



## **REPORT OF THE TRUSTEES AND AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2020**

Registered Charity Number (England and Wales): 276172  
Registered Company Number (England and Wales): 1366534

This document can be made available in other formats. Please contact us on 02380721234 if this would be helpful.

## Contents

Thank you.....	3
Reference and Administrative Details .....	4
Our Mission Vision and Aims.....	5
Message from the Chair – Douglas Miller.....	6
Our Year in Numbers 2019/20.....	8
Public Benefit Entity Compliance.....	9
Strategy Objectives and Activities .....	9
Significant Impacts and Factors.....	11
Departmental Achievements and Performance.....	12
Community Services: .....	13
Our Five Year Plan for 2019-24.....	15
Financial Review .....	17
Fund Movements .....	19
Statement of Trustees' Responsibilities for the Annual Accounts.....	23
Independent auditor's report to the members of The Rose Road Association .....	24
Statement of Financial Activities .....	28
Balance Sheet.....	29
Consolidated Cash Flow Statement .....	31
Notes to the Financial Statements.....	32

This is the report of the Trustees for the year April 2019 to March 2020. It is prepared in accordance with all statutory and regulatory requirements, taking into account the Statement of Recommended Practice issued and revised in 2016. The report seeks to provide a summary of activity and achievements during this time.

## Thank you

The Trustees are indebted to each and every donor and supporter for all the generous donations made during the year. This includes individuals, companies and charitable trusts, those who have remembered us in their wills or provided services at low or no cost, and volunteers who give their time so freely to help in our achievements. We value and thank all our volunteers, staff, trustees, special ambassadors, many supporters and our service users who helped make a difference this year. We specifically acknowledge the following grant-giving organisations and generous individuals for their significant support during this period.

- BBC Children in Need
- The Leathersellers' Company Charitable Fund
- The Screwfix Foundation
- The Dibden Allotments Fund
- WO Street Charitable Foundation
- Manali Charitable Trust
- The Hedley Foundation
- The Edward Gostling Foundation
- The Percy Bilton Charity
- The Beaulieu Beaufort Foundation
- The Graham High Charitable Trust
- Richard Kirkman Trust
- Healthwatch Hampshire
- Paul Nicholas

### Read what our families have to say:

*"I thank you all so much. To me this service saved me and my son. I was at a loss then found strength again through your service and through the support of [your staff]."*

Pride and Passion

## Reference and Administrative Details

Registered Charity Number	276172
Constituted	20th July 1970
Company registration	1366534
Country of Incorporation	United Kingdom
Incorporated	4th May 1978
Trustees and Company Directors	Doug Miller (Chair) Con Attridge (Vice Chair) Julie Gomer (Treasurer & Vice Chair) – Co-opted July 2019 Chris Cundy Roxanne Magdalena – Resigned July 2019 Jane Lyon-Maris Sarah Parker Paula Porter – Resigned May 2019 Diana Heatly – Resigned October 2019 Zoe Evans Sam Clough Paul Best – Co-opted March 2020 Sheila Stokes White - Co-opted March 2020 Steve Harris – Director only- July 2019 – October 2019
Chief Executive Officer	Juno Hollyhock
Principle and Registered office	The Bradbury Centre, 300 Aldermoor Road, Southampton, SO16 5NA
Telephone number	023 8072 1234
Website address	<a href="http://www.roseroad.org.uk">www.roseroad.org.uk</a>
Auditors	Mazars LLP 5 <sup>th</sup> Floor, Merck House, Seldown Lane Poole, Dorset, BH15 1TW
Principal Bankers	National Westminster Bank plc 43 London Road, Southampton SO15 2BL
Solicitors	Womble Bond Dickinson Oceana House, 39-49 Commercial Road Southampton, SO15 1GA
Ambassadors	Martin Jay CBE DL, Geoff Holt MBE DL, Richard & Jane Smith, Jan Peirson, Siobhan Pyburn, Karl & Kim Simmonds, Nina Basset, Bruce Elkins FCA, Gabby & Pauline Gibbons, Paul Murray, Nina Schofield, Kerry Swain, Clive & Eryl Thompsett, Janice Viveash, Chris White, Gay Drysdall & Leonora (Jo) Rood, Michael Kurn, Alan Blair MBE, Paul Murray MBE and Mike Andrews
Patron	Dame Esther Rantzen DBE

## Our Mission Vision and Aims

The Rose Road Association started in 1952 as a small group of parents which provided education, activities and support for disabled children and young adults and their families. The need for our services continues to be in high demand, and we continue to have at our heart the needs of the whole family.

# Vision, Mission and Values 2019-2024



## Our Vision:

## Our Mission:

## Our Values:

## A world where disability is not a barrier

At Rose Road we really care

- We value individuals
- Respect choices
- Challenge barriers

Inspiring people to reach their potential.



Working Together



Person Centred



Quality and Standards



Trust and Respect



Pride and Passion



Fun and Celebration

### Read what our families have to say:

*"Thank you for all your help, I actually had a lump in my throat the other day, because someone is listening and getting to the bottom of it, and like I said the other day, without the benefits lady at the office pointing me towards your department, without you sending links and getting involved, I don't think we'd be where we are today, because of the amount of discussions I had previously never really got him anywhere, so thank you, hopefully his future will be a lot brighter now."*

Trust and Respect

## Message from the Chair – Douglas Miller

I recall in my message written for last year's annual report that despite the issues in years previous, the future was looking rosy. What I didn't say that was the future would be "unprecedented". Although I promise now that will be the only use of that word in this year's comments.

Nine glorious months of great achievement were enjoyed by the Association prior to us having to experience the dreaded "C" word. That is before the main topics of all conversation revolved around lockdown, PPE, 2 metres, and now my personal favourite, testing.

We achieved a number of the main objectives in the first year of our business plan. Our financial performance continued to improve. Best of all we received high praise from Ofsted for our OUTSTANDING leadership and management. It is truly heartening to know that both Ofsted and CQC have recognized the high standards of our staff at all levels. We continued to develop and strengthen our relationships with our commissioners and continued to show them just what great things were happening at Rose Road.

We even gained a few more trustees. A hearty welcome to Julie Gomer, Samantha Clough and Paul Best. All have significant talents welcome on the Board. We even convinced Julie to take on the role of Treasurer!

We continued to develop our services getting our Destinations Day Service up and running. You might have heard about the excellent day they had lighting campfires and burning marshmallows (I believe one of the highlights of the year). Following this, we secured agreement for a post 24 structured day services for young people leaving Avenues@Rose Road. This is to be known as The Hut@Rose Road, a great result of our new and very positive partnership with Avenues College and the Scout Association.

Having achieved all this, it was time for our Association to look to the future. A new relationship was formed with YMCA Fairthorne Manor. We continue to explore this relationship and we are undertaking a feasibility review as to our next steps which are extremely exciting. The possibility exists for new experiences for our young people and families in possibly a new setting. It is something which will come to light in the coming months once we have this "C" business out of the way. Indeed many of our developments may be put on hold or may change due to COVID, the world has changed for our families, commissioners and funders and so we must adapt to meet those needs within those parameters.

Of course since February 2020, let's face it, the whole world seems to be on hold. I think someone obviously thought Rose Road may have been having withdrawal symptoms from a lack of crisis in our lives. Only joking!!

As the COVID Crisis took over all reality, I am so proud to say, our staff only had one question which was "How do we stay open?" There was no discussion about closing our services. Financially, could we do it? This was the challenge for which we were preparing in the last few years. There was no question in my mind that "staying open" was what we had been working for in years past. Not only the use of financial reserves, but all of the training, procedures, high standards that we had developed was for this one purpose. I am so

The Rose Road Association  
Report of the Trustees for the Year Ended 31<sup>st</sup> March 2020

proud of Juno and our staff for the resilience and determination which has tackled COVID head on. At no time has there been a challenge that has not been met.

Longer term of course we must marshall our resources wisely and ensure that we plan carefully minimising un-necessary expenditure and keeping a close eye on our ability to fundraise. Ultimately this could impact our pricing if we are unable to meet our fundraising targets.

Of course as I write this, we are not through it yet. Some of our staff are furloughed, some are back at work, some are remote working. One thing, however, is constant, and that is the excellent service provided for our young people. The opportunities remain. We are still looking at the future and what we still can do. It is amazing what you can do with a little love, hard work and good old determination.

So, what will I be writing about next year? Who knows? What I do know is that the team at Rose Road will have been resilient, planned, achieved, and loved...every minute of it.



