carroll House, 11-12 Quarry Street, Guildford, Surrey, GU1 3UY.

#### **1.1 Accounting convention**

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006 as applicable to companies subject to the small companies regime. The disclosure requirements of section 1A of FRS 102 have been applied other than where additional disclosure is required to show a true and fair view.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### **1.2 Income and expenditure**

Income is mainly received for Buddy Support Services and Supported living, income is included in the financial statements as it becomes receivable. Grants are occasionally received and they are also included in the financial statements when they become receivable.

Expenses include VAT where applicable as the company cannot reclaim it, expenses are included in the financial statements as they become due.

#### **1.3 Tangible fixed assets**

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

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures, fittings & equipment	3 years straight line
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The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to surplus or deficit.

#### **1.4 Cash and cash equivalents**

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

# HALOW CARE COMMUNITY INTEREST COMPANY

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2017

### 1 Accounting policies (Continued)

#### 1.5 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.6 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

### 2 Employees

The average monthly number of persons (including directors) employed by the company during the year was 39 (2016 - 35).

### 3 Tangible fixed assets

**Plant and machinery etc**  
**£**

#### Cost

At 1 January 2017 and 31 December 2017 477

#### Depreciation and impairment

At 1 January 2017 239

Depreciation charged in the year 119

At 31 December 2017 358

#### Carrying amount

At 31 December 2017 119

At 31 December 2016 239

### 4 Debtors

	2017	2016
	£	£
<b>Amounts falling due within one year:</b>		
Trade debtors	61,569	56,168
Other debtors	14,149	31,644
	<u>75,718</u>	<u>87,812</u>

## HALOW CARE COMMUNITY INTEREST COMPANY

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2017

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**5 Creditors: amounts falling due within one year**

	2017	2016
	£	£
Trade creditors	2,154	4,687
Corporation tax	3,541	59
Other taxation and social security	15,517	11,923
Other creditors	24,568	10,560
Amounts owed to related parties	111,057	124,268
Accruals and deferred income	1,799	3,856
	<hr/>	<hr/>
	158,636	155,353
	<hr/>	<hr/>

**6 Members' liability**

The company is a community interest company that is limited by guarantee, not having a share capital. Each director has agreed to contribute to the net assets or liabilities of the company on winding up such amounts as may be required not exceeding £1.

**7 Related party transactions**

At the balance sheet date the company owed £111,057 (2016: £124,268) to **halow project**. **halow project** also incurred expenditure of £120,220 (2016: £82,000) and income of £203,380 (2016: £167,649). **halow project** made no donations to **halow care** during 2017 (2016: £27,000).

# CIC 34

## Community Interest Company Report

For official use  
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Please  
complete in  
typescript, or  
in bold black  
capitals.

Company Name in  
full

Halow Care Community Interest Company

Company Number

06938483

Year Ending

31/12/2017

Please ensure the company name is consistent with the company name entered on the accounts.

This template illustrates what the Regulator of Community Interest Companies considers to be best practice for completing a simplified community interest company report. All such reports must be delivered in accordance with section 34 of the Companies (Audit, Investigations and Community Enterprise) Act 2004 and contain the information required by Part 7 of the Community Interest Company Regulations 2005. For further guidance see chapter 8 of the Regulator's guidance notes and the alternate example provided for a more complex company with more detailed notes.

**(N.B. A Filing Fee of £15 is payable on this document. Please enclose a cheque or postal order payable to Companies House)**

### PART 1 - GENERAL DESCRIPTION OF THE COMPANY'S ACTIVITIES AND IMPACT

In the space provided below, please insert a general account of the company's activities in the financial year to which the report relates, including a description of how they have benefited the community.

The principal activity during the year was to provide benefit to young people with learning difficulties in Surrey area and surrounds.

(If applicable, please just state "A social audit report covering these points is attached").

(Please continue on separate continuation sheet if necessary.)

**PART 2 – CONSULTATION WITH STAKEHOLDERS** – Please indicate who the company's stakeholders are; how the stakeholders have been consulted and what action, if any, has the company taken in response to feedback from its consultations? If there has been no consultation, this should be made clear.

Directors:

Mr R Meins

Mr M McArthur

Mr T Oliver

Mr J Stevens

Ms S Hill

Mr M Day

Regular directors' meetings are held.

*(If applicable, please just state "A social audit report covering these points is attached").*

**PART 3 – DIRECTORS' REMUNERATION** – if you have provided full details in your accounts you need not reproduce it here. Please clearly identify the information within the accounts and confirm that, "There were no other transactions or arrangements in connection with the remuneration of directors, or compensation for director's loss of office, which require to be disclosed" (See example with full notes). If no remuneration was received you must state that "no remuneration was received" below.

No remuneration was received.

**PART 4 – TRANSFERS OF ASSETS OTHER THAN FOR FULL CONSIDERATION** – Please insert full details of any transfers of assets other than for full consideration e.g. Donations to outside bodies. If this does not apply you must state that "no transfer of assets other than for full consideration has been made" below.

No transfer of assets other than for full consideration has been made.


*(Please continue on separate continuation sheet if necessary.)*



## PART 5 – SIGNATORY

The original report must be signed by a director or secretary of the company

Signed



Date

10/9/18

Office held (delete as appropriate) Director

You do not have to give any contact information in the box opposite but if you do, it will help the Registrar of Companies to contact you if there is a query on the form. The contact information that you give will be visible to searchers of the public record.

Tel	
DX Number	DX Exchange

**When you have completed and signed the form, please attach it to the accounts and send both forms by post to the Registrar of Companies at:**

*For companies registered in England and Wales:* Companies House, Crown Way, Cardiff, CF14 3UZ  
DX 33050 Cardiff

*For companies registered in Scotland:* Companies House, 4<sup>th</sup> Floor, Edinburgh Quay 2, 139  
Fountainbridge, Edinburgh, EH3 9FF DX 235 Edinburgh or LP – 4 Edinburgh 2

*For companies registered in Northern Ireland:* Companies House, 2nd Floor, The Linenhall, 32-38  
Linenhall Street, Belfast, BT2 8BG

The accounts and CIC34 **cannot** be filed online

**(N.B. Please enclose a cheque for £15 payable to Companies House)**