Doug Miller

Chair of Trustees

**Read what our families have to say:**

*"I just wanted to send an email to say what a fantastic job I think Rose Road is doing. Knowing that Rose Road is there doing what they can is a massive comfort! I really think you guys have shown just how dedicated you are and how much many families need you! So I just wanted to say thank you and I take my hat off to you all for doing what you can during this difficult time."*

Quality and Standards

## Our Year in Numbers 2019/20

# OUR YEAR IN NUMBERS 2019/20



### **FAMILY SERVICES - helped 890 families**

"I would have lacked confidence and knowledge without access to this amazing support - Thank You"



### **OUTREACH - provided 22,117 hours of support**

"We as a family and especially our son are so lucky to have your support in giving us the help we need to maintain some kind of normality"



### **ACTIVITY & HOLIDAY SCHEMES - ran 1,149 sessions**

"I can't thank you enough, he has had the best day. I really value what Rose Road does for my son, he only knew Acorns so this was new for him but he absolutely loved it"



### **OAKS AND ACORNS - provided 3,866 overnight stays**

"THANK YOU so much for your continuing support of our little family, we appreciate it way more than you know, you are literally our lifeline, so from the bottom of our hearts we  
**THANK YOU"**

**Rose Road**  
Association



#### **Read what our families have to say:**

*"Everyone is friendly, supportive and most of all listen. I don't know what I would do if this service wasn't available, they've given me the strength to fight for my child and his rights"*

Person Centred

## Public Benefit Entity Compliance

The Trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their power and duties. The public benefit of the charity's activities are outlined under "activities" and "outcomes" below.

## Strategy Objectives and Activities

Our key aims for 2019/20 were to begin to address the challenges laid out in year one of our five year Business Plan 2019-24.

Going into this five year plan we recognised that:

- Rose Road currently offers a range of support services for our young people and their families. We sometimes struggle to meet whole care packages and deliver a reliable service because of issues such as the effective recruitment and retention of staff.
- Whilst we do have areas of strength with regulatory compliance, we still have work to do to improve our current Ofsted rating from 'Requires Improvement' to 'Good'.
- We do offer choice to our service users across all of our services, but they would benefit from more options and better communication to facilitate those options in line with recognised good practice.
- We have achieved an improvement in our financial and organisational stability but there is work to do to secure a sound and sustainable future.

And we set out to achieve:

A more reliable and higher quality of service to our families through:

- Meeting all care packages
- Recruiting and retaining quality staff
- Complying with all relevant legislation
- Maintaining our estate to a high standard
- Involving service users and their families more in our planning and influencing policy
- Service development

Improved choice for service users through new initiatives including:

- Providing supported holidays as well as traditional respite for older young people
- Providing structured day/evening/weekend services
- Providing or supporting post 19 residential options
- Increasing/expanding our current service availability
- A clear and accessible offer for those on personal budgets

Improved organisational sustainability through:

- Meeting our fundraising targets
- Pricing new and existing work realistically
- Improving the level of our free reserves
- Improving the engagement of volunteers
- Developing and training our staff

Our main activities:

Overnight Short Breaks	We provide 15 respite care beds for 49 weeks a year at the Bradbury Centre, our purpose built unit in Southampton, where children, young people and adults can enjoy an overnight break, a weekend break or a week-long stay depending on need. During their stay they have access to a range of activities and outings and are given the opportunity to develop and practise independent living skills.
Community Outreach	Available 7 days a week on a one to one basis this provides domiciliary care, leisure activities in the home or community, special outings, and trips to see friends or to attend activities.
Activity Schemes	We offer a range of activity schemes in the school holidays and on Saturdays across Southampton and Hampshire. We also run an after-school club called PlayPM, at the Bradbury Centre during term time. These schemes provide disabled young people with much needed opportunities for play, and a social setting in which they can relax and take part in activities.
Family Support	We provide Information Advice and Support to disabled children and young people and their families. These services are delivered in West Berkshire, Southampton, and Portsmouth. We also support 5 Parent Carer Forums to represent the views of parents of disabled children in strategic decision making.
Young adult specialist provision	Avenues College has been designed to extend the learning opportunities for young adults, aged 19-25, with severe/profound learning disabilities with additional physical and sensory needs. The model of education standards we are using is based on the success, knowledge, skills and understanding of Rosewood free School.

Our positive outcomes and impact:

Support for family units	Respite care/short breaks make a huge contribution to the prevention of family crises by decreasing the stress levels experienced by parent carers. The knowledge that a regular, planned break can be taken is clearly beneficial enabling them to re-charge their batteries and spend time with other family members. Our Family Services empower parent carers and young people, giving them the information they need to participate in decisions about the services they receive.
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Removing barriers and supporting young people out of social isolation	With our overnight short breaks, outreach service and holiday activity schemes, children can have fun and develop friendships with other young people. Our Bradbury Saturday Club gives families an opportunity to interact with other families in a safe and supportive environment, it also gives siblings of disabled young people a chance to mix with other young carers, and to share experiences. Our Family Services social media presence informs parent carers about local support groups and activities where they can meet other families in a similar situation.
Increased social confidence and emotional wellbeing	A tremendous benefit of respite care is the opportunities for personal development as young people have the chance to visit new places, develop new interests, practice independent living skills and widen their social network. Our Family Services support young people to progress towards the Preparing for Adulthood Key Outcomes of Employment, Independent Living, Community Inclusion and Health.
Wider impact	Local authorities experience less need for social care interventions, a decrease in costly out-of-area placements and a fall in the number of disabled children entering the looked-after system. (Together for Disabled Children Report "Towards a more ordinary life "(2011)).

#### Read what our families have to say:

*"Without Rose Road I don't know what I would do, so supportive and accommodating, [my son] is always pleased when I drop him off. He claps and shrieks with joy, you are an amazing team of generous individuals."*

Trust and Respect

### Significant Impacts and Factors

This financial year we have made significant progress towards our aims and objectives.

This includes:

- Improvement in standards with our regulators moving from 'Good' to 'Good with Outstanding Features' for CQC and from 'Requires Improvement' to 'Good with Outstanding Leadership and Management' from Ofsted
- 90% (or above) of all care packages met for respite, and 85% for outreach services
- Improvement in staffing establishment ending the year with less than 2 FTE vacancies across our residential homes (not including the COVID 19 factors)
- Significant improvements to our facilities including the full renovation of the Acorns children's home
- Successful delivery of a full year of the Avenues post 19 programme
- Successful development and funding approval given for The Hut@ Rose Road structures Day Service as well as the implementation of the Destinations Day Service
- Improved pricing enabling us to meet our budget plans and improve our levels of free reserves
- Improved training offer for leaders and managers
- Improved staff support programme
- Improvement in the structure, planning and management of our fundraising endeavours

## Departmental Achievements and Performance

### Oaks and Acorns Respite Units

We provided 3,866 bed nights over the course of the year and we operated at 85% occupancy, in line with our targets for the year. In 2019/20 we provided respite to a total of 130 families with an increase in bed nights to children and adults with high complex health needs.

Key successes in Oaks and Acorns:

- 'Good' with an 'Outstanding feature' (Leadership and Management) from Ofsted – August 2019
- 'Good' with 'Outstanding feature' from CQC.
- Acorns refurbishment, including remodelling of social space and decorating of bedrooms.
- Restructuring of the Management Team has led to improved communication and has created a more cohesive team.

Challenges experienced:

- Ongoing need to have nursing input for the delegated health care tasks which are taking time to ensure each staff members competency in this area are signed off for each individual young person.
- Recruitment of staff with a passion for what we do has been a challenge, anecdotally the care industry as a whole has struggled in this area.

### Family Services

We provide Information, Advice and Support to children and young people with Special Educational Needs and disabilities and their families. This is delivered in West Berkshire, Southampton and Portsmouth, and we supported 890 families during 2019/20.

Key successes in Family Services:

- We have coordinated Facebook Live sessions in Southampton with local authority SEND leads, giving parent carers the opportunity to get answers to their questions about key policy changes.
- We introduced a new role of Triage Officer in our Information Advice and Support Services. Triage Officers give enquirers advice at the point of contact, passing more complex queries to the Advisers. This has allowed Advisers more time to focus on the more complex cases. We will improve this in 2020/21 by rolling out a web chat facility.
- When lockdown was announced on 23 March 2020 we were able to quickly implement home working for our helpline staff, resulting in no interruption to the service we provide. We are proactively keeping in touch with families we are working with, offering support at this difficult time.

Challenges experienced:

- Across all our services, the volume of enquiries remains high. While the introduction of Triage officers has helped, the pressure of work is significant, and it is difficult to find time for development of staff and proactive engagement with families. Despite this we have continued to deliver a high quality service within the agreed response times.



## Community Services:

### Community Outreach

We provide one to one or two to one support within the community or within the young person's home and are available 7 days a week. The support that we provide varies from domiciliary care, sitting services, days out, trips to see friends, or to attend activities within the community. We encourage the young people we support to develop their independent living skills and to make their own choices about their care, promoting a person-centred approach. In 2019/20 we delivered 22,117 hours of community outreach to 94 families and we managed to achieve a 90% occupancy rate, this is a real achievement for the team!

### Activities

We offer a range of activity schemes in the school holidays and on Saturdays across Southampton and Hampshire. We also run an after-school club, called PlayPM, at the Bradbury Centre during term time. These schemes provide disabled young people with much needed opportunities for play, and a social setting in which they can relax and take part in activities. In 2019/20 we delivered 1,149 spaces on after school clubs and activity schemes and we worked hard to secure more appropriate venues for our schemes, improving the quality of service.

#### Read what our young people have to say:

*Read what our young people have to say: "I get to have my own time away from home, I get to be a young person doing things I enjoy like the cinema and bouncing on the trampoline"*

Fun and Celebration

#### Read what our families have to say:

*"THANK YOU so much for your continuing support of our little family, we appreciate it way more than you know, you are literally our lifeline, so from the bottom of our hearts we THANK YOU"*

Pride and Passion

### Avenues@Rose Road

Avenues is an interim day services provision with an educational component for 19-25 year olds with complex physical and/or health needs. Rose Road are subcontracting the running of this provision to Avenues College Limited.

The core aims of Avenues are to prepare students who have severe and/or profound learning disabilities, with complex physical and sensory needs, for adulthood in an adult orientated environment. To provide opportunities to develop lifelong learning skills, reduce dependency and increase community participation. Avenues@Rose Road has been designed to extend the learning opportunities for young adults with severe/profound learning disabilities with additional physical and sensory needs. The need for the provision and the model of education standards they are using is based on the success, knowledge, skills and understanding of Avenues@Rose Road.

We have been really delighted to be working alongside such professional and person-centred delivery. It has been a joy to have sixteen Avenues learners in with us taking part in the life of Rose Road, sharing their journeys and adding to the richness of our daily experience.

## Fundraising

This year as a department we have focussed on growing our reach publicly and building strong and strategic new relationships.

Our main aims have been to:

- Grow our calendar of events in order to increase engagement with target groups, and therefore to increase income.
- Launch our new website in order to improve our digital presence.
- Improve the use and reach of our social media.
- Maximise all opportunities for unrestricted fundraising.
- To improve our storytelling approach, giving a voice to our families.
- Improve our corporate contacts and to achieve charity of the year (COTY) partnerships.

Whilst overall income was slightly lower in this financial year, compared to last year, we have seen stable income in most areas, and we have achieved a good final unrestricted income figure. 2018/19 income included a large project based major donation and a sizeable legacy, neither of which we were expecting to be repeated on a similar scale in 2019/20.

Some highlights of this year have been:

- Our Copacabana Ball, kindly sponsored by Wild Recruitment and Wilkins Kennedy.
- Our Rose Road Mini Tri, kindly supported by David Lloyd Southampton, Wilkins Kennedy and Radcliffe&Co.
- New COTY partnerships with both Westquay (started Jan 2020) and Ordnance Survey (started April 2020).
- A new website – kindly produced by Xebre.
- And a large calendar of family and community focussed events, which continue to be popular and well supported by our brilliant Friends of Rose Road group.

As in previous years we have struggled to meet our Trusts and Foundations fundraising target, although our final figure was higher than the final 2018-19 figure. We need to continue to focus on this area and ensure we invest in its potential.

We have also struggled with both staff recruitment and retention, and we spent a large part of the year understaffed, which has an impact on our ability to chase new income streams, partnerships, and events.

As lock down began at the end of March the fundraising team were putting the finishing touches to our new strategy. We have seen drastic changes to the way we operate, including being based at home, no longer running tours or meetings in the building and being forced to cancel many of events, collections and opportunities. We know we are not alone as a charity, facing uncertainty around our fundraised income. However, we are focussing on adapting to the needs of our supporters. We are keeping in touch and maintaining all of our relationships, whilst also improving our online presence and offers. Although we are in unprecedented times we feel positive as a team and very grateful for our amazing donors, supporters and volunteers.

### Read what our partners have to say:

*"Thank you so much for our visit today. I learned so much today and see why it is so very important to get funds to you. Both me and [my colleague] came away with a new sense of respect for you and your team and what an amazing job you do. Such dedication."*

Working Together

## Our Five Year Plan for 2019-24

Our five-year Business Plan runs from 2019-24, as we go into year two of the plan we will be focussing on:

- Embedding a new offer around supported holidays (delayed owing to COVID in 2019/20).
- Opening The Hut@Rose Road for 24 year olds and over.
- Developing quality systems for our non-regulated services and our family services.
- Maintaining our regulated standards.
- Introducing new programmes of value added work such as the Rail Project.
- Continuing to explore the possibility of collaborating in a supported living programme.
- Increasing the numbers of individual givers supporting the day to day work of the Association.
- Looking at how we respond to the increase in demand for our services for young adults, including furthering our conversations around a new build adult respite home.
- Improving our estate by rolling out the refurbishment of Oaks adult respite home.
- Increased use of digital technology across all of our services.
- Better planning and implementation of our volunteer programme.
- Managing the impact of COVID 19 on our services and our income generation – see below.

During the financial year 2020/21 the board of trustees will also be considering their responses to the Charity Governance Code.

## COVID 19

It would be wrong to publish this report without making reference to the coronavirus pandemic and the impact that this had on our services towards the end of the financial year.

Even prior to the national lockdown on March 23rd, Rose Road was experiencing families cancelling access to provision because of fear around the spread of the virus.

Staff were concerned about being safe in the workplace and finances began to look very worrying as fundraising event after fundraising event was also cancelled.

We took the decision to remain open for all services.

This decision was taken based on the needs of our families. We understood that, whilst early reluctance to use services was understandable, this was likely to become less of an issue as the realities of caring for a severely disabled child or young adult 24/7 with limited access to outside support or school became clear.

Within a very short space of time the demand for our services grew again and we were supporting a large number of families.

In order to do this as safely as possible we undertook a raft of risk assessments, sought expert advice from clinical lead Infection Prevention and Control nurse practitioners in the Clinical Commissioning Group and read guidance from cover to cover.

We also communicated extensively with staff ensuring that we were taking as many views into account as possible when making decisions.

The Fundraising Team replaced group events with digital events and managed to make ends meet for the end of the year.

At the time of writing it is not possible to know what the longer term impact will be for our services. We are relatively strong financially and, thanks to this and Local Authorities 'paying to plan', we hope that the financial impact will be manageable.

We do believe that the greater financial impact will come later in 2020/21 and into the future as the country faces up to the monumental challenge of rebuilding the economy in the wake of the virus.

For now it is important to recognise that we would not have been able to remain open without the support and commitment of the staff team that we serve as managers.

**Read what our families have to say:**

*"Just wanted to say again, you guys are all heroes! Thank you so so much! [My daughter] looked absolutely fantastic and was very very happy. It's clear to us how well looked after [my daughter] is with you, and how much she enjoys being with you all. We are both incredibly grateful to you all and every time there's a clap for carers we always think of you."*

Person Centred

**Read what other professionals have to say:**

*"You have our most grateful thanks for the prioritisation and expediency you have shown to some of our mutual children and young people. This is particularly in relation to your commitment to providing additional support to a family in crisis to support a discharge from hospital and additional domiciliary care to a young person, thereby providing consistency in the support around the family at a very difficult time. Additionally, another social worker wanted to convey their thanks in relation to your provision of an emergency overnight respite in order to support the young person in a care setting with which they were familiar after the loss of his maternal grandmother, and in order to ensure that his mother was able to attend the funeral and grieve the loss, confident and secure in the knowledge that he would be receiving high levels of care and having a good time in an environment and with staff with whom he was familiar. These are very much appreciated and serve to reinforce the commitment to child centred practice."*

Quality and Standards

## Financial Review

### Structure and Governance

The Rose Road Association is run by a Board of up to ten unpaid Trustees. The Trustees are elected by the members of the Association in accordance with the provisions of the Constitution of the Association. Trustees are appointed for a term of three years. They are Directors of the Company as well as Trustees.

Apart from the main Board, there are two primary sub committees, the Fundraising and Finance committee and the Quality Standards and People committee, which meet 4 times a year. They include trustees with finance, clinical and other professional experience. They have set terms of reference with delegated authority and make recommendations to the Board. The programme includes scrutinising the annual budget, annual report and accounts, risk reviews, quality reports from all services and inspection and audit reports. A Remuneration committee meets as and when required. It makes recommendations to the Board on senior salaries. Other short-life task groups are set up as required.

Trustees are recruited through open advertising, application and interview. They are subject to DBS check and other checks and declarations as part of a fit and proper persons process, as they are the Directors of regulated activities for CQC and Ofsted.

Trustees undertake an Induction programme including meetings with key managers and visits to services, as well as an introduction to key policies and the responsibilities of a trustee, using the NCVO Guide. Further training includes updates on relevant legislative and policy changes. Trustees all take on a Lead role with one particular aspect of the Association's work and take part in official visits to services. An annual skills audit and governance review is undertaken with trustees, and the Chair met with each trustee individually to discuss this during 2019-20.

The Association employed an average of 138 full and part time staff in the year.

### Remuneration

The Association's arrangements for setting the pay and remuneration of the Chief Executive are set out in the terms of reference of its Remuneration Committee. The committee undertakes benchmarking using national and local information such as the ACEVO Pay survey and reports to the Board.

### Risk: Statement of Trustees' Risk Analysis

The identification, evaluation, and management of risks to which the Association may be exposed is incorporated into the Association's management and business planning processes. The major risks, as identified by the Trustees, have been reviewed and systems have been established to mitigate those risks. Health and Safety is monitored by the Chief Executive and a group of managers through a Health and Safety Committee which also includes staff representatives.

### Related Parties

The Association continues to operate its finance and IT services through Solent Support Solutions LTD, a company created by the Rose Road Association in partnership with Solent Mind.

## Review of the year

Financial performance for the year ending 31<sup>st</sup> March 2020 has been strong with the Association posting a surplus of £262,331 (including capital income) against a budgeted surplus of £80,473.

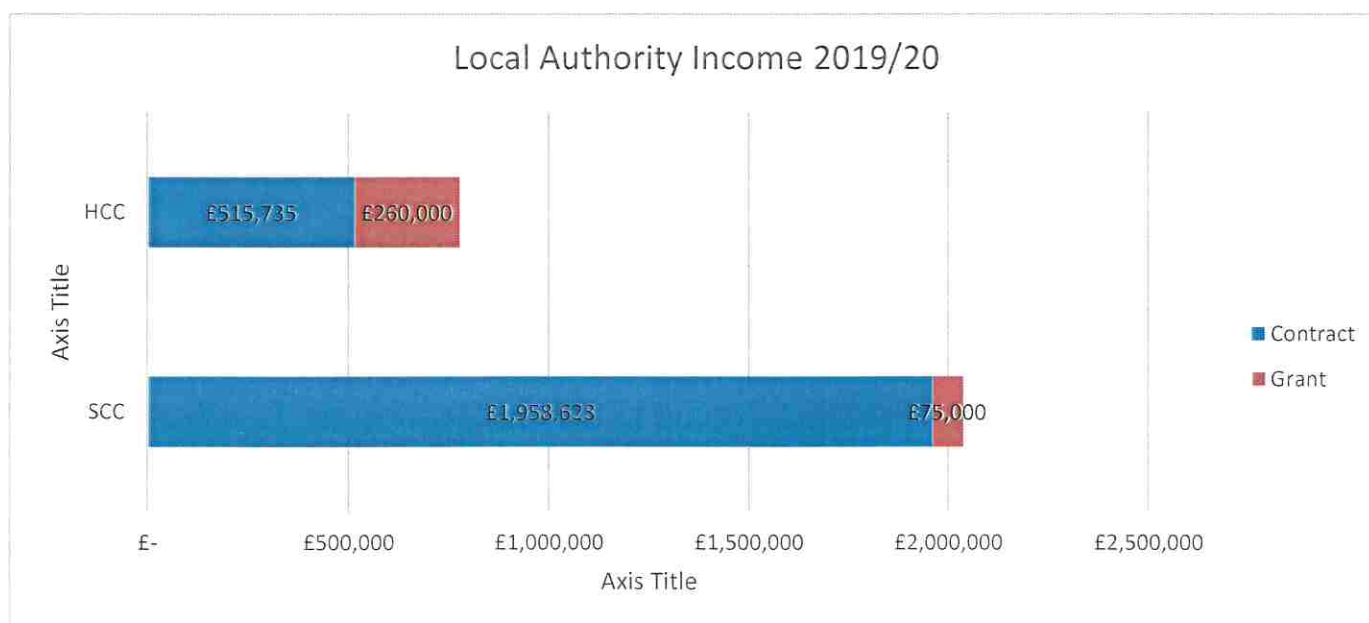
The revenue surplus, excluding capital income of £25,000, was £237,331 compared to a revenue budgeted surplus of £55,473.

There are a number of reasons for the strong financial performance;

- Continued growth in deliverable hours has seen our Outreach service produce a surplus again, for the second year running.
- Higher level of unrestricted income fundraising income, which was 66% of total fundraised income rather than the 55% budgeted.
- Robust financial and resource management has resulted in cost savings throughout the Association.
- Increases in our prices to local authorities which reflect more accurately the true cost of delivering our services.
- Efficiencies in staffing arrangements have resulted in less time spent on duties other than direct service delivery, reducing staff costs.

## Principal Funding Sources

The vast majority of funding is through service contracts and grants with local authorities related to individual care packages and are for between one and three year periods. This provides the Association with financial stability over the medium term and allows for greater planning certainty and decision making.



The charity also receives income through fund raising and grants for our work with families and individuals.

The principal funding sources are derived from incoming resources from charitable activities, which accounts for 88% or £3,395,923 of Association's total income.

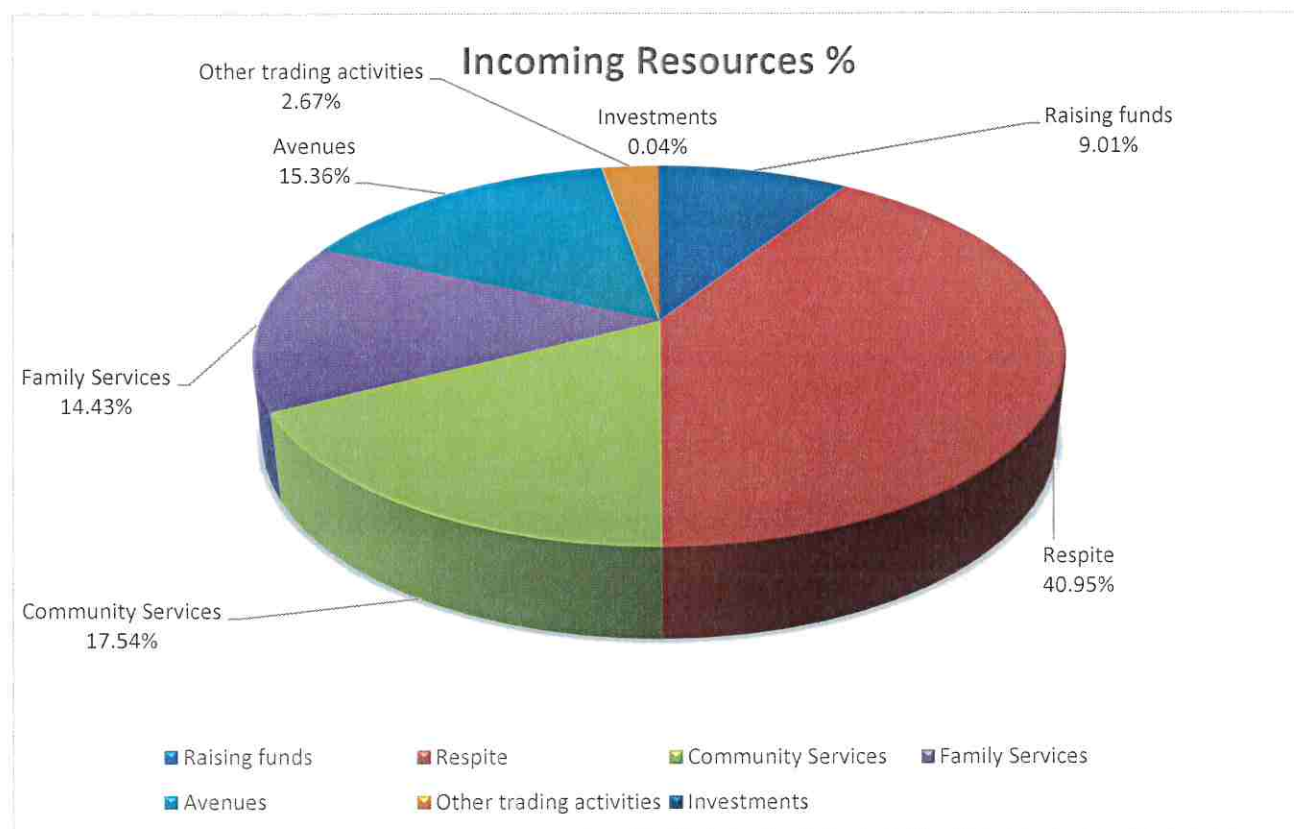
## Fund Movements

### Net Incoming Resources for the Year

Total net incoming resources from all operations for the year amounted to £262,331, compared to £416,782 in 2018/19 and represents 6.82% (18/19: 11.15%) of total incoming resources for the period.

### Incoming Resources

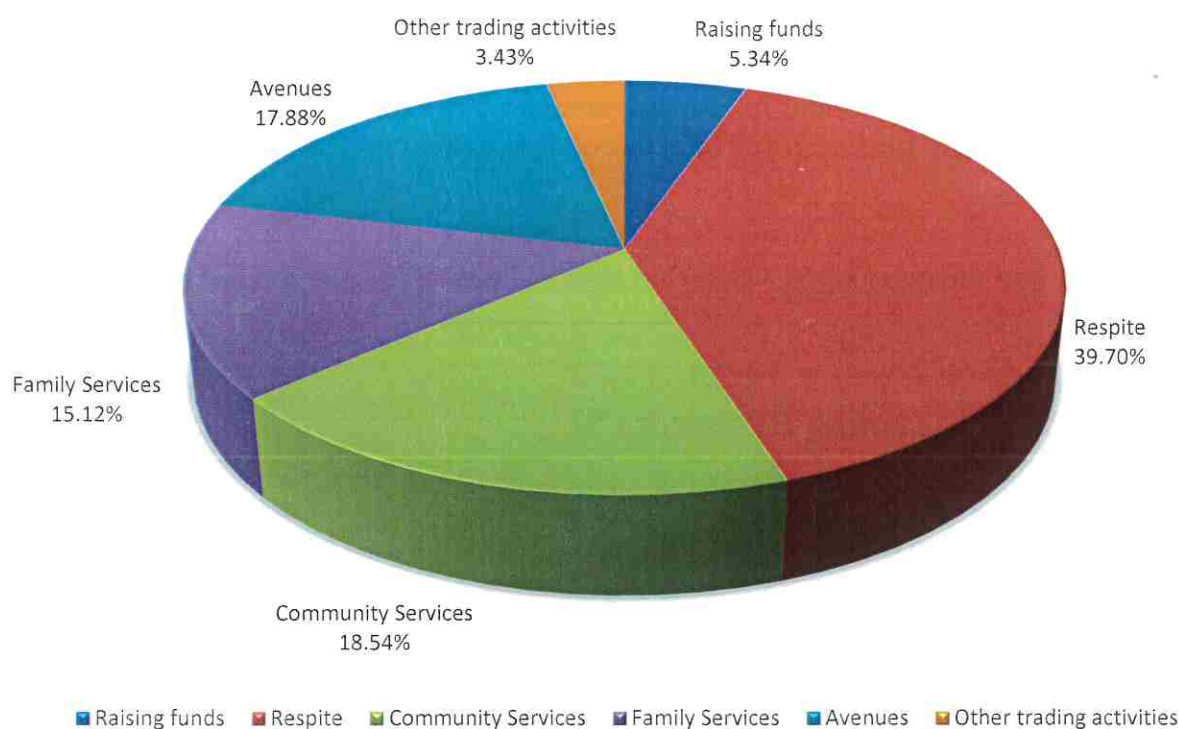
Incoming Resources for the year totalled £3,846,773, an increase of 2.87% (£107,367) on last year (2018/19: £3,739,406).



### Resources Expended

Resources expended for the year totalled £3,584,442, an increase of 7.88% (£261,818) on last year (2018/19: £3,322,624)

### Resources Expended



### Capital Expenditure

The Association's capital expenditure for the year amounted to £70,891 compared to £137,397 in 2018/19.

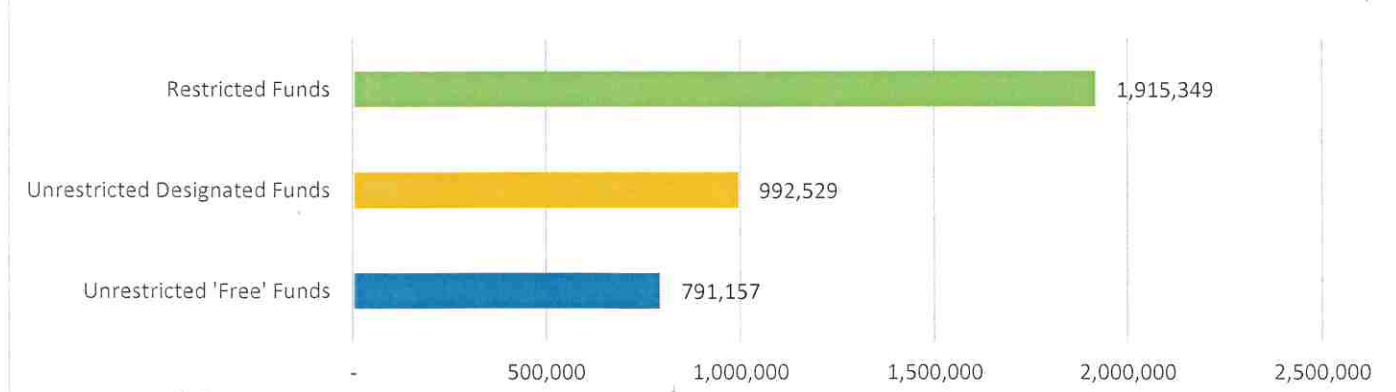
### Funds

Unrestricted Funds - total net incoming resources for the year amounted to £285,613.

Restricted Funds - total net outgoing resources for the year amounted to (£23,282), which is the depreciation on the Bradbury Centre building.

Total funds as at 31st March 2020 stand at £3,699,035, of which £1,783,686 relates to unrestricted funds and £1,915,349 relates to restricted funds, which is the new book value of the Bradbury Centre building.

### Funds



## Basis of accounting

The annual financial statements of The Rose Road Association are attached to this report. The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets.

## Reserves Policy

The Trustees are keenly aware of the need to secure the viability of the Association beyond the immediate future. To enable the charity to provide reliable services over the longer term, The Rose Road Association must be able to absorb setbacks and to take advantage of change and opportunity. The charity provides for this by putting aside, when it can afford to, some of its current income as reserves.

The Trustees consider it prudent to set aside reserves to provide resilience against potential risks, but also to have funds available to take advantage of any opportunities that may come the way of the charity. The charity also needs reserves to provide sufficient working capital to support its day to day operations. The Board of Trustees considers it prudent to keep a level of reserves to meet their responsibilities and commitments, protect and advance its current activities and to enable it to progress its long term aims and objectives which are outlined in the Business Strategy.

The Rose Road Association's Board of Trustees has reviewed the adequacy of its reserves held on 31st March 2020, in line with its policy to do so on an annual basis and have established the following unrestricted reserve funds:

- A designated fund for the net book value of unrestricted tangible fixed assets, including specialised equipment, which cannot easily be converted into cash of £692,529.
- A designated fund to reflect the risk of major unplanned expenditure being required on the Bradbury Centre or its equipment of £250,000.
- A designated fund to reflect the unprecedented uncertainties and potential impact on income and operational costs caused by the Covid-19 Pandemic of £50,000.
- A General Fund to provide working capital equivalent to between 2 and 4 months operating expenditure of £791,157.

The Association has Restricted Reserves of £1,915,349 - this represents the original cost of the Bradbury Centre before any capital improvements.

At 31<sup>st</sup> March 2020, the unrestricted General Fund fell within the range required by the policy.

A detailed breakdown of all reserves held by the group can be seen in Notes 17 – 17a in the Notes to the Financial Statements.

## Investment Policy

The Board of Trustees does not consider it prudent at this stage to invest income for the longer term. Its policy for investment is therefore to retain funds as cash and place them on short term bank deposits at the best rate obtainable.

## COVID-19

The Association acknowledges the difficult environment which it is currently operating in due to the onset of the pandemic COVID-19 and in response, has designated a £50,000 reserve as a contingency against rising costs or reduced income caused by the pandemic. All possible arrangements have been made to ensure the safety of the Associations staff and service users whilst ensuring it is still capable of offering its valuable frontline services during this difficult time.

The impact on the financial performance and position for the year ending 31<sup>st</sup> March 2020 has been minimal, due to disruptions only beginning to occur partway through March 2020, but it is understood that this may change during the coming year 2020/21.

The Association is in the fortunate position to be largely funded by government contracts, which local authorities are continuing to make payments on under a 'pay to plan' arrangement, resulting in payments being received for placements despite cancellations arising due to COVID 19. Some local authorities are also making additional overpayments of up to 10% of contracted payments to cover the increased PPE costs the Association is facing during the pandemic.

Initially government plans only run until the end of June 2020 so there is potentially some uncertainty expected after this period. Since then however, some local authorities have already extended this to July 2020 and there is indication from central government that this is likely to be extended further until October 2020 at least. Because of this, the biggest impact is likely to be the potential reduction in fundraising and trading income for the Association, which is being mitigated by an organisational wide target of cost saving on operating and agency staff costs.

The Association feels that this £50,000 reserve is sufficient to cover uncertainties arising from COVID 19, together with the 'pay to plan' approach of local authority contracts and an increase seen in delivery of other services offered to families of key workers.

With the creation of this reserve, together with the strong financial awareness embedded throughout the Association over the last several years and its robust levels of unrestricted reserves, suitable of covering 2-4 months of operating costs in the event of loss of income, the Association considers that there are no going concern issues arising from the outbreak.

## Statement of Trustees' Responsibilities for the Annual Accounts

The trustees (who are also directors of the Rose Road Association for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. 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 of the incoming resources and application of resources. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP (FRS 102);
- 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 business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company 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 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 company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustees confirm that:

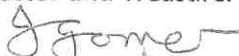

- So far as each trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

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

Approved by the Board of Trustees on .....

Doug Miller  
Director and Chair of Trustees

Julie Gomer  
Director and Treasurer



## Independent auditor's report to the members of The Rose Road Association

### Opinion

We have audited the financial statements of The Rose Road Association (the 'charity') for the year ended 31 March 2020 which comprise Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2020 and of 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.

### Basis for opinion

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

### Emphasis of matter – Impact of the outbreak of COVID-19 on the financial statements

In forming our opinion on the charitable company financial statements, which is not modified, we draw your attention to the trustees' view on the impact of COVID-19 disclosed on page 22, and the consideration in the going concern basis of preparation on page 33.

The potential impact of COVID-19 became significant in March 2020 and is causing widespread disruption to normal patterns of business activity across the world, including the UK.

The full impact following the recent emergence of COVID-19 is still unknown. It is therefore not currently possible to evaluate all the potential implications to the charitable company's operations and the wider economy.

### Conclusions relating to going concern

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

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

## Other information

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

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

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report which includes the Strategic Report and the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included within the Trustees' Report.

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

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of trustees' remuneration specific by law are not made; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 23, 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, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

## Use of the audit report

This report is made solely to the 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 company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body for our audit work, for this report, or for the opinions we have formed.

Signed: Stephen Mills  
Stephen Mills (Aug 23, 2020 22:48 GMT+1)

Stephen Mills (Senior Statutory Auditor)

for and on behalf of Mazars LLP

Chartered Accountants and Statutory Auditor

5<sup>th</sup> Floor

Merck House

Seldown Lane

Poole

Dorset

BH15 1TW

Date: Aug 23, 2020

## Statement of Financial Activities

For the Year Ended 31st March 2020

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £	Total Funds 2019 £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and Legacies	2	221,470	125,134	346,604	444,898
Charitable activities	3	3,395,923	-	3,395,923	3,177,673
Other trading activities	4	102,882	-	102,882	116,206
Investments	5	1,364	-	1,364	629
<b>Total incoming resources</b>		<b>3,721,639</b>	<b>125,134</b>	<b>3,846,773</b>	<b>3,739,406</b>
<b>EXPENDITURE ON</b>					
Raising funds	6				
- Fundraising		191,260	-	191,260	193,206
- Trading Activities		123,008	-	123,008	111,434
Charitable activities	7	3,121,758	148,416	3,270,174	3,017,984
<b>Total resources expended</b>		<b>3,436,026</b>	<b>148,416</b>	<b>3,584,442</b>	<b>3,322,624</b>
<b>NET INCOMING/(OUTGOING) RESOURCES</b>		<b>285,613</b>	<b>(23,282)</b>	<b>262,331</b>	<b>416,782</b>
<b>Transfer between funds</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET MOVEMENTS IN FUNDS</b>		<b>285,613</b>	<b>(23,282)</b>	<b>262,331</b>	<b>416,782</b>
<b>Reconciliation of funds</b>					
Fund balances at 1 April 2019		<b>1,498,073</b>	1,938,631	<b>3,436,704</b>	3,019,922
<b>Fund balances at 31 March 2020</b>		<b>1,783,686</b>	<b>1,915,349</b>	<b>3,699,035</b>	<b>3,436,704</b>

All gains and losses recognised in the year are included above.

## Balance Sheet

The Rose Road Association

### Balance Sheet



At 31st March 2020

	Note	2020 £	2019 £
<b>FIXED ASSETS</b>			
Tangible assets	11	2,607,877	2,639,976
Investments	12	-	-
		<b>2,607,877</b>	<b>2,639,976</b>
<b>CURRENT ASSETS</b>			
Debtors	13	717,242	593,886
Cash at bank and in hand		884,959	706,413
		<b>1,602,201</b>	<b>1,300,299</b>
<b>LIABILITIES</b>			
Creditors: Amounts falling due within one year	14	511,043	503,571
<b>NET CURRENT ASSETS</b>		<b>1,091,158</b>	<b>796,728</b>
<b>TOTAL ASSETS LESS CURRENT</b>		<b>3,699,035</b>	<b>3,436,704</b>
<b>LIABILITIES</b>			
Liabilities: Amounts falling due after more than one year		-	-
<b>TOTAL NET ASSETS</b>		<b>3,699,035</b>	<b>3,436,704</b>
<b>FUNDS</b>	17		
Unrestricted funds			
General fund		791,157	546,728
Designated funds		992,529	951,345
Total Unrestricted Funds		<b>1,783,686</b>	<b>1,498,073</b>
Restricted funds		<b>1,915,349</b>	<b>1,938,631</b>
<b>TOTAL FUNDS</b>		<b>3,699,035</b>	<b>3,436,704</b>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The Rose Road Association  
Report of the Trustees for the Year Ended 31<sup>st</sup> March 2020

The financial statements were approved by the Board of Trustees on 21st JULY 2020  
and were signed on its behalf by:

	)	
Doug Miller	)	
	)	Members of the Board of Trustees
	)	
Julie Gomer	)	

## Consolidated Cash Flow Statement

### Consolidated Cash Flow Statement For the Year Ended 31st March 2020

	Note	2020 £	2019 £
Net cash inflow from operating activities	18	248,073	722,292
Net cash (outflow) from investing activities	18a	(70,891)	(135,997)
Net cash inflow from financing activities	18b	1,364	629
Increase in cash in the year		178,546	586,924
Net funds at 1st April 2019		706,413	119,489
Net cash at bank at 31st March 2020		884,959	706,413

## Notes to the Financial Statements

### 1 Accounting policies

#### 1.1 Accounting convention

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)' Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

#### 1.2 Basis of consolidation

The Rose Road Association has chosen not to produce consolidated group accounts for the year ending 31st March 2020, under section 405 of the Companies Act 2006, due to the lack of materiality in its subsidiary's undertakings, Rose Road Retail, which has been a dormant trading company for the full year. Solent Support Solutions, the joint venture with Solent Mind, is also not included in the consolidated financial statements due to its lack of materiality under the same exemption.

#### 1.3 Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

#### 1.4 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis (inclusive of any irrecoverable VAT) and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings (such as support costs), they have been allocated to activities on a basis consistent with the use of the resources. Governance Costs includes an apportionment of Staff time, audit fees and costs of the Annual General Meeting.

#### 1.5 Investments and investment income

Investments held as fixed assets are stated at cost. Gains and losses on investments both realised and unrealised are included in the Statement of Financial Activities. All income arising on investments is accounted for on a receivable basis. Income tax recoverable is accounted for on the same basis as the income to which it relates.

#### 1.6 Tangible fixed assets

IT Tangible fixed assets costing more than £350 and all other tangible fixed assets costing more than £1,000 are capitalised and are stated in the balance sheet at cost less depreciation, which is calculated at rates to write off the excess of cost over estimated residual values of individual assets, over their estimated useful lives as follows:

Land	Not depreciated
Leasehold Buildings	1 % straight line
Building adaptations	15% reducing balance
Motor vehicles	20% straight line
Furniture and equipment	15% reducing balance
Computer equipment	25% straight line

## 1.7 Pensions

The charity contributes to pension schemes in which the benefits are determined by the value of contributions paid in respect of each member. Accordingly, the charge in the Statement of Financial Activities represents the amount of contributions payable to the pension schemes in respect of the accounting period.

## 1.8 Operating leases

Rentals under operating leases are charged to the Statement of Financial Activities over the period in which the cost is incurred.

## 1.9 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 charity 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 subject to specific conditions laid down by the donors as to how they may be used, or which have been raised by the charity for particular purposes. The aim and use of the funds are set out in the notes to the financial statements.

All funds are reviewed annually and transfers between funds undertaken as determined by that review.

## 1.10 Going Concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The financial statements have been prepared on the basis that the charity is a going concern. When determining the going concern assessment, the Trustees' have considered the charity activities, together with factors likely to affect its future development, performance and position; these are set out in the Trustees Report, this includes the impact of COVID-19.

## 1.11 Judgements in applying accounting policies and key sources of estimation uncertainty

The Trustees consider that there are no material uncertainties on the charity's ability to continue its activities for the foreseeable future. The Trustees are satisfied that the charity's assets are available and adequate to fulfil its obligations for a period of at least twelve months from the signing of these financial statements.

Key judgements that the charity has made which have a significant effect on the accounts include reviewing and carrying out a risk analysis of the factors affecting the charity's ability to continue to fundraise income and win and retain service contracts.

**The Rose Road Association**

**Report of the Trustees for the Year Ended 31<sup>st</sup> March 2020**

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**The Rose Road Association**  
**Report of the Trustees for the Year Ended 31<sup>st</sup> March 2020**

**2 Voluntary fundraising income**

	Unrestricted	Restricted	2020 Total	2019 Total
	£	£	£	£
Trusts	15,350	104,911	120,261	92,337
Community	131,387	20,223	151,610	197,324
Corporate	34,733	-	34,733	39,237
Events	-	-	-	-
Major Donors	40,000	-	40,000	116,000
Other	-	-	-	-
<b>Total Fundraising Income</b>	<b>221,470</b>	<b>125,134</b>	<b>346,604</b>	<b>444,898</b>

**3 Incoming Resources from Charitable Activities**

	Respite Services	Community Services	Family Services	Avenues	2020 Total	2019 Total
	£	£	£	£	£	£
Contractual payments from Local Authorities	1,565,314	419,373	-	572,966	2,557,653	2,315,365
Grants received for revenue purposes	2,995	105,053	555,007	-	663,055	692,204
Grants received for capital purposes	-	-	-	-	-	121,873
Other incoming resources from charitable activities	6,863	150,265	87	18,000	175,215	48,231
<b>Total Charitable Activities income</b>	<b>1,575,172</b>	<b>674,691</b>	<b>555,094</b>	<b>590,966</b>	<b>3,395,923</b>	<b>3,177,673</b>

**4 Other trading income**

	2020	2019
	£	£
Facilities	102,882	116,206
<b>Total Trading income</b>	<b>102,882</b>	<b>116,206</b>

**5 Investment income**

	2020	2019
	£	£
Interest receivable	1,364	629

**The Rose Road Association**  
**Report of the Trustees for the Year Ended 31<sup>st</sup> March 2020**

<b>6 Raising funds costs</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Fundraising costs	<b>172,942</b>	176,612
Support costs	<b>17,216</b>	15,502
Governance costs	<b>1,102</b>	1,092
<b>Total Fundraising costs</b>	<b>191,260</b>	193,206

<b>Trading Activities costs</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Facilities	<b>114,665</b>	102,979
Support costs	<b>7,997</b>	8,112
Governance costs	<b>346</b>	343
<b>Total Trading Activities costs</b>	<b>123,008</b>	111,434

<b>7 Charitable Activities costs</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Respite	<b>1,286,298</b>	1,236,849
Community Services	<b>605,840</b>	569,623
Family Services	<b>493,649</b>	593,231
Avenues	<b>589,328</b>	336,819
Support costs	<b>263,622</b>	251,043
Governance costs	<b>31,437</b>	30,419
<b>Total Charitable Activities costs</b>	<b>3,270,174</b>	3,017,984

<b>8 Analysis of Support and Governance Costs</b>	<b>Trading Activities</b>	<b>Raising Funds</b>	<b>Respite Services</b>	<b>Community Services</b>	<b>Family Services</b>	<b>Avenues</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Management	2,144	4,615	32,710	14,059	11,586	12,314	<b>77,428</b>	76,717
Finance	3,045	6,555	46,460	19,968	16,457	17,490	<b>109,975</b>	99,753
Human Resources	1,214	2,614	18,527	7,963	6,563	6,975	<b>43,856</b>	38,008
Information Technology	1,594	3,432	24,323	10,454	8,616	9,157	<b>57,576</b>	60,179
Governance	346	1,102	14,551	6,254	5,154	5,478	<b>32,885</b>	31,854
<b>Total Support costs</b>	<b>8,343</b>	<b>18,318</b>	<b>136,571</b>	<b>58,698</b>	<b>48,376</b>	<b>51,414</b>	<b>321,720</b>	306,511

**The Rose Road Association**  
**Report of the Trustees for the Year Ended 31<sup>st</sup> March 2020**

<b>8a Governance Costs</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Allocated staff salaries for accounts and annual report preparation	<b>3,500</b>	3,465
Allocated staff salaries for attendance at trustee meetings	<b>8,492</b>	8,408
Allocated staff salaries for company secretary work	<b>903</b>	894
Allocated staff salaries for trustee liaison and strategy work	<b>7,431</b>	7,357
Auditors' remuneration	<b>11,880</b>	11,100
Professional and other costs	<b>679</b>	630
<b>Total Governance costs</b>	<b>32,885</b>	31,854

<b>9 Resources expended by the charity includes</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Depreciation	<b>101,370</b>	103,631
Auditors' remuneration	<b>11,880</b>	11,100
Operating Leases - Equipment	<b>352</b>	1,218

<b>10 Staff costs for the charity</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Salaries and other costs	<b>1,803,252</b>	1,783,463
Social security costs	<b>107,893</b>	99,324
Pension costs	<b>54,460</b>	67,257
<b>Total Staff costs</b>	<b>1,965,605</b>	1,950,044

**10a Key Management Personnel Remuneration**

The number of personnel paid on the following bandings during the year were:

	<b>2020</b>	<b>2019</b>
£60,000 to £69,999	<b>1</b>	1
£70,000 to £79,999	-	-

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
The total amount of remuneration to key management personnel, including employer pension and NI, for their services to the charity during the year was:	<b>227,838</b>	191,065

No trustee received any remuneration during the current year (18/19: £0).

**The Rose Road Association**  
**Report of the Trustees for the Year Ended 31<sup>st</sup> March 2020**

**10b Pension Schemes**

The Association operated two defined contribution pension schemes during the year.

The employer pension costs for all schemes for the year was £54,460. (18/19: £67,257)

At the year end employer and employee pension contributions totalling £9,835 were owed to the schemes. (18/19: £8,541)

**10c Average numbers of employees**

The average number of employees and their full time equivalent in the year was as follows:

	Average number of employees		Average number of Full-time Equivalents	
	2020	2019	2020	2019
Respite Service	56	55	41	40
Community services	48	54	22	20
Family Services	20	27	12	15
Avenues	-	-	-	-
Strategic Charity Development	1	1	1	1
Raising Funds	5	4	4	3
Trading Activities	2	3	1	1
Administration	6	8	5	6
<b>Total</b>	<b>138</b>	<b>152</b>	<b>86</b>	<b>86</b>

**11 Tangible fixed assets**

	Free hold Land & Buildings £	Equipment £	Motor vehicles £	Total £
<b>Cost</b>				
At 1st April 2019	2,630,593	708,675	69,456	3,408,724
Additions	-	62,891	8,000	70,891
Transfers	-	-	-	-
Disposals	-	-	(1,800)	(1,800)
<b>At 31st March 2020</b>	<b>2,630,593</b>	<b>771,566</b>	<b>75,656</b>	<b>3,477,815</b>
<b>Depreciation</b>				
At 1st April 2019	365,187	347,513	56,048	768,748
Disposals	-	-	(180)	(180)
Charge for the year	26,251	69,374	5,745	101,370
<b>At 31st March 2020</b>	<b>391,438</b>	<b>416,887</b>	<b>61,613</b>	<b>869,938</b>
<b>Net book value at 31st March 2020</b>	<b>2,239,155</b>	<b>354,679</b>	<b>14,043</b>	<b>2,607,877</b>
Net book value at 31st March 2019	2,265,406	361,162	13,408	2,639,976

**12 Investments**

The Association holds no investments as of 31st March 2020.

**The Rose Road Association**  
**Report of the Trustees for the Year Ended 31<sup>st</sup> March 2020**

<b>13 Debtors</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Prepayments	102,893	127,267
Accrued income	35,631	47,664
Statutory authority debtors	405,374	374,638
Trade debtors	169,838	43,869
Other debtors	2,962	-
Intercompany debtor	544	448
VAT recoverable	-	-
Income tax recoverable	-	-
<b>Total Debtors</b>	<b>717,242</b>	<b>593,886</b>

<b>14 Creditors</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Accruals	63,608	58,081
Taxation and social security	27,038	26,831
Pension	9,835	8,541
Other Creditors	2,868	11,453
Deferred income (note 16)	174,137	159,705
Intercompany creditor	-	-
VAT due	278	-
Trade creditors	233,279	238,960
<b>Total Creditors</b>	<b>511,043</b>	<b>503,571</b>

<b>15 Operating Leases</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
<b>Equipment:</b>		
Not more than one year	352	1,212
Greater than one year and less than five years	-	352
<b>Total operating lease commitments</b>	<b>352</b>	<b>1,564</b>

<b>16 Movements in deferred income</b>	<b>Local authority income</b>	<b>Donations and other income</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Deferred income at 1st April 2019	118,059	41,646	159,705	110,583
Expended during the year	(648,541)	(178,134)	(826,675)	(772,611)
Income received during the year:	684,507	156,600	841,107	821,732
<b>Deferred income at 31st March 2020</b>	<b>154,025</b>	<b>20,112</b>	<b>174,137</b>	<b>159,704</b>

Deferred income relating to monies received from local authorities and donations will be realised in the following financial period through the Statement of Financial Activities

**The Rose Road Association**  
**Report of the Trustees for the Year Ended 31<sup>st</sup> March 2020**

17	Movement in Funds	At 1st April 2019 £	Incoming resources £	Resources expended £	Transfers between funds* £	At 31st March 2020 £
	<b>Unrestricted funds</b>					
(a)	General Funds	1,248,073	3,721,639	(3,436,026)	(742,529)	791,157
(b)	Designated Funds	250,000	-	-	742,529	992,529
	<b>Total Unrestricted Funds</b>	<b>1,498,073</b>	<b>3,721,639</b>	<b>(3,436,026)</b>	<b>-</b>	<b>1,783,686</b>
	<b>Restricted funds</b>					
(c)	Bradbury Centre	1,938,631	-	(23,282)	-	1,915,349
	Respite Trust Nights and Equipment	-	87,619	(87,619)	-	-
	Community Services and Equipment	-	11,220	(11,220)	-	-
	Family Services	-	1,295	(1,295)	-	-
	Other	-	25,000	(25,000)	-	-
	<b>Total Restricted Funds</b>	<b>1,938,631</b>	<b>125,134</b>	<b>(148,416)</b>	<b>-</b>	<b>1,915,349</b>
	<b>Total Funds</b>	<b>3,436,704</b>	<b>3,846,773</b>	<b>(3,584,442)</b>	<b>-</b>	<b>3,699,035</b>

\*Note on reserve transfer of £742,529: It has always been the organisations aim to have free reserves to cover 2-4 month operating costs from cash or equivalent reserves and this has now been reflected in an updated reserve policy. To reflect this, reserves represented by fixed assets have been 'designated' as a fixed asset reserve and removed from this figure of free reserves, because they are not easily convertible into cash. Although these were not previously labelled a 'designated' reserve, in essence they have always been considered and treated this way. If these fixed assets had previously been shown as a designated reserve, the prior year comparatives would be:

General Funds	= £546,728
Designated Funds	= <u>£951,345</u>
<b>Total unrestricted reserves</b>	<b>= <u>£1,498,073</u></b>

This would then leave an actual underlying reserve transfer between the general fund and designated funds of £41,184, reflecting the movement in fixed assets and the new COVID-19 designated reserve.'

**Unrestricted reserves**

- (a) The General Funds represent the free funds of the charity which are set aside to cover working capital requirements and to cover losses in contract income.

**The Rose Road Association**  
**Report of the Trustees for the Year Ended 31<sup>st</sup> March 2020**

(b) The Designated Funds are broken down as follows:

Fixed asset replacement reserve	= £250,000
Tangible fixed asset not easily convertible to cash	= £692,529
COVID-19 Pandemic Disruption Reserve	= £50,000

**Restricted reserves**

(c) The original building of the Bradbury Centre is a restricted fund.

Additionally, restricted Income Funds were received for the following projects and areas of work:

**Respite**

The Screwfix Foundation and The Cotton Trust for replacement and upgraded hoisting systems in Oaks and Acorns, giving the children and young people greater access, reducing the number of times children need to be hoisted and a better experience.

The Leathersellers' Company Charitable Fund continued to support our emergency and additional overnight short breaks programme.

The Edward Gostling Foundation supported phase 2 of the Independence for All project by funding the extension of the dining room in the children's respite unit, electronic doors, sensory and communication equipment.

**Community**

BBC Children in need for continuing to support the Saturday stay and play sessions for the whole family.

**Family Services**

Healthwatch Hampshire for supporting the Hampshire Parent Carer Network Future in Mind project. This was a project looking at the barriers for young people accessing Child and Adolescent Mental Health Services.

17a Analysis of net assets between funds	Unrestricted funds	Restricted funds	2020	2019
	£	£	£	£
Fixed assets	692,528	1,915,349	<b>2,607,877</b>	2,639,976
Current assets	1,600,448	-	<b>1,600,448</b>	1,300,299
Investments	-	-	-	-
Current liabilities	(509,290)	-	<b>(509,290)</b>	(503,571)
Long term liabilities	-	-	-	-
<b>Total Funds</b>	<b>1,783,686</b>	<b>1,915,349</b>	<b>3,699,035</b>	<b>3,436,704</b>

The original build element of the Bradbury Centre building is a restricted asset but subsequent work that has been carried out and capitalised to form a portion of this asset is unrestricted

**The Rose Road Association**  
**Report of the Trustees for the Year Ended 31<sup>st</sup> March 2020**

**18 Notes to the cash flow statement.**

**Reconciliation of net incoming resources to net cash inflow/ (outflow) from operating activities**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Net incoming resources	<b>262,331</b>	416,782
Investment income	<b>(1,364)</b>	(629)
Depreciation	<b>101,370</b>	103,631
Loss on Disposal Fixed Asset	<b>1,620</b>	24,902
(Increase) in Debtors	<b>(123,356)</b>	(20,628)
Increase in Creditors	<b>7,472</b>	198,234

**Net cash inflow / (outflow) from operating activities**

**248,073**      722,292

**18a Capital expenditure and financial investment**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Purchase of tangible fixed assets	<b>(70,891)</b>	(137,397)
Sale of tangible fixed assets	-	1,400

**Net cash inflow / (outflow) from investing activities**

**(70,891)**      (135,997)

**18b Returns on investments and servicing of finance**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Investment income received	<b>1,364</b>	629

**Net cash inflow / (outflow) from financing activities**

**1,364**      629

**19 Contingent liabilities**

The group had no contingent liabilities as at 31 March 2020 or 31 March 2019.

**20 Capital commitments**

The group had no capital commitments at 31 March 2020 or 31 March 2019.

**21 Related party transactions**

The charity is exempt from disclosing related party transactions within the group due to lack of materiality.

On the 1st April 2012 the finance and IT functions of The Rose Road Association were transferred to Solent Support Solutions Limited, a company which is jointly controlled by The Rose Road Association and Solent Mind. Support Solutions provided services valued at £177,455 during the year to 31st March 2020 (18/19: £157,195 ). The Association owed Solent Support Solutions £0 at 31st March 2020 (18/19: £0). Solent Support Solutions owed the Association £544 at 31st March 2020 (18/19: £448).

**The Rose Road Association**  
**Report of the Trustees for the Year Ended 31<sup>st</sup> March 2020**

**22 Taxation**

As a registered charity the income is generally exempt from corporation tax under Section 478, of the Corporation Tax Act 2010 by reason of its charitable objects and activities.